

# Agenda

## Council

**Thursday, 14 January 2016, 10.00 am**  
**County Hall, Worcester**

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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 کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی، ننگێر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهییه و دهستت به هیچ کس ناگات که وهیگهریتنوه بۆت، تکلیه تملخون بکه بۆ ژمارهی 01905 765765 و داوای رینۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤਰਜਮਾ 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 3<sup>rd</sup> 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.

**Thursday, 14 January 2016, 10.00 am, County Hall, Worcester**

## **Agenda and Summons**

**Councillors:** Mr I Hopwood (Chairman), Mr A A J Adams, Mr R C Adams, Ms P Agar, Mr A T Amos, Mrs S Askin, Mr J Baker, Mr R W Banks, Mr M L Bayliss, Mr A N Blagg, Mrs S L Blagg, Mr C J Bloore, Mr P J Bridle, Mr M H Broomfield, Mr J P Champion, Mr S J M Clee, Mr S C Cross, Mrs P E Davey, Mr P Denham, Mr N Desmond, Mrs E A Eyre, Ms L R Duffy, Mr A Fry, Mr S E Geraghty, Mr W P Gretton, Mrs J L M A Griffiths, Mr P Grove, Mr A I Hardman, Mr M J Hart, Ms P A Hill, Mrs A T Hingley, Mrs L C Hodgson, Mr C G Holt, Mr M E Jenkins, Ms R E Jenkins, Mr R C Lunn, Mr L C R Mallett, Mr P M McDonald, Mr A P Miller, Mr A A Muir, Mrs F M Oborski, Mr S R Peters, Dr K A Pollock, Mr D W Prodger, Prof J W Raine, Mrs M A Rayner, Mr A C Roberts, Mr J H Smith, Mr R J Sutton, Mr C B Taylor, Mr J W R Thomas, Mrs E B Tucker, Mr P A Tuthill, Mr R M Udall, Mr G J Vickery, Mr T A L Wells and Mr G C Yarranton

### **1 Apologies and Declaration of Interests**

To receive apologies and invite any Councillor to declare any interest in any of the items on this agenda.

### **2 Public Participation**

To allow a member of the public to present a petition, or ask a question relating to the functions of the Council, or to make a comment on any matter on the agenda.

*Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday, 13 January 2016). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.*

### **3 Minutes**

To approve as a correct record and authorise the signing of the Minutes of the meeting held on 12 November 2015 (circulated previously electronically).

### **4 Chairman's Announcements**

To receive any announcements to be made by the Chairman.

### **5 Constitutional Matters**

To consider a report on various constitutional matters (**yellow pages – to follow**).

## **6 Reports of Cabinet 1 - 12**

To consider the reports of the Cabinet and to receive answers to any questions asked on the reports. Matters which require a decision by the Council are on **yellow pages**. Matters where decisions have already been taken are on **white pages**.

## **7 Notices of Motion**

To receive the report of the Head of Legal and Democratic Services on any Notices of Motion received by him (**Lilac pages**). Councillors are asked to note that any Notices of Motion must be received by the Head of Legal and Democratic Services no later than noon on **Thursday, 7 January 2016**.

## **8 Annual Report of the Chairman of the Overview and Scrutiny Performance Board 13 - 32**

To receive the annual report of the Chairman of the Overview and Scrutiny Performance Board and answers to any questions on it (**grey pages**).

## **9 Reports of Cabinet Members with Responsibility 33 - 38**

To receive the report of the Cabinet Member with Responsibility for Health and Wellbeing on current issues and proposed developments within his area of responsibility and to receive answers to any question on the report (**green pages**).

## **10 Question Time 39 - 40**

To receive answers to any questions asked by Councillors (**Orange pages**).

*(Members are reminded of the timescale adopted by Council for notice of questions. A Councillor may only ask a question if:*

- It is delivered in writing to the Head of Legal and Democratic Services by noon on Monday 11 January 2016 or*
- If it relates to urgent business, the Head of Legal and Democratic Services is notified at least half an hour before the start of the meeting.)*

## **11 Reports of Committees 41 - 48**

To consider the reports of the Audit and Governance Committee, the Pensions Committee and the Waste Credit Governance Committee (**white pages - attached**) which summarise the decisions taken by those bodies.

## NOTES

- **Webcasting**

Members of the Council are reminded that meetings of the Council are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

- **Catering Arrangements**

Luncheon will be available at 1.00pm or thereabouts in the Lakeview Room. This will be provided for all Councillors, without payment, and for pre-notified guests, who must be paid for in advance. An indication of any guests wishing to take luncheon should be given to staff in the Business Support Unit at least three days before the Council meeting.

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Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. The above reports and supporting information can be accessed via the Council's website at: [www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)

To obtain further information or a paper copy of this agenda please contact John Higginbotham, Committee and Appellate Officer by telephone on Worcester (01905) 766607 or [jhigginbotham@worcestershire.gov.uk](mailto:jhigginbotham@worcestershire.gov.uk)

Date of Issue: Tuesday, 5 January 2016

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**COUNCIL**  
**14 JANUARY 2016****REPORTS OF CABINET****(a) MATTERS WHICH REQUIRE A DECISION BY COUNCIL**

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**New Technologies in Care****Recommendation**

1. **The Cabinet recommends that the addition of £2 million of Adult Services and Health Directorate reserves to the Capital Programme be approved to invest in the development of new technologies in care.**
2. New technologies are becoming available that can improve people's experience of care and help them to retain their independence. In addition, they save staff time, thereby helping to ease the difficulties providers are experiencing in recruiting and retaining their workforce, and they can help reduce the cost of care and save money both for taxpayers and for individuals who are funding their own care.
3. Adult social care nationally faces a range of challenges including greater demand from an ageing and increasingly frail population, falling local authority funding, and difficulties in recruiting and retaining staff. The Council has a duty under the Care Act 2014 to ensure a sustainable local market for adult social care, both for Council-funded individuals and self-funders.
4. One of the opportunities comes from new technologies – including completely new systems as well as new applications of existing technologies. The last few years has seen a surge in development of such systems. These include:
  - Assistive technologies that monitor people's environment and condition - e.g. where they are in their home, their fluid intake, their behaviour and whether they have taken medication – and generate an alert if necessary
  - Self-care applications, and
  - Robotic aids.

The Council has been promoting the use of assistive technologies to meet low level needs for a number of years.

5. The next phase of the introduction of new technologies will focus on systems that can meet established care needs. The Council will be looking for new technology companies to join it in Innovation Partnerships that will bring it together with care providers, service users and carers to identify, design and roll out hardware and software tailored to people's individual needs.

6. The Council will offer up-front investment to support development of new technologies. Innovation Partners will be able to develop new technologies in a real world environment, with the benefit of an independent evaluation, and where systems are successful will have the backing of a large local authority when they come to take their products to market. Funding for development of specific systems would be provided on the basis of approval of individual business cases that meet the aims and requirements of the Project.
7. All new technologies will be developed with the full involvement of service users and their families. In some cases, systems will be customised specifically to their needs. The opportunity to improve their outcomes and experience will play a key part in approving individual business cases and in evaluating success.
8. The Public Contracts Regulations 2015 have introduced a new procurement procedure that permits the Council to enter into a contract with one or more parties with the intention of developing and then purchasing innovative services, products or works. This Council is one of the very first public bodies to explore this method and is the first local authority to pursue it for the development of technology in care. The contract to form the partnership will involve a benefits-sharing agreement including the future exploitation of intellectual property rights for any products developed.
9. The Project will make a major contribution to achieving savings of £3.4 million annually related to developing and sustaining the market for adult social care, which are already included in the Medium Term Financial Plan. It will also play a vital role in mitigating cost pressures of £1.8 million annually arising from rising demand and the costs of older people in nursing, residential and home care. It is therefore crucial to the Council's financial sustainability over the next few years and it is important that it has adequate investment.
10. The Cabinet has therefore agreed to set aside £2 million one-off monies from Directorate reserves to invest in the development of new technologies on the basis of business cases from Innovation Partners that can demonstrate clear benefits. Adult Services and Health reserves have been created for exactly this purpose of investing in change to improve health and care, achieve savings and mitigate financial risks. The Council will also apply for additional funding from the European Union, which is available to support innovation in care. Full Council is now requested to add the £2 million to the Council's Capital Programme.
11. The tender process to procure one or more Innovation Partnerships for the development of technology in care is due to start this month. The selection of partners will include a robust decision-making process that tests a range of qualities including the degree of knowledge about the market, the level of research and development work needed and the time and resources available to bring the end products to market. The Cabinet Member with Responsibility for Adult Social Care, in consultation with the Director of Adult Services and Health, would then approve individual business cases and appoint partners and work would begin with the successful companies along with care providers and service users/carers to design and introduce new products.



## Minimum Revenue Provision Policy

### Recommendation

**12. The Cabinet recommends approval of the Minimum Revenue Provision (MRP) policy for long-term borrowing pre 1 April 2008 to be based on matching the debt repayments to the average asset lives being 43 years.**

13. The County Council is required, under the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008, to make a Minimum Revenue Provision (MRP) charge to the revenue account in relation to capital expenditure financed from borrowing or credit arrangements. This is the annual amount charged to the budget each year to repay the principal element of long-term borrowing and is based on a system of self-regulation informed by the Council's professional judgement of 'prudent provision'.

14. The Guidance states that "the broad aim of prudent provision is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits".

15. The Council uses long-term borrowing as part of an overall financing strategy to fund long-term capital investment in projects such as road construction and school improvements and it is sensible to ensure assets are paid for over their useful life. Approval of a change to the existing MRP policy is being sought that will match debt financing to the useful life of the assets being financed and achieve cost reductions over the medium term.

16. The current regulations were implemented in 2007 and allow for different treatment of long-term borrowing incurred pre and post 2008. The regulations require regular review of the policy and the opportunity is being taken to better align debt repayments to the asset lives and ensure the policy is prudent without being overly prudent. Under the existing policy the Council's forecast MRP charge for 2015/16 is £16.1 million, with £11.0 million relating to pre-2008 long-term borrowing and £5.1 million to post-2008. The policy has been in place since 2007/08 and is approved each year as part of the budget setting process Statement of Prudential Indicators.

17. The financial climate over recent years has prompted a number of local authorities to review their own MRP policies to ensure the best method for repaying long-term borrowing is being applied. To inform the Council's own view advice from PriceWaterhouseCoopers LLP has been taken and valuable feedback obtained from our external auditors Grant Thornton LLP that they are content with the overall principles of our approach.

18. The MRP charge for pre-2008 long-term borrowing currently results in a payment that is much higher than what an average payment based on actual asset lives would suggest. The Council is therefore currently paying off debt faster than which it receives the benefits.

19. The review proposes that it would be appropriate, affordable and reasonable to match the period of debt repayments to the average life of the assets being financed.

Following in-depth work across the Council's fixed assets the average life has been professionally assessed as being 43 years. It is important to understand that the total debt repayment under this proposal will still remain the same.

20. The impact of the change is:

- a) a reduction of the MRP charge for 2015/16 of £4.6 million;
- b) a reduction of the MRP charge for the period of the 4-year MTFP of £14.2 million;
- c) lower levels of MRP charge for the next 14 years;
- d) an increase in the MRP charge for the accounting periods between year 15 and 43 above the level previously forecast before dropping under the current method thereafter;
- e) no MRP charge after year 43 (where previously the Council would have been paying off debt indefinitely).

21. In order to protect revenue budgets from volatility and to deliver a consistent saving of £2 million per year between years 1 to 14, it is proposed that the Council makes a voluntary additional MRP payment in years 1 to 6 of £9.2 million to smooth the net impact of the change. This proposal reduces the call on the general fund over the life of the MTFP and delivers a consistent saving to support the County Council's FutureFit intentions without incurring any significant real term future costs for future generations, taking account of the time value of money.

22. The post-2008 MRP will require further additional work to understand the age and funding profile of the assets and the capital investment schemes and business cases that underpin them. The post-2008 MRP policy will be kept under continual review with any proposals brought to future Cabinet meetings. This will ensure changing organisational requirements are best reflected in debt financing.

## **Capital Programme Addition: Malvern Hills Science Park Phase 5**

### **Recommendation**

**23. The Cabinet recommends that a £4 million addition to the Capital Programme for Malvern Hills Science Park Phase 5 be approved, to be fully funded by the Worcestershire Local Enterprise Partnership Growth Deal grant allocation, and that the cash limits are updated accordingly.**

24. The Council is supporting the development of Malvern Hills Science Park Phase 5 with an additional investment of £4 million for demolition, site clearance of existing building and subsequent construction of Phase 5. As a Game Changer site, the development of Malvern Hills Science Park (MHSP) is a strategic priority identified through the Strategic Economic Plan and Corporate Plan. The project has been promoted in partnership with MHSP Ltd and Worcestershire Local Enterprise Partnership (WLEP) and will be fully funded by the WLEP Growth Deal grant allocation with no impact on the Council's long-term borrowing. Council is asked to add the scheme to the Capital Programme and that the cash limits be updated accordingly.

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

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## **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 papers for the meetings of the Cabinet held on 19 November 2015 and 17 December 2015.

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**COUNCIL**  
**14 JANUARY 2016****REPORTS OF CABINET****(b) SUMMARY OF DECISIONS TAKEN**

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**Delivering the Corporate Plan - FutureFit Update**

1. The Cabinet has noted the significant progress since 2011/12 of the FutureFit Programme and its achievements through the last 12 months. It has also considered the emerging Corporate Plan: FutureFit 2020 and its four priorities of Open for Business; Children and Families; the Environment and Health and Well-being and the key areas that it will focus on in order to contribute to a prosperous Worcestershire. The programme will also include the themes of commissioning; demand management; a self-sufficient Council, and the operating model. An added focus on partnership working will ensure a clear and dynamic approach.

2. The Cabinet has supported, in principle, the FutureFit 2020 vision, ambition and developing proposals that will fulfil the Council's Corporate Plan, FutureFit, through continued improvement of Council services to Worcestershire's residents and businesses and will contribute to meeting the Government's overall deficit recovery plan whilst achieving the priorities of the Council's Corporate Plan in 2016/17 and beyond to 2020. It has also supported, in principle, proposals intended to deliver £4,5m additional savings per annum and will work with the Strategic Leadership Team to develop further proposals to close the emerging potential financial gap of around £3.4m to balance the 2016/17 budget. The involvement of Scrutiny was endorsed to inform the approval of the revised Medium Term Financial Plan and budget-setting to include, where possible, the identification of alternative ways in which the financial gap could be closed.

3. A programme of communications and engagement with members, residents, businesses, unions, staff and other stakeholders took place over Autumn 2015 whilst proposals were at an early stage and this will enable informed decisions to be taken during the budget-setting process for 2016/17 onwards.

**Demand Management, Prevention Policy and 0-19 Services  
Commissioning Plan**

4. Demand for County Council services is increasing and changes in demographics and legislation mean that this trend is likely to continue. At the same time funding for local government is reducing. It is therefore recognised that proactively managing demand for Council services will become increasingly important in the future. The Council has therefore adopted Demand Management as one of its Transformation Themes. The Council's All-age Prevention Policy has been developed with this approach in mind. The Policy will be used to contribute

towards a demand management plan that will focus on a number of themes of prevention. The Cabinet has approved the Policy to replace the Council's current Early Help Strategy.

5. The Cabinet has also approved consultation on the design of a new 0-19 integrated prevention service for children, young people and families, including the use of buildings to provide the service. The service brings together the Council's Public Health and Children's Well-being responsibilities and should be in place by October 2016. The consultation should be completed by the end of January 2016 although there may be a need for further consultation depending on the range and scale of the proposed changes. The Cabinet has authorised the Cabinet Member with Responsibility for Health and Well-Being, in consultation with the Cabinet Member with Responsibility for Children and Families and the Directors of Adult Services and Health and Children's Services, to determine the design of the 0-19 integrated prevention service and the use of buildings to provide it, having regard to the consultation and the Council's statutory duties.

6. The Cabinet has also delegated authority to approve the final specification, tendering and contractual decisions and future use of buildings for the integrated prevention service to the Director of Adult Services and Health in consultation with the Director of Children's Services and Cabinet Members with Responsibility for Children and Families and Health and Well-Being.

### **West Midlands Rail Devolution**

7. The Cabinet has considered proposed governance arrangements for the development and oversight of West Midlands Rail franchise through West Midlands Rail Limited. West Midlands Rail partner authorities had been developing a proposal for increasing local involvement and influence over the local rail services for around two and a half years, in line with Government policy on devolution and evidenced by the benefits experienced elsewhere from local control of rail services. The Cabinet has noted the potential advantages to Worcestershire of joining a consortium of local authorities to influence the West Midlands Rail franchise. It has also approved the proposed governance arrangements for the development and oversight of West Midlands Rail Limited, established as a company limited by guarantee with a Board of Directors appointed from each of the constituent partner authorities for the purpose of providing local democratic strategic guidance for the specification of the new West Midlands Rail franchise being led by the Department for Transport (DfT) during 2017.

8. The Cabinet has approved the County Council joining West Midlands Rail Limited as a member and appointed the Cabinet Member with Responsibility for Highways as a principal Director of the Board of West Midlands Rail. The Cabinet Member with Responsibility for Economy, Skills and Infrastructure will be his substitute Director on that Board, or as subsequently nominated from time to time by the Leader. The Head of Legal and Democratic Services has been authorised to agree and enter into or execute such documents as are necessary to give effect to these decisions.

9. It is intended that West Midlands Rail Limited will in due course enter into a formal partnership agreement with the DfT that will set out the rights and obligations of West Midlands Rail Limited in relation to the award of the new West

Midlands Rail franchise and related matters. That agreement will require approval by a 75% vote of West Midlands Rail Limited's members and will be the subject of a further report to Cabinet/Council. Any member may resign its membership at any time.

### **Future Arrangements for Worcestershire Shared Services Joint Committee and County Regulatory Services (Trading Standards and Animal Health Services)**

10. Council will recall at its last meeting that it agreed to withdraw from Worcestershire Shared Services Joint Committee and approved proposed changes to bring County Regulatory Services currently discharged through Worcestershire Regulatory Services (WRS) (including Trading Standards and Animal Health) back in-house to the County Council. As a hybrid service containing executive and non-executive functions, the original Joint Committee arrangements were agreed by both Cabinet and Full Council. The Cabinet has now considered the proposed changes in those arrangements relating to the executive functions.

11. The Cabinet has agreed that the County Council withdraws from the Worcestershire Shared Services Joint Committee on 31 March 2016 and that the County regulatory functions discharged through WRS, including Trading Standards and Animal Health, are brought back in-house to the County Council from 1 April 2016 or as soon thereafter. Should those County regulatory functions not be brought back in-house on 1 April 2016 then they may be delivered through WRS via a short-term Services Contract until they are.

12. The Director of Business, Environment and Community, in consultation with the Cabinet Member with Responsibility for Localism and Communities, will now negotiate with the Management Board of WRS and other member authorities of the Joint Committee and take all the necessary steps to put the above proposals into effect. This will include giving appropriate notice for withdrawal from the Joint Committee, determining the arrangements and timetable for termination of the current arrangements for delivery and the service being brought back in-house, and agreeing any interim arrangements under a short-term Services Contract and the use of Directorate reserves to support those interim arrangements.

### **Worcestershire County Council Renewable Energy Strategy and Renewable Energy Research Paper**

13. As a major user of energy, a major landowner and a potential investor, the County Council is well-positioned to capture the economic, social and environmental benefits of renewable energy. To deliver the FutureFit commitment to "a clear and consistent approach to the use and application of renewable energy in the county", a Renewable Energy Strategy has been prepared which sets out the authority's position on developing renewable energy, either alone or in partnership with others. Alongside the Strategy, a Renewable Energy Research Paper has been produced to provide more information on the benefits of renewable energy and what development of renewables could mean for Worcestershire.

14. Public consultation had been carried out on both the Strategy and Research Paper and in response various amendments had been made to both documents.

The Cabinet has adopted the Worcestershire County Council Renewable Energy Strategy and endorsed the Worcestershire County Council Renewable Energy Research Paper.

## **2016-17 Budget and Council Tax**

15. The Cabinet has considered proposals for the 2016-17 Budget and Council Tax. The draft budget proposals had been made in the context of significant financial challenge for the increasing demand for Council services in a number of areas. The Council is five years into a programme to transform itself into an innovative organisation that puts residents' priorities at the heart of the decisions it makes. New ways of working have been introduced and the Council is now more agile and responsive to residents' priorities whilst facing the challenges of maintaining a balanced budget.

16. The net expenditure budget for 2016/17 set out a provisional budget requirement of £327.8 million and an indicative funding gap of £2 million. Proposals to strengthen the base budget have been put forward. The impact of the full detail of the provisional Local Government Finance Settlement announcement (expected in late December 2015) will be worked into the draft budget with the intention of closing the funding gap in time for the February 2016 approval of the budget by Council. Revenue Support Grant is expected to reduce evenly to an income of £10.9 million for 2019/20 so that by 2020/21 it will be nil. Business rates are expected to rise in accordance with the Retail Price Index each year and income from Council Tax will gradually fund a greater proportion of the Council's budget in the future.

17. The Cabinet has approved the draft budget for consultation which includes budget reductions that are currently being consulted upon arising from the FutureFit programme, a number of which have already been subject to detailed Cabinet and Scrutiny reports. It has endorsed the plan to address a savings requirement of £2 million as a result of updating the Medium Term Financial Plan (MTFP), taking account of central Government's Spending Review announcement to be presented for approval within the February 2016 Cabinet and Full Council reports. The Cabinet has also endorsed an investment of £0.5 million each year for road maintenance and £12 million over two years for the Driving Home highways infrastructure improvement programme following feedback from residents and in support of the Council's Open for Business priority.

18. The Cabinet has endorsed the view that the Council's planning assumptions remain consistent with a need to plan for annual savings on average over the life of the MTFP of around £25 million per annum, and £24.6 million for 2016/17. It has also agreed that it is minded to recommend to Full Council in February 2016 an increase in Council Tax Precept by 3.94% in relation to 1.94% to provide financial support for services for Looked After Children (forecast to be £5.8 million in 2016/17) and 2% ring-fenced for Adult Social Care services, as allowed by the Spending Review, to contribute to existing cost pressures in 2015/16 (presently funded by one-off grant income or reserves that will not be available from 2016/17.)



## Resources Report

19. The FutureFit savings programme target for 2015/16 is £27.5m. At the end of September 2015, £20.8m had been either delivered or confirmed as on target. Around half the remainder is at risk of delivery during the current financial year and work to mitigate this risk continues. The Cabinet has considered the revenue budget monitoring 2015/16 outturn forecast as at 30 September 2015. The overall financial pressure was £3.1m, a reduction of £2m since the previous month. Work will continue to keep the budget within the overall £326m cash limit. The Council's capital expenditure at 30 September 2015 totalled £54m compared with a revised expenditure profile of £180.2m. The Cabinet has also received an update on the Council's Treasury Management activities for the first half of the financial year. Details of the borrowing and lending transactions undertaken confirm that the management of debt and short-term investments continues to be cost effective.

## Balanced Scorecard - FutureFit Performance and Corporate Risk Update

20. The Cabinet has considered an overview of performance for the Corporate Balanced Scorecard for Quarter Two 2015/16. Currently there are 46 indicators reported in the Scorecard. 17 of these are rated 'green' representing good performance or progress and 11 are rated as 'red'. Of the red indicators performance on four has deteriorated during the quarter. The Cabinet has noted the latest update of the Corporate Balanced Scorecard for Quarter Two 2015/16 and considered the actions being taken to improve performance for the four indicators rated 'red' where performance has deteriorated.

21. The Cabinet has also considered the latest refresh of the Corporate Risk Register. The Register provides a mechanism for collating and reporting strategic risks that could affect the delivery of corporate objectives. Transformational risks which were previously included in the report are now presented to the Corporate Business Board. In Quarter Two 2015/16, one risk on 'demographic changes lead to changed demand for services' is rated as 'red'. The Cabinet has noted the latest refresh of the Corporate Risk Register including actions to mitigate the risk rated 'red'. As the Council embeds its new Operating Model it is an appropriate point to review how well current risk management processes are aligned with this. The outcome and any proposals will be reported in the Quarter 4 update.

**Mr A I Hardman**  
**Chairman**

## Contact Points

County Council Contact Points

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Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

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**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 papers for the meetings of the Cabinet held on 19 November 2015 and 17 December 2015.

**COUNCIL**  
**14 JANUARY 2016****ANNUAL REPORT OF THE CHAIRMAN OF THE OVERVIEW  
AND SCRUTINY PERFORMANCE BOARD**

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**Recommendation**

1. **The Head of Legal and Democratic Services recommends that the Council receives the annual report of the Chairman of the Overview and Scrutiny Performance Board for 2015.**
2. The Council will be asked to receive this report and to receive answers to any questions on it.

**Supporting Information**

A copy of the annual report of the Chairman of the Overview and Scrutiny Performance Board for 2015 has been circulated separately to all members.

**Contact Points**County Council Contact Points

County Council: 01905 763763

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Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

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**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.

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# Overview and Scrutiny Annual Report 2015

January 2016

[www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)



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## Foreword

I'm pleased to present to Council the 2015 Overview and Scrutiny Annual Report.

We last reported in May 2015, when Council agreed a new Work Programme for Overview and Scrutiny. You will see that we have made a lot of progress on this, with several scrutiny reports due in early 2016.

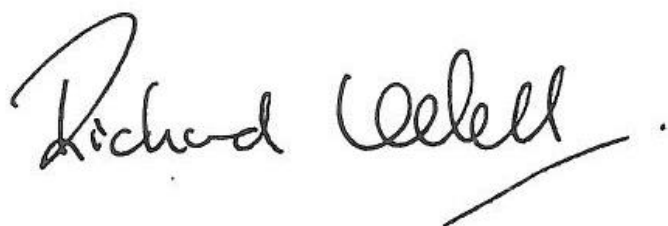
Council also agreed changes to the remits of the Overview and Scrutiny Panels, to ensure they better fit with the Council's New Operating Model.

Since May we have had some membership changes. Bob Banks has left OSPB and Liz Eyre has joined as Vice-Chairman. Bob will be missed, he was a hardworking and dedicated member of the board. Liz has provided new vision for scrutiny and has helped to deliver a new way of working.

The Vice-Chair has been working on proposals to ensure all scrutiny panels and OSPB are involved with Quality Assurance of newly commissioned services. Proposals will be put before members very soon. I am confident that the changes she is proposing will enable members to better challenge, question and hold to account the people who are delivering services on behalf of the County Council. It will involve a change in the way we operate, but I believe the changes will improve the work of Scrutiny.

I would like to thank all scrutiny members, and in particular the members of the Overview and Scrutiny Performance Board, for their hard work and commitment over the year. Also, I would like to place on record my appreciation and thanks to the Scrutiny Team; without their help, patience and assistance the job of scrutiny would be impossible. In particular I would like to thank Suzanne O'Leary who left us at the end of 2015. She will be missed.

This report highlights some of the key activities that have taken place during the year but if you would like to know anything more we would be delighted to talk to you. Contact details for the Scrutiny Team can be found on the back cover and you can find out more about our work by visiting our website at [www.worcestershire.gov.uk/scrutiny](http://www.worcestershire.gov.uk/scrutiny)

A handwritten signature in black ink that reads "Richard Udall". The signature is written in a cursive style with a long horizontal stroke at the end.

Councillor Richard Udall  
Chairman, Overview and Scrutiny Performance Board

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## Introduction

This report highlights some of the key pieces of work from the past year. The complete work programme can be seen at **Appendix 1**.

The remits of all the scrutiny bodies and their memberships can be found at **Appendices 2 and 3** and **Appendix 4** shows activity data.

## Overview and Scrutiny Performance Board

The OSPB has considered a wide range of issues in 2015. These have included strategic Council-wide issues, such as the public health annual report, the Worcestershire Next Generation initiative, the annual community safety report and the public health ring-fenced grant, as well as discussions with key partners in the County including Worcestershire Citizens Advice Bureau and Worcestershire Local Enterprise Partnership (WLEP).

In fulfilling its role to coordinate the scrutiny function, the Board has agreed scrutiny reports on the 2015/16 budget, integrated waste, the Archive and Archaeology Service, positive activities and the Children's Safeguarding Peer Review, and has discussed how to take forward budget scrutiny and scrutiny's quality assurance role.

The Board has also set up scrutiny task groups to examine the following issues:

- Footways
- Increasing physical activity
- Commissioning: staff terms and conditions
- Effectiveness of the prevention and recovery drug and alcohol misuse service
- Integration of health and social care

## Adult Care and Well-being Overview and Scrutiny Panel

### Worcestershire's Care Market

The Panel has continued to look at domiciliary and residential care services for older people. Its discussion with representatives of service users and providers of older people services revealed concerns about the resilience of care services in the face of an ageing population and squeezed council budgets. The Panel is therefore keen to input into the Directorate's own work to assess the resilience of the care market, through an independently commissioned review which is currently underway.

Care in the community is strongly supported by the Panel, which has been reinforced by discussions about transforming care for adults with learning disabilities and learning from the aftermath of Winterbourne View. Panel members also gave full support to the Directorate's work to promote supported living and extra care projects for adults with physical disabilities, learning disabilities, mental health challenges, dementia or

increased frailty – enabling them to live independently, with 24 hour wrap-around care where required.

## **Carers Strategy 2015-17**

As part of consultation on the new draft Strategy for carers, the Panel highlighted the need to allow carer groups to feel on board with the new document and for the information to be relevant to the carer audience.

## **Children and Families Overview and Scrutiny Panel**

On 14 May Council agreed to a re-alignment of responsibilities of Overview and Scrutiny Panels in order to better fit with the Council's New Operating Model. It was agreed that the new Children and Families Overview and Scrutiny Panel should cover the following remit:

- Children's Social Care and Families
- Public Health relating to Families
- Education and Skills

## **Child Sexual Exploitation**

The Panel first considered the extent of child sexual exploitation in the County as part of a discussion on children missing from care. Subsequently, the Independent Chair of the Safeguarding Children Board (WSCB), the Head of Protecting Vulnerable People (West Mercia Police), and the Director of Children's Services were invited to discuss with Members the WSCB's approach to tackling child sexual exploitation. Following this the Panel considered the WSCB's Child Sexual Exploitation Strategy 2015-17 Action Plan, with the Panel's comments being fed back to the WSCB and Cabinet.

Members found that this was a complex and enormous issue and one which all members of the community should be aware of.

## **Worcestershire Children's Safeguarding Peer Review**

In November 2014, the County Council - as part of its desire to be a learning organisation - invited the Local Government Association (LGA) to facilitate a Peer Review on its approach to safeguarding children. The Peer Review took place in April 2015.

The Children and Families Overview and Scrutiny Panel considered the outcomes of the Peer Review at its meeting on 25 June 2015 and was informed that the LGA team had identified the following four priorities:

- A 'back to basics' Safeguarding Improvement Plan
- Resolving the future direction for the 'Front Door'
- Implementing a detailed financial recovery plan
- Review and defining the role of Early Help

Panel Members agreed to undertake further scrutiny to consider the Directorate's response to these priorities. Members agreed to meet in small groups to further consider the detail of the four priorities. Members' comments were then discussed by the OSPB and fed back to the Cabinet Member with Responsibility for Children and Families in order to inform future work.

## **Corporate and Communities Overview and Scrutiny Panel**

May 2015 Council extended the remit of the former Resources Scrutiny Panel to establish a new Corporate and Communities Panel to look at:

- Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
- Transformation
- Finance
- Localism and Communities
- Organisation and employees

Since then the Panel has discussed a wide range of issues, including the commissioning process, Council complaints and the effect on staff of changes brought about by commissioning and the 'Smarter Working' strategy to work flexibly.

## **Economy and Environment Overview and Scrutiny Panel**

May Council agreed to a re-alignment of responsibilities of Overview and Scrutiny Panels in order to better fit with the Council's New Operating Model, with Localism and Communities moving to the new Corporate and Communities Panel to enable a stronger focus on Economy and Environment. The Panel has looked at a number of important issues this year, including:

- The impact on the bus network following subsidy reductions in September 2014 (including the closure of the Worcester North Park and Ride), and the development of community-based transport. Members sought assurances about how the Council worked with bus operators to address performance issues such as driver behaviour and service reliability.
- Public concerns about the Ketch Roundabout, which had resulted in safety action and an independent investigation by the Directorate.
- Economic progress in Worcestershire.
- The delivery of Superfast Broadband.

## **Health Overview and Scrutiny Committee**

### **Acute Hospital Services**

The Health Overview and Scrutiny Committee (HOSC) continues to push for swift conclusion of the '*Future of Acute Hospital Services in Worcestershire*' programme,

which was launched in September 2013 to take forward the proposals outlined in the previous Joint Service Review. Having broadly welcomed, in 2014, the Independent Clinical Review's recommendations for future service delivery, the HOSC has been very disappointed by the subsequent delay in finalising the process.

The Committee has requested regular updates on progress with the review, which will continue once plans have been signed off by NHSE and the clinical senate, enabling formal public consultation to take place.

During this time, the Chairman has sought assurances that clinical standards are being maintained and the Worcestershire Acute Hospital Trust remains financially sustainable. Despite being impressed overall by the Trust's continued efforts and frankness about the challenges faced – it is inevitable that this has impacted on staff recruitment, finances and quality of some services, which has led to the disappointing situation where the Trust has been placed in special measures following the Care Quality Commission inspection.

The HOSC has met with the Trust's new Improvement Director and 2016 will bring further updates on the Trust's Improvement Plan.

## **Patient Flow**

Worcestershire Royal Hospital has experienced extreme pressures on urgent care and delays in discharging patients during 2015, reflecting the picture nationally. HOSC members were impressed with a visit to the integrated patient flow centre, a hub aiming to get patients in the right place for the right care by linking with care services across hospitals, the community and adult social care. HOSC members were impressed by the resource commitment and systems in place and hoped that this model of joint working would realise its potential.

Plans to look further at integration between health and social care in 2016 will include a scrutiny of Worcestershire's Integrated Recovery Programme.

## **Mental Health Services**

Continuing its focus on mental health care, the HOSC has looked this year at services for older people and more recently at redesign plans for the reablement and employment service, as part of broader redesign of primary (GP based) and secondary (specialist) mental health services – which will continue into 2016.

## **Archive and Archaeology Service Scrutiny Task Group**

This Scrutiny Task Group examined Worcestershire's Archive and Archaeology Service and its future development. Along with many other council services, the service faced budget reductions and councillors were keen to look at the impact so far, future plans and how the provision of statutory services would be maintained.

The scrutiny found an excellent service, which is viewed nationally as an example of best practice. The fact that this has been maintained despite budget reductions of 64%

over 5 years demonstrated the quality of staff and innovative approach. A reduction in access hours had been well managed and access still compared well to other areas.

As part of the scrutiny exercise, input was given to emerging plans to develop a commercial arm of the service, the aim being to maximise earnings potential of the commercial and consultancy expertise. The task group fully supported this rationale, with the recommendation that income be re-invested in the service itself – there was strong feeling that the Council should be proud of this service, and that it should be promoted, protected and supported as much as possible.

## **Increasing Physical Activity Scrutiny Task Group**

In February 2015 the Overview and Scrutiny Performance Board discussed the Worcestershire Public Health Annual Report 2014. The report highlighted the need to increase opportunities for participation in physical activity and suggested there was fragmentation of responsibility between organisations in the County. A scrutiny task group was set up to look into this further.

The task group first met in July 2015 and so far has held discussions with:

- The Head of Public Health
- The Chief Executive Officer of Herefordshire and Worcestershire Sports Partnership
- Worcester Warriors Community Foundation
- Worcestershire Cricket
- Worcester RFC (Ladies)
- Worcester Ramblers Association
- Officers from the Countryside Service
- Colleagues from Worcestershire CCGs
- District Council Sports Officers

A report and recommendations will be published in the New Year.

## **Footways Scrutiny Task Group**

This scrutiny was established to investigate the condition of Worcestershire's footways, how funding is prioritised and allocated, and the potential impact of plans for increased integration of Public Rights of Way work with highways work. The Task Group is due to report in early 2016.

## **Budget 2016/17 – Member Challenge Group**

This year the Board decided to build on last year's Budget Scrutiny Task Group pilot and establish a Member Challenge Group to undertake 2016/17 budget scrutiny. Budget Challenge Group Members met with senior officers and the Leader of the Council for initial discussions on the direction of the 2016/17 budget. The Overview and Scrutiny Panels also held discussions with Cabinet Members and Directors and their views were fed back to the Member Challenge Group. Budget scrutiny will continue in early 2016 with further meetings with Senior Officers, Cabinet Members and Panel Chairmen.

## **Commissioning: staff terms and conditions**

This scrutiny started in November to look at how the Council ensures that those it commissions from are fair employers. The task group is due to report in early 2016.

## **APPENDIX 1 - Overview and Scrutiny Work Programme 2015**

### **Overview and Scrutiny Performance Board**

- 2015-16 Budget Scrutiny
- Worcestershire Citizens Advice Bureau
- Worcestershire Public Health Annual Report 2014
- Worcestershire Next Generation
- 2015/16 Scrutiny Work Programme
- Worcestershire Local Enterprise Partnership (WLEP)
- Annual Worcestershire County Council Community Safety Report
- 2016/17 Budget Scrutiny Planning
- Public Health Ring Fenced Grant
- Quality Assurance
- Worcestershire Children's Safeguarding Peer Review

### **Adult Care and Well Being**

- 2016 – 2017 Corporate Strategy Planning and Budget
- Review of the Supported Living/Extra Care projects
- Personalisation/Impact of changes under Future Lives
- Winterbourne View outcomes
- Worcestershire Safeguarding Adults Board Annual Report

### **Children and Families**

- Performance Monitoring – 2014/15 Performance Children's Services Balanced Scorecard for Quarter 2
- Positive Activities for Young People
- Fostering Transformation – Recruitment and Retention Project
- Child Sexual Exploitation
- Missing Children and Young People
- Child Sexual Exploitation: Action Plan
- Worcestershire Safeguarding Peer Review
- Worcestershire Safeguarding Children Board: Annual Report 2014-15
- Education and Skills – Post 16 Opportunities
- Overview of Looked After Children and Care Leavers' Commissioning Strategy
- Child and Adolescent Mental Health Services (CAMHS) and Speech and Language Therapy
- Corporate Strategy Planning
- Worcestershire Safeguarding Peer Review

### **Corporate and Communities (formerly Resources)**

- Performance Monitoring – 2014/15 Performance
- County Councillors' Divisional Fund
- Act Local
- Place Partnership
- Achieving Smarter Working
- Commissioning Process
- Corporate Strategy Planning & 2016/17 Budget
- Branding & Reputation

## **Economy and Environment**

- Passenger Transport
- Superfast Broadband
- Street Lighting
- Highway maintenance
- Public Satisfaction with Road Condition
- Ketch Roundabout
- Economic Progress in Worcestershire
- Corporate Strategy Planning & 2016/17 Budget
- Flood Risk Management Annual Report

## **Health**

- Patient Flow
- Primary Care
- Future of Acute Hospital Services in Worcestershire
- Cancer Services
- Health and Well-being Board Draft Strategy
- Worcestershire Acute Hospital Trust Updates following Inspections
- Adult Mental Health Services

## **Scrutiny Task Groups**

- Increasing Physical Activity
- Footways
- Commissioning – Staff Terms and Conditions
- Budget 2016/17



## APPENDIX 2 - Overview and Scrutiny Structures

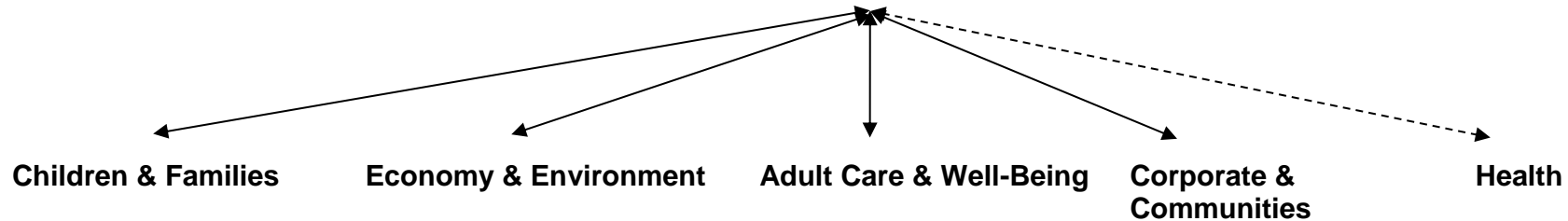
### COUNCIL

- Appoints OSPB chairman and lead scrutiny members
- Approves outline scrutiny programme
- Discusses annual scrutiny report



### OVERVIEW & SCRUTINY PERFORMANCE BOARD

- Considers Corporate Plan and strategic issues
- Agrees the scrutiny work programme
- Commissions scrutiny from Panels, task groups, joint work with districts, or itself
- Is the Crime and Disorder Scrutiny Committee
- Decides how call-ins are dealt with
- Determines budget and performance scrutiny process



*Covering the remits of the following Cabinet Members:*

- |                         |                                      |                         |                                    |                                |
|-------------------------|--------------------------------------|-------------------------|------------------------------------|--------------------------------|
| • Children and Families | • Environment                        | • Health and Well-Being | • Transformation and Commissioning | • Health and Well-Being        |
|                         | • Highways                           | • Adult Social Care     | • Finance                          | Worcestershire Health Services |
|                         | • Economy, Skills and Infrastructure |                         | • Localism and Communities         |                                |

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## **APPENDIX 3 - Membership**

### **Overview & Scrutiny Performance Board**

Richard Udall - Chairman  
Liz Eyre – Vice-Chairman  
Chris Bloore - Crime & Disorder Lead Member  
Lynne Duffy - Children & Families  
Ken Pollock – Economy, Environment  
Andy Roberts – Health O&S Committee  
Kit Taylor – Corporate & Communities  
Tom Wells - Adult Care & Well Being

### **Adult Care & Well Being O&S Panel**

Tom Wells - Chairman  
June Griffiths - Vice-Chairman

Rob Adams, Chris Bloore, Andy Fry, Phil Grove, Anne Hingley, Clive Holt, Jim Parish

### **Children and Families O&S Panel**

Lynne Duffy - Chairman  
Fran Oborski – Vice-Chairman

Bob Banks, Paul Denham, June Griffiths, Ian Hopwood, Rachel Jenkins (until Sept 2015), John Thomas (from Sept 2015)  
Bryan Allbut – Church of England rep  
Francis Mohan - Catholic Diocese rep  
Charmian Richardson – Parent Governor  
Vacancy – Parent Governor

### **Economy & Environment O&S Panel**

Ken Pollock – Chairman  
Graham Vickery – Vice-Chairman

Alastair Adams, Alan Amos, Pat Agar, Phillip Gretton, Matthew Jenkins, John Thomas, Paul Tuthill

### **Corporate & Communities O&S Panel**

Kit Taylor – Chairman  
Stephen Peters – Vice-Chairman

Maurice Broomfield, Stuart Cross, Pamela Davey, Clive Holt, Robin Lunn, Liz Tucker, Paul Tuthill

### **Health O&S Committee**

#### *Worcestershire County Council*

Andy Roberts – Chairman

Phillip Gretton, June Griffiths, Phil Grove, Pattie Hill, Tony Miller, John Raine, Mary Rayner, Graham Vickery

#### *District Councils*

Tony Baker – Malvern Hills DC – Vice-Chairman

Brian Cooper – Bromsgrove DC  
Nina Wood-Ford – Redditch BC  
Mike Johnson – Worcester City Council  
Frances Smith – Wychavon DC  
Fran Oborski – Wyre Forest DC

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## APPENDIX 4 - Performance and Activity Measures

	2011/12	2012/13	2013/14	2014/15	2015/16 <i>To Date</i>
No. of Scrutiny Reports published	3	5	7	7	2
% of scrutiny recommendations accepted by Cabinet	98	80	100	95	100
"Short scrutinies" <sup>1</sup>	39	68	45	54	45
No. of call ins received	0	1	0	2	0
Total no. of issues considered	45	75	53	63	47
No. of meetings serviced <sup>2</sup>	44	61	51	65	45

<sup>1</sup> Number of separate issues considered

<sup>2</sup> OSPB/Panels/HOSC/Task Groups

## Further copies of this report are available from:

Overview and Scrutiny Team  
Legal and Democratic Services  
Worcestershire County Council  
County Hall  
Spetchley Road  
Worcester WR5 2NP  
Tel: 01905 766916  
E-mail: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)  
<http://www.worcestershire.gov.uk/scrutiny>

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from the Overview and Scrutiny Team on telephone number 01905 728713 or by emailing [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

If you can not understand the contents of this document and do not have access to anyone who can translate it for you, please contact 01905 765765 for help.

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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Español. Si no comprende el contenido de este documento ni conoce a nadie que pueda traducírselo, puede solicitar ayuda llamando al teléfono 01905 765765. (Spanish)

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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 کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی. ننگۆر ناتۆانی تیبیگی له ناوچۆزکی له نهم بۆلگیه و دهستت به ههچ کس ناگات که وهیگۆرتنوه بۆت، تکلیه تهلظۆن بکه بۆ ژمارهی 01905 765765 و داوای رینۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਜ਼ਹੂਨ 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)

**COUNCIL**  
**14 JANUARY 2016****REPORTS OF CABINET MEMBERS WITH RESPONSIBILITY**

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**Report of the Cabinet Member with Responsibility for Health and Well-being**

1. I would like to thank Council for this latest opportunity to report on matters relating to health and well-being. Once again 2015 has been a very busy year.

**Health and Well-being Board (HWB)**

2. The Health and Well-being Board (HWB) continues to lead efforts to improve health and well-being and integrate health and social care services, including agreement and oversight of the Better Care Fund. The HWB includes the Leader of the Council, the Cabinet Members for Health and Well-being and Adult Social Care, the Chief Executive and Directors of Adult Services and Health and Children's Services, the Clinical Commissioning Group (CCG) Accountable Officers and Clinical Leads, and members from the District Councils, West Mercia Police, the voluntary sector, Healthwatch and NHS England.

3. The HWB is currently consulting on Worcestershire's next Joint Health and Well-being Strategy for 2016-19. A first draft was developed with input from a wide range of partners and was approved by the HWB for consultation on 30 September last year. There have been consultation events, an Overview and Scrutiny panel and the draft Strategy is now available on the Council's website for comment. The HWB will consider feedback and a next draft on 9 February 2016. The draft Strategy maintains the vision and key principles from its predecessor in 2013-16, and proposes that the priorities for the next three years should be mental health and well-being throughout life, being active and helping people to drink less alcohol. This is because these:

- Have high direct and indirect economic costs both now and in the future;
- Affect people across all age groups;
- Relate to major causes of ill health and premature death;
- Are linked to good evidence of potential to improve outcome;
- Are of high importance to the local public;
- Are linked to data which suggests a worsening situation, and/or a situation that is worse than would be expected for Worcestershire;
- Show clear geographical and/or population inequalities in health and well-being outcomes;
- Need strong partnership working to improve outcomes; and
- Affect large numbers of people in Worcestershire, and these numbers will rise significantly if we do not deliver change.

**Improving health and well-being**

4. In the meantime work continues to implement the current Joint Health and Well-being Strategy and its associated strategic plans: the Alcohol Plan, Obesity Plan, Mental Well-being and Suicide Prevention Plan, Tobacco Control Plan and the Children and

Young People's Plan. This is overseen by the Health Improvement Group and the Children's and Families Strategic group.

5. Of particular note are:

- Overall health in the county remains good and improving. Life expectancy is above national averages at 79.8 years for men and 83.4 years for women, and mortality rates from heart disease and cancer, the main causes of death are lower. Smoking continues to decline with only 15% of the population still smoking. We may also be starting to turn the tide of adult obesity, although childhood obesity remains a concern, with a quarter of five year olds and a third of 11 year olds overweight or obese, which will have long term consequences for their health and well-being. In addition, the Director of Public Health's annual report confirmed that we have had some success in reducing health inequalities with overall mortality rates falling more steeply in the most deprived compared to the least deprived people between 2008 and 2012, although there remain significant differences in health outcomes between affluent and deprived areas.
- The Worcestershire Works Well scheme continues to recruit new employers who are keen to improve the health of their staff. We now have over 60 businesses with over 25,000 employees registered and the scheme has been awarded a Royal Society of Public Health award. The County Council has also been accredited as an employer.
- The new drug and alcohol service started in April 2015 and offers specialist treatment for people with substance misuse problems. The new Living Well service started at the same time and offers support for people to lead healthy lifestyles, focused on those parts of the county where health is poorest. Both services include recruitment and training of volunteers to support long-term behavior change, and have a strong emphasis on prevention.
- The Council took over commissioning of Health Visiting in October 2015, and we are planning to recommission this as part of a new 0-19 integrated prevention service to include school nursing and elements of the Council's Early Help services. This will streamline our provision and make sure we have an evidence based service with universal and targeted elements, the focus being to ensure early identification and effective resolution of problems. We will do all we can to make sure parents get good quality information and advice, so that they can more easily take responsibility for their own and their families' health and well-being.
- We continue to commission the mandated Health Checks programme for people aged 40–74 years and our performance is currently in line with the national averages. We will focus efforts to increase uptake on higher risk individuals so that those most likely to benefit can do. Also we will work with providers to ensure that effective lifestyle advice is offered at the time the Check is made.

6. In addition, all of our Districts have a Health and Well-being Plan and the HWB has been heartened to hear about the level of commitment and huge range of activities going on to improve health and well-being at a local level. These are discussed at the HWB's Health Improvement sub-group, which includes membership from the County



and District Councils, local NHS, housing providers, West Mercia Police, voluntary sector and Worcester University. In 2015 we heard about activities including Eating Well on a Budget training in Redditch, MoodMaster sessions for young people in Bromsgrove to help them cope with exam anxiety, the Parkrun in Wyre Forest, social activities for older people in Malvern, and drug and alcohol advice for schools in Worcester City.

### **Health protection**

7. The Council has a duty to seek assurance that arrangements are in place to protect the health of the public from communicable diseases and other threats. These are overseen by the Health and Well-being Board's Health Protection sub-group, which receives regular updates on preparedness and response arrangements for health emergencies and our programme of training and testing our plans.

8. Overall uptake of immunisation and screening programmes is in line with or slightly above national averages, for example uptake of meningitis vaccination for infants is over 95% and uptake of breast cancer screening is nearly 80%. We are in discussion with colleagues from NHS England and the Clinical Commissioning Groups about how best to promote higher uptake in those areas where it is lowest.

### **Community Safety**

9. The Council also has a duty to contribute to preventing crime and disorder. We have active Community Safety Partnerships (CSP) that bring agencies together to consider crime and disorder issues and co-ordinate the approach to resolving them. Highest priorities at the moment are antisocial behaviour, drug and alcohol related crime, reoffending and fear of crime. Increasingly we are joining up services with other partners - for example we are recommissioning domestic abuse services alongside West Mercia Police. I regularly attend both the North and South CSP's and see the excellent multi-ageing work undertaken.

### **The Council's approach to prevention**

10. The Council has identified that a renewed focus on prevention is essential to preventing, reducing and delaying demand for social care, health and other public services. However in an era of limited public funding, we will have to broaden our approach to include developing a healthy environment; encouraging and enabling individuals, families and communities to take greater responsibility for their health and well-being; and providing information and advice as well as commissioning of prevention services.

11. We have made progress in all of these areas. The HWB has received a Technical Research Paper on Health and Planning, and we are working with planners to ensure that health impact assessment becomes embedded in their work. To this end, we have held three well-attended practice workshops and are finalising a toolkit to support their work.

12. The first version of our new website, Your Life Your Choice, was launched, which includes a range of information and advice for people about how to stay healthy and independent. Along with this we continue to implement our Digital Inclusion Strategy that offers support access to the internet for those who cannot get online themselves. We have been glad to establish a strong collaboration with partners including GPs, the

Department of Work and Pensions, social housing providers, and voluntary organisations. We have identified Digital Connectors in each local area and are supporting them with training materials so that they can in turn recruit and train Digital Champions: volunteers who will help others in their local area to access the resources of the internet.

13. We are also developing a cadre of Health and Well-being Champions, local people who can disseminate health improvement campaigns and information, and who are trained to offer lifestyle advice and help people find support in their communities. We now have a network of over 700 Health and Well-being Champions across the county. Finally we are training people as Dementia Friends and I am pleased to report that a number of elected members have taken advantage of this opportunity.

### **Public Health Ring Fenced Grant (PHRFG)**

14. Our PHRFG was unfortunately reduced by 6.2% (£1.9m) in 2015/16, and we are expecting a 3.9% year on year reduction (totalling £10.4m) over the course of this Parliament. Identifying savings has not been easy, especially as the initial reduction came in-year. However, after extensive discussions with partners and providers of services I was able to make a decision on 25 November 2015 about the first £7.3m of savings. This included: savings to drug and alcohol and sexual health services, which will be achieved by service improvement; working with the CCGs to identify alternative funding for primary care mental health and child development services; and delegating funding for homelessness services down to District Councils. I can assure Council that we are confident that through working with our partners, innovation and careful service redesign we will be able to minimise any impact on people and communities, especially those most vulnerable.

### **Health and social care integration**

15. We are continuing to integrate health and care services. We have seen good progress this year with the South Worcestershire Integrated Recovery Project, with recommissioning of Timberdine nursing and rehabilitation unit on schedule for April 2016, progressive integration of recovery at home services, and a plan for commissioning of recovery beds. In September 2015 we were visited by Ordem dos Enfermeiros, an organisation that represents nurses and midwives in Portugal, who came to learn from our practice in integrated care.

16. The HWB has received regular updates on the use of our Better Care Fund (BCF), and we are in the process of agreeing expenditure for next year with our Clinical Commissioning Groups. The Comprehensive Spending Review in November 2015 brought news that the BCF is going to increase by £1.5bn nationally after 2017/18. It also confirmed that the Government plans to integrate health and social care services by 2020, with each part of the country required to develop plans for this by 2017. Our track record as a National Integration Pioneer should mean that we are well prepared. The Pioneer programme is part of the wider Five Year Forward View New Care Models programme and so through this network we have access to support and shared learning.

17. The HWB remains committed to co-producing services with users and carers, and has demonstrated this through development and approval of an Autism Strategy, a Carers' Strategy and a Learning Disabilities Strategy over in the last year. We will be receiving updates on progress of these during 2016. Healthwatch Worcestershire

continues to be an active member of the HWB and we have received a number of useful reports from them during the year. We are currently recommissioning the service and will make sure that there continues to be a strong and effective patient and user voice in the county.

### **Future of Acute Hospital Services in Worcestershire**

18. I am sure that colleagues will join me in expressing disappointment that the future of acute hospitals has still not been resolved - some four years after the review was first initiated. The last year has seen temporary changes made to emergency surgery, maternity and children's services. Whilst these have been essential in order to protect patient safety, it is unfortunate that the review has been so delayed that it has been necessary for these to proceed prior to public consultation. Worcestershire Leaders have recently written to the Clinical Commissioning Groups urging them to reach consensus as soon as possible on a preferred model that can be put to the public, in order that we have a safe and accessible model for all Worcestershire residents.

### **Finally**

19. I would like to thank Dr Richard Harling and all of the staff in the Directorate of Adult Services and Health for their unstinting support in the face of relentless pressure, as well as my Cabinet colleague Cllr Sheila Blagg with whom I work very closely.

## **Marcus Hart**

Cabinet Member with Responsibility for Health and Well-being

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**COUNCIL**  
**14 JANUARY 2016****QUESTION TIME**

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**Question 1 – Council compensation**

1. Mr P M McDonald will ask the Cabinet Member with Responsibility for Children and Families:

"Would the Cabinet Member with Responsibility for Children and Families please inform me of the amount of money paid out in compensation to students over the last two years for accidents that have occurred in our schools, on school trips and of any other amounts paid out to children in our care such as foster children for any other reason?"

**Question 2 – Highways maintenance**

2. Mr P M McDonald will ask the Cabinet Member with Responsibility for Highways:

"Would the Cabinet Member with Responsibility for Highways please inform me of the costs of filling in pot holes over the last two years and how much work remains to be done despite the current spend?"

**Question 3 – Bus information**

3. Mr A T Amos will ask the Cabinet Member with Responsibility for Highways:

"Would the Cabinet Member with Responsibility for Highways please provide me with an update on progress in installing real-time bus indicator boards at bus stops in Worcester city as a means of assisting passengers to plan their journeys and monitor bus cancellations and delays?"

**Contact Points**County Council Contact Points

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## **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.

**COUNCIL**  
**14 JANUARY 2016****REPORTS OF COMMITTEES****(a) SUMMARY OF DECISIONS TAKEN BY THE AUDIT AND GOVERNANCE COMMITTEE**

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**Corporate Risk Report**

1. The Corporate Risk Register provides a mechanism for collating and reporting strategic risks that could affect the delivery of corporate objectives. Each risk listed on the Corporate Risk Register is monitored by directorates and reported through the corporate process to provide assurance on the adequacy of arrangements to mitigate the risks.
2. There is one risk on the Corporate Risk Register that is rated as red – "demographic changes lead to changed demand for services". This reflects the need to better understand the future demand for services from a changing demographic profile such as the ageing population or changes in the needs of children and families. It is rated red because of the potential impact on the Council's budget, and because additional work to address the area of demand management is underway but not yet fully in place.
3. The Committee has noted the latest refresh of the Corporate Risk Register including the red risk identified and mitigating actions, and the intention to review the approach to mitigating risk.

**Internal Audit Report – Use of Consultants**

4. As previously reported to Council, the Committee considered the results of an audit of the use of consultants and requested a further audit which was included in the agreed 2015/16 internal audit plan.
5. The audit concludes that the County Council has very good clear documented and detailed processes relating to the engagement and management of consultants. Since the last Internal Audit review was conducted, the processes that need to be followed when engaging external consultants have been extensively publicised to managers by a number of different methods including news bulletins on the Intranet, emails from the Chief Executive, reminders at Wider Leadership Team meetings and a step by step guide is also provided on the procurement pages of the intranet. The overall control framework is therefore strong but the key issue arising from the audit is the continued non-compliance with that framework by managers across the organisation. There also remains some ambiguity over the Council's definition of consultancy and hence a lack of consistency in interpretation. The definition should therefore be reviewed

6. The Committee has noted the results of the internal audit on the use of consultants and requested that a further audit be undertaken during 2016/17.

7. The Committee wishes to draw Council's attention to its surprise and disappointment at the outcome of the audit report on the use of consultants.

8. The Committee has also requested that the Overview and Scrutiny Performance Board consider including the use of consultants in its work programme.

### **Annual Audit Letter 2014/15**

9. Grant Thornton is responsible for producing an Annual Audit Letter which brings together all aspects of external inspection work undertaken across the Council including the audit work carried out on the accounts. The Committee has noted the Annual Audit Letter 2014/15.

### **Transfer of Finance Presentation**

10. Members noted a presentation that set out the impact of the proposed commissioning of Transactional HR and Finance to Liberata UK Limited on the Council's Financial Systems.

### **Internal Audit Progress Report – 1 April to 31 October 2015**

11. The Committee has noted the Internal Audit Progress Report for the period 1 April to 31 October 2015.

### **Work Programme**

12. The Committee noted its future work programme.

**Mr W P Gretton**  
**Chairman**

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

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#### Specific Contact Points for this report

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## **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 papers for the meeting of the Audit and Governance Committee held on 11 December 2015.

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**COUNCIL**  
**14 JANUARY 2016****REPORTS OF COMMITTEES****(b) SUMMARY OF DECISIONS TAKEN BY THE PENSIONS  
COMMITTEE**

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**Pension Investment update**

1. The Committee has noted the Independent Financial Adviser's fund performance summary and market background.
2. The Committee has noted the update position in relation to the Investment Managers placed 'on watch' by the Pension Investment Advisory Group, namely Nomura, Capital International, JP Morgan Emerging Markets and JP Morgan Bonds.

**Fee Savings Report**

3. The Committee has noted the fee savings achieved in relation to active equity manager fee discounts, joint passive equity manager procurement and global custodian fee schedule renegotiation.
4. The fee saving achieved from fee discounts negotiated with Capital International, Nomura and JP Morgan amount to c. £1.5m over the period December 2013 to November 2015. The annual recurring fee saving achieved from the renegotiated global custodian fee schedule will be c. £210k per annum. The annual recurring fee saving achieved for the Fund from the joint procurement of LGIM will be c. £290k per annum.

**LGPS Asset Pooling**

5. As previously reported to Council, The Chief Financial Officer was granted delegated authority to complete the joint procurement of a passive equity manager and if required terminate the Fund's incumbent passive equity manager (UBS).
6. The LGPS Group, consisting of Cheshire, Leicestershire, Nottinghamshire, Shropshire, Staffordshire, Warwickshire and Worcestershire, working in conjunction with bfinance completed the tender in November 2015 and the preferred bidder was identified as Legal and General Asset Management (LGIM). Following consultation with the Chairman of the Committee, the Chief Financial Officer decided to progress the appointment of LGIM and notify UBS of their mandate termination following the transition of assets, which is due to take place on 15 December 2015. The annual fee saving for the Fund will be c. £290k.

7. The Committee has noted the LGPS Asset Pooling update and requested that an additional meeting of the Committee be arranged in January/February 2016 (preceded by an informal briefing session) to discuss future proposals for the pooling of assets.

### **Valuation update**

8. The Committee has noted an update from Mercer (the Council's Actuary) regarding actuarial and market developments since the last valuation on 31 March 2013 and a timeline for the forthcoming valuation process.

### **Pension Administration update**

9. The Committee has noted the general update from the Administering Authority in relation to ceasing of contracting out from April 2016, tax changes from April 2016 (Annual Allowance and Lifetime Allowance), negative pensions increase, current government consultations (on exit payments and potential clawback and Pensions Tax), Pensions Administration Forum, and admissions to the Fund.

**Mr R W Banks**  
**Chairman**

### **Contact Points**

#### County Council Contact Points

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#### Specific Contact Points for this report

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### **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 papers for the meeting of the Pensions Committee held on 14 December 2015.

**COUNCIL**  
**14 JANUARY 2016****REPORTS OF COMMITTEES****(c) SUMMARY OF DECISIONS TAKEN BY THE WASTE  
CREDIT GOVERNANCE COMMITTEE**

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1. Since its inception, the Waste Credit Governance Committee has met on six occasions to oversee the actions of the Council acting as lender to the waste project and its waste contractor Mercia Waste Management Limited. The Committee routinely receives the following reports:

- Actual Construction Period Cash Flow Test – This is a test prepared by Mercia Waste Management on a quarterly basis and reviewed by Deloitte, acting in the capacity as Financial Advisors to the Councils in relation to the Senior Term Loan Facilities Agreement
- Progress summary from Fichtner Consulting Engineers – Technical Advisors
- Risk Register
- Any Waivers/consents granted

2. Worcestershire County Council's (WCC) share of the lending to Mercia Waste has been £58.4m to date, and a further £65.5m is scheduled to be advanced by February 2017, the scheduled commissioning date. £26.9m is to be repaid to WCC between 2017 and 2023, at which point there is a mechanism in the loan agreement for the outstanding balance to be paid by Mercia Waste Management Ltd to conclude the loan agreement. Herefordshire Council (HC) matches WCC's lending activities on the scale 24.2% HC to 75.8% WCC.

3. The Committee has requested that Council be informed at this meeting that it is satisfied so far that the risks associated with the loan being borne by the Council, as lender, are reasonable and appropriate.

**Mr W P Gretton**  
**Chairman**

**Contact Points**County Council Contact Points

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### **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 papers for the meeting of the Waste Credit Governance Committee held on 14 December 2015