

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 16 April 2018 at 2.15 pm
Exe Room, Phoenix House, Tiverton

Next ordinary meeting
Monday, 21 May 2018 at 2.15 pm

Those attending are advised that this meeting will be recorded

Membership

Cllr F J Rosamond
Cllr Mrs H Bainbridge
Cllr Mrs A R Berry
Cllr Mrs F J Colthorpe
Cllr Mrs C P Daw
Cllr Mrs G Doe
Cllr T G Hughes
Cllr Mrs B M Hull
Cllr F W Letch
Cllr Mrs J Roach
Cllr T W Snow
Cllr N A Way

A G E N D A

Members are reminded of the need to make declarations of interest prior to any discussion which may take place

- 1 **APOLOGIES AND SUBSTITUTE MEMBERS**
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 2 **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
- 3 **PUBLIC QUESTION TIME**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.

Note: A maximum of 30 minutes is allowed for this item.

- 4 **MEMBER FORUM**
An opportunity for non-Cabinet Members to raise issues.
- 5 **MINUTES OF THE PREVIOUS MEETING** (*Pages 5 - 12*)
To approve as a correct record the Minutes of the last meeting of this Committee (attached).
- The Committee is reminded that only those members of the Committee present at the previous meeting should vote and, in doing so, should be influenced only by seeking to ensure that the minutes are an accurate record.
- 6 **DECISIONS OF THE CABINET**
To consider any decisions made by the Cabinet at its last meeting that have been called-in.
- 7 **CHAIRMAN'S ANNOUNCEMENTS**
To receive any announcements that the Chairman of Scrutiny Committee may wish to make.
- 8 **CABINET MEMBER FOR THE WORKING ENVIRONMENT AND SUPPORT SERVICES** (*Pages 13 - 22*)
The Cabinet Member will update the Committee regarding areas covered by this remit.
- 9 **MEMBER DEVELOPMENT UPDATE** (*Pages 23 - 26*)
To consider a report of the Member Services Manager regarding Member Development.
- 10 **PLASTIC FREE DISTRICT**
At a previous meeting of the Committee Members discussed the possibility of becoming a plastic free District and requested that the Group Manager attend to discuss options for this, as well as school education and what is currently being done.
- 11 **EFFECTIVENESS OF SCRUTINY** (*Pages 27 - 38*)
Following discussions at a previous meeting with regard to the House of Commons – Communities and Local Government Committee report dated December 2017, the Committee had requested that the Standards Committee consider and review the conclusions and recommendations published in the document. The Government has now provided its response to the document; therefore the Standards Committee has requested that these be reviewed by the Scrutiny Committee prior to further consideration.
- 12 **FORWARD PLAN** (*Pages 39 - 52*)
Members are asked to consider any items within the Forward Plan that they may wish to bring forward for discussion at the next meeting.

- 13 **SCRUTINY OFFICER UPDATE** (*Pages 53 - 100*)
To receive an update from the Scrutiny Officer.
- 14 **CHAIRMANS DRAFT ANNUAL REPORT** (*Pages 101 - 106*)
To receive the Chairman's draft annual report on the work of the Committee since May 2017 which will be submitted to Council on 25 April 2018.
- 15 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**
Members are asked to note that the following items are already identified in the work programme for the next meeting:

Performance and Risk
Legal Services Update

Note: - this item is limited to 10 minutes. There should be no discussion on items raised.

Stephen Walford
Chief Executive
Friday, 6 April 2018

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Member Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use other forms of social media to report on proceedings at this meeting.

Members of the public are welcome to attend the meeting and listen to discussion. Lift access the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is time set aside at the beginning of the meeting to allow the public to ask questions.

An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, or

If you would like a copy of the Agenda in another format (for example in large print) please contact Sally Gabriel on:

Tel: 01884 234229

E-Mail: sgabriel@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 12 March 2018 at 2.15 pm

Present

Councillors

F J Rosamond (Chairman)
Mrs A R Berry, Mrs F J Colthorpe,
Mrs C P Daw, Mrs G Doe, Mrs B M Hull,
F W Letch, Mrs J Roach, T W Snow and
N A Way

Apologies

Councillor(s)

Mrs H Bainbridge and T G Hughes

Also Present

Councillor(s)

R J Chesterton and R L Stanley

Also Present

Officer(s):

Andrew Jarrett (Director of Finance, Assets and Resources), Jill May (Director of Corporate Affairs and Business Transformation), Kathryn Tebbey (Group Manager for Legal Services and Monitoring Officer), Jenny Clifford (Head of Planning, Economy and Regeneration), Adrian Welsh (Group Manager for Growth, Economy and Delivery), Catherine Yandle (Group Manager for Performance, Governance and Data Security), Kevin Swift (Public Health Officer) and Julia Stuckey (Member Services Officer)

132 **APOLOGIES AND SUBSTITUTE MEMBERS**

Apologies were received from Cllrs Mrs H Bainbridge and T G Hughes.

133 **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

Cllr Mrs J Roach declared a personal interest regarding item 9 on the agenda as she was Chairman of Silverton Room 4U and had been involved with the Silverton Neighbourhood Plan.

134 **PUBLIC QUESTION TIME**

There were no members of the public present.

135 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the last meeting were approved as a correct record and **SIGNED** by the Chairman.

136 **MEMBER FORUM**

There were no issues raised under this item.

137 **DECISIONS OF THE CABINET**

The Committee **NOTED** that none of the decisions made by the Cabinet at its last meeting had been called in.

138 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman informed the Committee that this would be the last meeting with the current clerk and thanked her for her efforts over that past few years. He also asked that thanks be passed to Sarah Lees for organising an excellent event that morning for the commemoration of the end of World War 1 and Commonwealth Day.

139 **DR JAMES SQUIRE**

The Chairman introduced Dr James Squire, GP and Ms Zillah Morris, Practice Manager from Castle Place Surgery Tiverton to the meeting.

Dr Squire set the scene for his visit, explaining that he was keen to be involved in community discussion regarding new ways of working in Mid Devon. He informed the Committee that silo working was not efficient and that the public health element of their work needed to be carried out alongside the public sector, with increased communication. With regard to winter pressures, which were also an agenda item for the meeting, he explained that he was only a GP and could not be held responsible for general strategy, but could give a local opinion.

The Practice Manager talked through a presentation *, explaining that 90% of patient contact in the NHS was through primary care and that general practice was changing and being challenged. There was an aging population, a complexity of health issues and a decline in the number of GP's available. The current level of primary care access varied per area but was generally satisfactory at Castle Place at the moment. It was agreed that 'own GP' continuity was regarded as most effective for long term care but that any GP or healthcare practitioner could see episodic patients depending on their issue. She continued by explaining the need for collaborative working in the area which should include patients, health, social, community, voluntary and local services and that together they needed to set and manage expectations, prioritise need and design solutions. Castle Place Practice had approached the Tiverton Health and Well-being Forum in order to raise awareness, better engage, navigate, signpost and expand local prescribing. A meeting was taking place on 27th March 2018 at which it was hoped Tiverton organisations would get together. The aim was to discuss what was being done well and what were the gaps/needs in order to work more collaboratively to ensure that we became an active, smartly resourced and connected community.

Dr Squire explained that the Practice did not have experience of bed blocking issues as their involvement was post discharge. He informed Members that the Single Point of Access (SPOA) service was working well. This service allowed the practice to organise care packages for patients with a single point of call. A first responder would then visit the patient and a package be put in place. He commented that they

could not always get all of the care requested but that the number of carers available was increasing and that they could get some care, if not the whole package. He informed Members that care packages for rural areas could be difficult to put in place but that Exeter was currently suffering from a shortage of staff due to wages being low in a city where there were other jobs available. GPs would like to be involved at an earlier stage regarding patient discharge as they knew the patient and could provide background to the case. Lines of communication were not currently good but work was being undertaken to establish this.

With regard to the winter crisis, Dr Squire informed Members that flu had caused some issues but the general impression was that this had not been a major crisis.

Dr Squire provided a case study which demonstrated procedures that were in place.

Discussion took place regarding:

- Mental health provision for young people and a pilot that had proved successful and had been extended;
- Castle Place Practice had joined the Royal Devon and Exeter Group who were the acute community and social care provider for East Devon in January 2018;
- ‘Do not resuscitate’ plans and living wills which needed to be continually updated to reflect the current situation the patient was in;
- Local Authorities could help to reduce the load on GP’s by highlighting the impact on health from diet, obesity, smoking and housing. Dr Squire explained that obesity was causing a huge problem with increased numbers of patients suffering from diabetes. He understood that weight loss was hard to achieve and that this was a society problem. In an ideal world everyone in the community would be involved in improving health – local markets, colleges, restaurants, gyms and schools for example. He informed Members that in Frome trained ‘care navigators’ had been put in place to keep an eye on those that lived around them. This could help to identify issues such as depression and early intervention could improve outcomes. There was a need to develop the ‘Big Society’. He agreed that it would take a lot of enthusiasm and a lot of volunteers to achieve this but warned that we did not have the resources to carry on as we were and needed to put preventative measures in place now;
- Doctors carried insurance for Good Samaritan works.

It was **AGREED** that discussions with the GP and Practice Manager had highlighted further areas of policy that needed to be looked at regarding health, exercise, loneliness and housing to help prevent ill health in order to reduce pressure on the NHS. It was therefore **RESOLVED** that Cllrs Mrs J Roach and N A Way compile some questions that the Scrutiny Officer could follow up.

(Proposed by the Chairman)

The Chairman thanked the GP and Practice Manager for attending the meeting.

Note: - * Presentation attached to Minutes.

140 **CABINET MEMBER FOR PLANNING AND ECONOMIC REGENERATION 0:52:43**

The Committee had before it and **NOTED** a report * from the Cabinet Member for Planning and Economic Regeneration updating Members regarding areas covered by this remit.

Discussion took place regarding:

- The LEP and the current membership situation;
- Broadband, future technologies and work with the private sector;
- Economic Development and District v County roles;
- Industrial units, the success of the Mid Devon Business Park and future plans;
- The relationship between the Tiverton Masterplan and the Tiverton Pannier Market and the fact that the Supplementary Planning Document would come first;
- Tiverton Pannier Market and how improvements could be made;
- The Housing Infrastructure fund and what the £10m award for improvements to Junction 28 of the M5 Cullompton would be spent on;
- The Five Year Land Supply and the need for the Local Plan to be approved as soon as possible.

The Chairman thanked the Cabinet Member for his thorough report and recognised the pressure that staff were under with the enormous amount of work that was taking place.

Note: - i) Report * previously circulated and attached to Minutes.

ii) Cllr Mrs J Roach declared a personal interest as she was Chairman of Room 4U and had been involved with the Silverton neighbourhood Plan.

141 **TIVERTON TOWN CENTRE MASTERPLAN 1:31:30**

The Committee had before it and **NOTED** a report * from the Head of Planning, Economy and Regeneration regarding a draft consultation document for Stage 1 public consultation in respect of the Tiverton Town Centre Regeneration Masterplan.

The Head of Planning, Economy and Regeneration explained that the report had been approved by Cabinet at its last meeting and that it would now go out for public consultation.

Discussion took place regarding:

- Stakeholder workshops and the fact that there was nothing in the Masterplan with regard to issues at the Pannier Market. It was **AGREED** that the Economy Team be asked to consult with the market traders regarding the canopy roof that had been allocated funding a few years ago but had never been progressed, to see if this was something that was still desirable to them;
- Areas of Tiverton that were not included in the Masterplan and a request from the Cabinet Member that areas that Members considered should be in the plan be put forward;
- A lack of perceived enthusiasm regarding a Farmers Market and it was **AGREED** that the Cabinet Member, Market Manager and Group Manager for Growth, Economy and Delivery would discuss this matter and report back to the Committee;
- Development behind the Town Hall and its role within the Masterplan.

Note: - Report * previously circulated and attached to Minutes.

142 **RESIDENTS SURVEY 1:48:00**

The Committee had before it and **NOTED** a report * informing the Committee regarding findings of the online residents survey carried out in the winter of 2017.

The Communication and Consultation Manager outlined the contents of the report explaining that it had been sent online to almost 2000 residents, that there had been 700 responses and that the responses had been a 50-50 split between rural and urban addresses. She explained that it had not been an extensive survey but had been designed as a benchmark for future surveys. The aim was to produce an action plan, with input from Members and Group Managers.

Discussion took place regarding:

- Concerns that the survey had only taken place online;
- The survey had been a snap shot with minimal costs;
- Surveys that had been carried out by Town Councils:
- Feedback from Consultation needed to be fed into the Corporate Plan in future.

It was **RESOLVED** that a working group be put in place regarding community engagement to look at formulating an action plan and that the group consist of Cllrs F W Letch, Mrs J Roach, Mrs C Daw, N A Way, F J Rosamond and Mrs G Doe.

(Proposed by the Chairman)

Note: - Report * previously circulated and attached to Minutes.

143 RIPA UPDATE

The Group Manager for Legal Services and Monitoring Officer informed the Committee that a report regarding the RIPA Policy would be received at the next Community PDG. In terms of its use she could confirm that RIPA had not been used since March 2014.

144 SCRUTINY OFFICER UPDATE 1:59:41

The Committee had before it and **NOTED** a briefing note * updating them on work being undertaken on their behalf by the Scrutiny Officer.

The Officer updated the Committee regarding:

Road Maintenance and Repairs in Mid Devon

The officer had submitted a request for information, which Devon County Council had processed under freedom of information, and was expecting a reply shortly. He would update Members when this arrived.

Discussion took place regarding the pothole warden scheme.

Cllr N A Way offered to request the attendance of a senior officer from Devon County Council at a future meeting and it was **AGREED** that he do this.

Winter report from the Royal Devon and Exeter Hospital

This report was due shortly and would be discussed at the next meeting.

Staff Directory

This had been distributed to Members but was somewhat out of date. A new system was being introduced which would improve this but would not be distributed until ongoing restructures had taken place.

Note: - Report * previously circulated and attached to Minutes.

145 PERFORMANCE AND RISK

The Committee had before it and **NOTED** a report * providing Members with an update on performance against the Corporate Plan and local service targets for 2017-18 as well as providing an update on the key business risks

The Group Manager for Performance, Governance and Data Security outlined the contents of the report.

Discussion took place regarding:

- Recycling performance and education that had taken place;
- Data Protection policies were due to be renewed and Members would be asked to complete online training;

- A Member briefing was taking place later in the week regarding IT security and Data Protection;
- The work being undertaken by the Homelessness Working Group could be used to mitigate the risk regarding the new Homelessness Act;
- Legionella and a request for an update at the next meeting to confirm actions that had taken place.

Note: - Report * previously circulated and attached to the Minutes.

146 **FORWARD PLAN**

The Committee had before it and **NOTED** the Forward Plan *.

Note: - * Forward Plan previously circulated and attached to Minutes.

147 **3 RIVERS DEVELOPMENT LIMITED - BUSINESS PLAN 2.24.48**

The Committee had before it and **NOTED** a report * from the Director of Finance, Assets & Resources and the 3 Rivers Development Limited Acting Managing Director regarding the draft 5 year business plan for 3 Rivers Developments Limited.

The Chairman explained that the report had been approved by Cabinet at its last meeting and that he had asked that it be added to the agenda for this Committee as recognition that there was no area of activity of the Authority that did not fall to the auspices of Scrutiny.

The Director of Finance, Assets & Resources outlined the contents of the report.

Discussion took place regarding:

- Posts on the board and the fact that only one of those, the Managing Director, was remunerated;
- The type of housing developed would depend on each individual site but would always be subject to planning regulations;
- The right to buy and issues that this could cause to the authority;
- None of the £4m allocated for property in the budget would be allocated to 3 Rivers Development Limited.

Note: - Report * previously circulated and attached to Minutes.

148 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**

Cabinet Member for the Environment
 Member Development Update
 Performance and Risk
 Cullompton Town Centre Masterplan

Chairman's Report
Scrutiny Officer update

(The meeting ended at 4.49 pm)

CHAIRMAN

Cabinet Member Update March 2018 **Working Environment and Support Services**

Human Resources (HR)/Payroll

HR continue to be heavily involved in reorganisations and restructures which are taking place due to financial constraints and managers being required to make savings. Consultations need to be conducted with all affected staff over a thirty day period and information needs to be shared, views collated and HR then works with the manager to respond to these comments. Once the reorganisations/restructures are finished there is a great deal of work to be done with issuing new contracts, sorting out possible redeployments and amending organisational charts, management responsibilities and associated areas such as Etarmis (flexi system).

A staff survey was recently conducted and comparisons from last year are being conducted with a view to developing an action plan to consider the areas highlighted as a concern.

Gender Pay gap reporting legislation came into force in April 2017 and the results have been published on our website as required.

The Apprenticeship Levy was introduced in April 2017 which required the set-up of the Inland Revenue Portal to administer the input of each individual's information. This enables the training provider to receive payment from the Levy pot and Payroll will continue to monitor and action this portal.

Links with the Trade Union

Regular meetings with Unison allow a free exchange of views and thus enable a greater understanding on the part of the union as to why actions are taken but also from the senior management view a greater understanding of concerns of staff. The meetings have helped in the past to deal with matters before they become larger issues.

Health & Safety Update

Work carried out during 2017-18

- 16 x Health and Safety, safety reviews
- All commercial asset sites have had Fire Risk Assessments review carried out with recommendations made to Managers were required
- The following in-house training courses were completed
- 5 Fire Wardens courses
- 10 First Aid courses
- 7 Accident Investigation and Sickness Absence courses
- 5 Principals of health and safety
- 9 Service specific H&S courses

Accident Reporting 2016-17

To date a total of 52 accident reports have been received of which 4 were reported to RIDDOR. 3 of these were due to over 7 day absences. All incidents have been investigated and improvements made or training given where appropriate. There has been a decline in cuts to hands injuries in Street Scene due to higher cut level gloves being supplied to operative

Health and Safety Policies

All health and safety policies are up to date

Planned Work for 2018-19

- To continue to follow up on the action plans previously created and review the current level of performance against the health and safety regulations and high risk services resulting in developing action and training plans to ensure compliance to regulations and approved codes of practise
- To monitor the impact of the corporate restructure on health and safety and make recommendations for improvement where required
- To work with the Human Resource and Learning and Development teams to deliver the wellbeing activities planned for 2018-19.
- To support the Group Manager for Human Resources in developing a strategy on how to manage an aging workforce with specific attention to roles which require a high amount of physical activity.

Learning and Development (L&D)

Group Managers are responsible and accountable for their employee's training and development and as a result they have to bid for their required portion of the corporate training budget. This requires them to plan ahead and consider succession planning.

The remainder of the L&D budget is held centrally and covers the e-learning costs management development programmes and other identified development needs that are not 'essential' but desirable to enable a skilled workforce such as (communication skills, project planning and so forth).

Our partnership with CRISP has proved to be successful. This year we piloted our first "Aspiring Managers Programme" where 11 offices (non-managers) were selected (by application and interview) to attend a 6 day training programme and have the opportunity to attend council meetings that they would not normally be expected to attend. They have also been able to participate in regular coaching and mentoring and sit in on manager learning sets. The feedback has been positive and we are planning to run another programme in 2018/19.

We continue to utilise opportunities including free courses (such as Petroc's distance learning courses) and look for other opportunities to access learning (such as e-learning, webinars, coaching programmes, class based or on the job). We are also currently exploring partnership opportunities with other councils or opportunities to mirror best practice ideas.

We are in the process of upgrading our current e-learning platform to a full learning management system (LMS) which will offer all employees the opportunity to access

e-learning, design and create their own e-learning content and manage appraisals. The LMS will also hold the training records and will be able to remind managers of mandatory training/certifications that need to be completed. The INSIGHT system that is currently managed by ICT for all our Policies will also be moved into the LMS so we will soon have a 'one stop shop' for all learning and policies for staff to access. We are hoping this will be running in April.

The introduction of the Apprenticeship Levy has created opportunities for new and existing staff to obtain on the job learning and formal qualifications at no extra cost (the cost is deducted from the Levy).

2017-18 Electoral Services

The service was audited by Devon Audit Partnership in November 2017 and was rated as High Standard with no recommendations for improvement.

Electoral Registration

- Met 100% of Electoral Commission Performance Standards for Electoral Registration
- Achieved a response from 99% of Mid Devon households for annual canvass of electors, 3% up on last year.
- 28% of the returned household electoral registration forms were electronic (internet, phone and text)
- Will end the year on budget

Elections

- Met 100% of Electoral Commission Performance Standards for the Returning Officer
- Ran Devon County Council elections in May 2017, followed by snap General Election in June 2017
- Ran 3 by-elections and a fourth one is current (Tiverton Town). These included one District election (Westex), one Town Council election (Cullompton) and one parish election (Chawleigh, uncontested)
- Both DCC election and General Election are within the maximum permissible spend that we can claim back

Member Services

Ongoing support to Members

- Member Services continues to support Members with any issue that is within their remit, even if it only to signpost the member to the appropriate officer. Members have also been supported in the use of their iPads.

Ongoing Committee work

- Ongoing work in terms of Committee meetings.
- Provision of support and assistance to the Independent Remuneration Panel (IRP) on their review of Members Allowances.

- Working Groups in the current year have included AD Plants, Homelessness, Parish Liaison, Grass Cutting and Consultation

Member Development

- Member Services continue to support the development of Members; we are looking into providing a shared service with other Devon authorities with regard to Member Development, further information will be provided to the Scrutiny Committee at its meeting.
- The team reports to the Member Development Group which consists of 5 Members and includes the Group Leaders.
- Member Development Charter - the Charter was reconfirmed in March 2017 and the team continues to work within the remit of the charter.
- Members briefings are also organised when appropriate and shared with other local authorities and Parish Councils if appropriate
- Informal Workshops for PDG's and Committees – these have been put in place on a regular basis and have been well received by Members and Officers

Civic support

- Ongoing support to the Chairman of the Council, organising his diary and his attendance at civic events in Mid Devon and other districts. Plans are afoot for the Chairman's reception in April 2018. The Chairman's PA is also organising an event to commemorate the 100 year anniversary of the end of the First World War.

Parish Liaison

- Parish Liaison continues, with a team member taking the lead, this has provided a single point of contact and has improved communication with the Town and Parish Councils and the team now supports the Town and Parish Councils alongside the District Councillors

Monitoring Officer Support/Deputy Monitoring Officer role

- Support has been given to the Monitoring Officer with regard to meeting procedures and work on the Constitution.

Policy/Research Officer

- Following a request from the Scrutiny Committee and a recommendation of the Peer review (2017), a part time officer has been in place since October 2017, his role is undertake research and policy analysis to further the work of the council's scrutiny function as well as shaping thought around future policy direction in servicing the council's various policy development groups.

Public Health Plan

The Plan is informed by the priorities set out in the Devon Joint Health and Well Being Strategy to address health inequalities and the district specific health surveillance data. The four priority areas in Mid Devon are:

- Prevention of cardiovascular disease and cancer
- Decent high quality housing
- Emotional/mental health and resilience
- Air quality

The plan identifies some projects which may require limited set-up support before becoming self-sustaining/supported by external sources. Currently this support is largely being met from a circa £7K ear-marked reserve (ERM) created from unspent (but ring-fenced) previous public health grant funding received from the former Primary Care Trust and Devon County Council.

Other projects and initiatives can be achieved from limited existing officer resources/service budgets or will be reliant upon mechanisms such planning obligations (section 106 projects) or central government grant applications.

The Public Health Officer role was funded for 2 years (ending November 2017) from a grant from Devon County Council Public Health and the Mid Devon District Council's Public Health and Regulatory Services operating budget. National funding cuts in 2017 to the public health budget meant DCC were unable to continue funding the role. Following a restructure of Public Health and Regulatory Services a part-time role was created to continue the public health role on a half-time basis, which was filled by the incumbent Public Health Officer.

Prevention of cardiovascular disease and cancer

- Since February 2017 Public Health and Regulatory Services and Mid Devon Leisure have been working together on a GP exercise referral program. GP patients are offered a 12 week program at a reduced cost. It is suitable for a wide range of people and conditions, including those who may not have exercised before, or not for a very long time. Examples of conditions include: high blood pressure, diabetes, mental health issues and arthritis.

Active Start Referrals/memberships Feb 2017 - 2018

Referrals	Membership %		
Exe Valley, Tiverton	47	12	26
Culm Valley, Cullompton	20	7	35
Lords Meadow, Crediton	45	14	31
Total	112	33	29

- Following consultation with Mid Devon Leisure management Cancer rehab training has been provided to 3 staff members and concluded in early 2018. The accreditation will assist the Leisure centres in accepting cancer rehab referrals.

- Walking Football programs commenced in Mid Devon at Crediton and Cullompton in May 2016 using the Mid Devon Leisure facilities. Sessions are held weekly. During 2017 the program has gradually progressed to being self-managed and funded. The

groups have also been connected with the wider Walking Football community operated by Devon Football Association which provides opportunities to be involved in competitions both regionally and nationally. Plans are still on the table to start a program in Tiverton.

- A new group, based on the successful Active Mums group in Crediton, will commence in Tiverton in spring 2018. The group will encompass a similar format, promoting exercise for parents with small children using bikes and buggies. Active Devon and Mid Devon District Council are providing funding for the equipment, maintenance and will be coordinating training for the parents. Amory Park has been chosen as the location as it has safe, suitable paths and a separate tarmacked area for training. Parents will initially be recruited from the Two Moors School and Nursery. Unlike Crediton this program will be encouraging participation from male parents too.

- Reducing the amount of sugar in our diet is one of the key factors in maintaining a healthy weight and can be instrumental in reducing the risk of diabetes and tooth decay. Public Health and Regulatory Services will be working with Leisure to develop a strategy to reduce high sugar food and drink that is sold at our Leisure centres. Working with all stakeholders (suppliers, staff, customers) we hope to gradually change the food offer to products that are lower in sugar.

Decent High Quality Housing

- The LEAP (Local Energy Advice project) secured funding for the next 4 years in September 2017 to continue delivery of its service nationally. This incorporates a home visit scheme designed to give households comprehensive support to help lift them permanently from fuel poverty through the installation or upgrade of energy efficiency measures such as insulation and more cost effective heating systems. The attached report shows that Mid Devon has referred 25 households with estimated savings to residents of over £8K from September 2017 up until end of January 2018.

- Power utility switching for local authorities is a partnership between Agility Eco, UK Power and U-Switch. Mid Devon District Council entered into an agreement to provide this service via their website in mid-December 2017. Council receives a small fee for each referral which can be made either by phone or via the website. The scheme has had a slow start to date, with 20 referrals (10 phone and 10 web) being made up until mid-February. There may be more of an uptake once energy bills for the winter period begin to filter through. There is a lot of potential for residents to save money however it is well known that many people stay with their current provider as they feel it is too complicated to switch.

- A Statement of Intent has been posted on the Council's website providing eligibility criteria for companies (heating specialists/engineers, insulation specialists) who want to help customers take advantage of the government's ECO Flex scheme. Each company that uses ECO Flex must receive from the local authority a 'declaration' confirming the customer fits the criteria. This new scheme may not always pay for the total cost of a new boiler/central heating system. Mid Devon District Council will refer residents to Wessex Loans if they need 'top up' funds. Two companies have

contacted the Council about their intentions to actively promote the scheme in the area and discuss the process for receiving the Local Authority Declaration (LAD).

Emotional/mental health and resilience

- Make Every Contact Count, an initiative supported by the Dept. of Health and NHS, is an interactive learning resource to help people develop knowledge and understanding so that every contact counts by asking others about their health and wellbeing. Roll out is funded by Health Education England. Public Health Devon will work with Learning and Development at Mid Devon District Council on implementing the program among its workforce in 2018.
- During Wellbeing Week (November 2017) a session on Dementia Awareness was arranged for staff provided by the Alzheimer’s Society.

Air Quality

- Public Health and Regulatory Services are responsible for providing an Air Quality Action Plan every 4 years to DEFRA. The Air Quality Action Plan (AQAP) 2017-21 was approved by the Community PDG and Cabinet in November 2017.
- The plan will be critical to the future protection of public health and the prevention of new management areas. This encompasses the management of additional vehicle and stationary emissions arising directly from new major developments across the district including the Cullompton area proposals in particular. A strong emphasis will be placed on a preventative, design-led approach to low emissions strategies and sustainable development underpinned by the relevant transport infrastructure.
- Since finalising the plan Crediton Town Council has proposed conducting a Traffic and Urban Realm Feasibility Study in Crediton Town Centre. It is expected, the study ‘will fully analyse the current traffic and urban realm conditions within the town centre and fringe area and present a vision for the High Street which is based on clear aims and outcomes’. There are obvious benefits of this study for air quality and it will hopefully provide some impetus for a strategic and joined up approach to the issues. The study has in principle support from Devon County Council and the Town Council are currently working with the s106 Monitoring Officer to finalise funding.

Customer First

Customer First is a support service, providing front line customer service and admin support for all other council services.

The team is the first point of contact for our customers across many access channels and also provide the central admin service, handling incoming and outgoing post, printing, scanning and much more.

	April 16- March 2017	April 2017- January 2018	Comment (Based on 10 months figures).
Visitors to our offices	33133	26038	❖ Reduced

Numbers seen in 15 minutes	97%	96%	
Calls answered call centre % answered	114245 90% (external only) 82% (all calls)	110468 90% (external only) 84% (all calls)	No significant change
Number of emails to Customer First % responded in 5 working days	15575 99%	11097 100%	No significant change
Payments made at our offices	32327	25514	No significant change
Kiosk (self service)	6508	4790	Expect increase over the full year
Electronic payments			
Phone payments (automated)	16366	14167	Expect increase over the full year
Assisted phone payments	36538	33229	
Items of post despatched	196869	156053	❖ Reduced
Online transactions (not including payments)	31774	29185	Expect increase over the full year

- ❖ Reduced visitor numbers due to the closure of the Crediton and Cullompton Bi-weekly surgeries in 2017.
- ❖ Number of items of post has reduced due to continued work with services to make efficiencies and outsource printing to take advantage of postage discounts and reduce printing costs. This has also enabled the admin undertake other work including responding to customer emails on a daily basis and covering the meet and greet desk at peak times.

Customer first staff have dealt with in excess of 206346 transactions in the 10 months from 1 April 2017. Additional to this the team deal with post, complaints, various online applications and still provide a small amount of support to the Communications team.

Online transactions are increasing across all, service areas. Average for this year so far is 2918 transactions per month compared to 2733 for the same period last year. Until December 2017 Freedom of information was part of the team's role, this has now moved to the Performance Governance and Data Security team.

The call centre and admin teams were busy with garden waste renewals at peak times, October and November particularly. Take up of online renewals has increased this year from approximately 1/3 to 54%. This reduces the contacts to the call centre which is essential to enable resource to handle other work and maintain service levels in relation to waiting times.

Over the last eighteen months the Chief Executive and Leadership Team has commenced shaping the culture and management structure of the Authority. With the completion of the Group Managers Team (GMT) imminent it is now time to turn our minds to Business Improvement and assessing corporately where we can improve services, cut costs and rationalise what we are doing.

The Leadership Team have intimated that they want a customer-centric approach to providing services. This, along with the £1 million challenge and increasingly complex technical requirements of running multiple businesses, necessitates a review of what we do, how we do it and how we can improve it.

The Director of Corporate Affairs and Business Transformation has requested a project that will look at how the Authority is providing its services and provide a cross-service solution and approach that will maximise service to customers in the short term, inform the ICT Strategy in the medium term and generate financial savings in the longer term.

To that end a small restructure of some staff is almost completed to commence work on the above project.

Complaints

In 2016 we received the following complaints total for all services:

Number of complaints 1 April 1- 31 Jan 2018.

Complaints	215
Compliments	104
Comments	161

An annual complaints report will be provided later in the year

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SCRUTINY COMMITTEE

16 APRIL 2018

Member Development Monitoring Report

Cabinet Member Cllr Clive Eginton
Responsible Officer Sally Gabriel - Member Services Manager

Reason for Report: The action plan for the South West Charter for Member Development states that Member development opportunities should be monitored.

Recommendation: That the contents of report be noted.

Relationship to Corporate Plan: This relates to the corporate governance of the Council and therefore is supporting all priorities of the Corporate Plan.

Financial Implications: Specific training for Members is funded from the Members Training Budget.

Legal Implications: None.

Risk Assessment: Poor Member Development may result in lack of engagement by Members.

1.0 Introduction

1.1 The South West Charter for Member Development was originally awarded to the Council in November 2010 following a lengthy evidence gathering exercise which also included Members and senior officers attending interviews with the examining board. Reassessment to secure the Charter took place in 2014 and again in April 2017

1.2 As a commitment to the Charter, this report will outline the work that continues to take place to address Members development requirements. It will report on the sessions that have taken place since the last report and provide a timetable for development available in the near future.

2.0 Member Development

2.1 The information set out below covers details of the events that have taken place since the summer of 2017 as reported to the Member Development Group in February:

- Equalities Awareness
- Code of Conduct
- Annual Governance Statement, Code of Corporate Governance – Audit Committee
- IT Security Training for Parishes
- Scrutiny Committee – external training
- Conducting Effective Strategic discussions
- GDPR
- Community Land Trusts

- Private Sector Housing
- Equalities Awareness and Safeguarding Issues
- Budget – Tiverton and Crediton
- Environment PDG to Recycling Centre- Greendale, East Devon
- Ongoing informal workshops for PDG's, Audit and the Standards Committee
- HR – the use of settlement agreements and how we manage staff
- Universal Credit
- Visit by the Deputy Lord Lieutenant – the role of the lieutenancy office and the local honours and awards system
- IT Security
- Ethical Standards training for Town and Parish Councils
- Planning Training for Town and Parish Councils
- Planning training at Sandy Park for individuals

2.2 A wide range of learning opportunities have been delivered to provide additional skills and knowledge linked to specific committees. The majority of these are group sessions that take place as part of the “briefing programme”, however the Audit Committee are now engaged in a regular training programme which takes place prior to scheduled meetings; individuals have also requested specific training that is appropriate to them either in their Ward Member role or specific Council duties and these are paid for out of the Member Development budget.

2.3 As a result of the Peer Review in March 2017, the introduction of informal workshops for committees and policy development groups were trialled with a view to encourage greater member involvement in decision making. These sessions have proved to be very successful with exceptional attendance and it has been deemed that such sessions will continue on a regular basis.

2.4 Online acceptance of policies will continue where and when necessary, it is understood that the policies will be available via a new “Learning Hub” which is being installed in the very near future, specific online learning facilities may also be available via this system.

3.0 **The Devon Shared Member Development Service**

3.1 In December 2017 the opportunity arose for the Council to work with other local authorities in Devon providing a shared service for Member Development. The shared service consists of 7 partners across Devon and Somerset and it will widen our opportunities to provide learning and development with other local authorities in a cost effective manner offering networking opportunities and the benchmarking of good practice across the field.

3.2 Half of the annual Member Development budget will be used to cover the cost of joining the shared service.

3.3 The officer leading the shared service is based at Devon County Council, so will be well known to our twin hatted Members, she is in the midst of providing a timetable of events that we will be able to offer to our Members. We have

already received information regarding the Shared Service Leadership Programme which 3 of our Members have signed up to, this programme starts within the next month.

3.4 The Member Development Group were informed about the shared service at their meeting in February and it was felt that this was an excellent example of partnership working and that there was a lot of value in seeing how other elected Members conducted their roles in other authorities.

3.5 Evaluation of every development session remains important to both organisers and providers as this can only seek to improve future training events, and this will continue throughout the shared service programme.

4.0 Personal Development Plans

4.1 All Members are encouraged to take part in personal development planning (PDP) in which they identify the type of development they would like to take part in. As part of the Shared Service the lead officer will administer these in the future.

5.0 Future Planning

5.1 The following training sessions have been suggested and we are in the process of putting these in place:

- Gypsy and Traveller half day event in early April
- Ongoing Code of Conduct Training with the Monitoring Officer
- Ongoing Internet Security
- Members Away Day with regard to the budget is proposed for the early autumn

The Scrutiny Committee may like to suggest further additions to the timetable for the last year of the current Council.

5.2 Members of the Planning Committee require on-going training as there is a need for them to consider new legislation and guidance when determining planning applications.

5.3 All Members use electronic communication to some degree and we now have 31 users of the iPad, Member Services continue to support Members with regard to ICT training and iPad use.

6.0 May 2019 – a new Council and the Induction Programme

6.1 A work programme for the creation of a new Council in May 2019 will be considered shortly, this will include the provision of information to candidates and political parties, potential candidate evenings to be held in January 2019 and the induction programme. The shared service facility will be used as part of the induction programme, although it is understood the specific training will be required.

Contact for more Information: Sally Gabriel 01884 234229
(sgabriel@middevon.gov.uk)

Background Papers: Training records, individual evaluation forms and Member Development Group minutes.

Circulation of the Report: Cllrs: C J Eginton, Management Team and the Member Development Group.

Effectiveness of Local Authority Overview and Scrutiny Committees

Report of the H & C Communities and Local Government Committee

A Personal View

In December 2017 the above report was published. Its antecedents were reflections on the consequences of ineffectual scrutiny drawing on the failings of Mid Staffordshire NHS Trust (which criticised Local Authority Health Scrutiny) and the inadequacy of Rotherham Council where ‘Scrutiny had been undermined by an organisational culture that did not value scrutiny’ so that communities were not able to assess the information they needed to hold the Executive to account. The Committee sets out a number of recommendations for the Government and LGA to consider.

Role of Scrutiny

The H and C Committee stated ‘at its best Scrutiny holds Executive to account, monitors decisions affecting local residents and contributes to the implementation of policy.’ It therefore supported the Centre for Public Scrutiny’s 4 principles of good Scrutiny in that it:

- Provides a constructive critical friend challenge
- Amplifies the voices and concerns of the public
- Is led by independent people who take responsibility for their role
- Drives improvements in public services

It also noted that:

- As well as reacting to decisions and proposals from local decision makers, effective scrutiny can also be proactive and help to set a policy agenda
- Pre- decision scrutiny is also a vital part of a committee’s role offering the Executive the benefit of their ability to focus on an issue in greater depth (a role for PDG’s)
- The role of Scrutiny has also evolved e.g.’ an increase in scrutiny of external bodies especially health bodies’
- Scrutiny of the growing number of partnership arrangements
- Scrutiny of council driven commercial operations.

Councils are free to organise their own Scrutiny structures and at MDDC we have a single Scrutiny Committee backed by 4 Policy Development Groups who in effect assume the overview function.

The H and C Committee recognise that ‘how Scrutiny Committees operate is a matter of local direction but urge Local Authorities to take note of the findings of this report and consider this approach’. It called on the LGA to consider how it can share innovation and best practice and on the DCLG to review its guidance to the account of Scrutiny’s evolving role.

RECOMMENDATIONS

The Committee published a series of observations and recommendations:

- Need for buy-in at the top of the organisation – a culture where scrutiny is taken seriously
- Responsibility to foster an environment that welcomes constructive challenge and debate

- Mutual respect

1 **Scrutiny Reports** belong to Full Council, not the executive ‘They should be considered by a meeting of the Full Council with the Executive response reported to a subsequent Full Council within two months’.

2 Scrutiny Committees need to have an **independent voice** and to make evidence based conclusions while avoiding political point scoring. They need to be sufficiently resourced, have access to information and operate in an apolitical impartial way.

3 **Executive Members** should attend meetings only when invited to do so as witnesses and to answer questions from the Committee. Any greater involvement by the executive, especially sitting at the committee table risks unnecessary politicisation of meetings and can reduce the effectiveness of scrutiny by diminishing the role of Scrutiny members’.

4 ‘It is vital that the **role of Scrutiny Chair** is respected and viewed by all as being a key part of the decision making process rather than as a form of political patronage’.

5 ‘We believe that there is a great merit in exploring the **independence** and legitimacy of **Scrutiny Chairs** such as a secret ballot of non-executive councillors (but we are wary of proposing that it be imposed and call for a pilot scheme)’.

6 ‘Councils should be reminded that there should always be an assumption of **transparency** wherever possible and that councillors scrutinising services need access to all financial and performance information held by the authority’.

7 ‘We do not believe there should be any restrictions on Scrutiny Members **access to information** based on commercial sensitivity issues (i.e. and automatic need to know)’.

8 ‘We note that few committees make regular use of **external experts** and call on councils to seek to engage local academics and encourage universities to play a greater role in Scrutiny’.

9 ‘We commend examples of committees engaging with **service users** when forming their understanding of a given subject’.

10 ‘Scrutiny Committees must be supported by **officers** that can operate with independence and provide impartial advice to Scrutiny councillors. Councils should be required to publish a summary of resources allocated to Scrutiny, using expenditure on Executive support as a comparator. We recommend that the Government extend the requirements of a **Statutory Scrutiny Officer** to all councils and specify that the post holder should have a seniority and profile of equivalence to the Councils Corporate Management Team.’

11 **Member Training** “it is incumbent upon councils to ensure that **Scrutiny Members** have enough prior subject knowledge to prevent meetings becoming information exchanges at the expense of thorough scrutiny. Listening and questioning skills are essential as well as the capacity to constructively critique the executive rather than following party lines”.

12 “Scrutiny committees must be able to monitor and scrutinise the **(external) services** provided to residents including by public bodies and commercial organisations and have the power to oversee all taxpayer funded services”.

13 “Encourage more members of the public to participate in local Scrutiny. Consideration also needs to be given to the role of **digital engagement**; local authorities should commit time and resources to effective digital engagement strategies”

As indicated above, the report set out recommendations for the Government and LGA to reflect upon and to consider re-issuing guidance to Local Authorities. Some issues may prove challenging e.g. commitment to extra resourcing or the potential to scrutinise commercial bodies funded by taxpayers e.g. Carillion?

In my view it would be premature to act before new guidance emerges unless Members felt strongly that there is a major shortfall in the operation of Scrutiny at MDDC. We have recently benefited from the long requested and welcome appointment of a Scrutiny Officer. As Chair I have always experienced nothing but full support from Cabinet Members and from officers, but that may not be the experience of other Members. We have had difficulty at times of questioning external bodies but I would suggest that is a consequence of a County underpinned by 8 District Councils. Members may have a view on the value of all Scrutiny reports going to Full Council – some but not all may take that route already but Council can be an unwieldy forum for in-depth analysis. Whilst all reports ultimately are the responsibility of Full Council. In conclusion I recognise that this is a valuable report, that MDDC is well placed to demonstrate compliance with much of the body of the report and that until new guidance emerges it would be premature to undertake any constitutional change.

Frank Rosamond

Chair of Scrutiny

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Government Response to the Communities and Local Government Committee First Report of Session 2017-19 on the Effectiveness of Local Authority Overview and Scrutiny Committees

Presented to Parliament
by the Secretary of State for
Housing, Communities and Local Government
by Command of Her Majesty

March 2018

CM 9569

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Government Response to the Communities and Local Government Committee First Report of Session 2017–19 on the Effectiveness of Local Authority Overview and Scrutiny Committees

Introduction

In September 2017, the Communities and Local Government Select Committee relaunched the inquiry into the effectiveness of local authority overview and scrutiny committees that had been started by its predecessor earlier that year. The Select Committee published its report on 15 December 2017: <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/369/36902.htm>.

The Government will be looking at further ways to extend and improve transparency and is grateful both to the Committee for its consideration of the effectiveness of overview and scrutiny committees and to all those organisations and individuals who provided oral and written evidence.

Scrutiny can play a vital role in ensuring local accountability on a wide range of local issues. It is one of the key checks and balances in the system and the Government is committed to ensuring councils are aware of its importance, understand the benefits effective scrutiny can bring and have access to best practice to inform their thinking.

The Government firmly believes that every council is best-placed to decide which scrutiny arrangements suit its individual circumstances, and so is committed to ensuring that they have the flexibility they need to put those arrangements in place.

The Government is pleased the Select Committee acknowledges overview and scrutiny is functioning effectively in many local authorities and that committees are playing a key role in helping executives develop and review policy. The Government accepts, however, that in some councils scrutiny is not functioning as well as might be expected.

The Select Committee has made a number of recommendations, most, but not all, of which are for the Government to consider. The response in the following pages addresses only those recommendations aimed at the Government.

Recommendation 1: Proposed revisions to Government guidance on scrutiny committees (Page 7)

- a) That overview and scrutiny committees should report to an authority's Full Council meeting rather than to the executive, mirroring the relationship between Select Committees and Parliament.**
- b) That scrutiny committees and the executive must be distinct and that executive councillors should not participate in scrutiny other than as witnesses, even if external partners are being scrutinised.**
- c) That councillors working on scrutiny committees should have access to financial and performance data held by an authority, and that this access should not be restricted for reasons of commercial confidentiality.**

- d) That scrutiny committees should be supported by officers that are able to operate with independence and offer impartial advice to committees. There should be a greater parity of esteem between scrutiny and the executive, and committees should have the same access to the expertise and time of senior officers and the chief executive as their cabinet counterparts.**
- e) That members of the public and service users have a fundamental role in the scrutiny process and that their participation should be encouraged and facilitated by councils.**

Government Response:

The Government acknowledges that the current guidance was issued in 2006 and is happy to ensure it is updated. New guidance will be published later this year.

- a) The Government notes the evidence supplied to the Committee. Updated guidance will recommend that scrutiny committees report to the Full Council.
- b) The Government accepts the need to limit the executive's involvement in the scrutiny meetings. Updated guidance will make clear that members of the executive should not participate in scrutiny other than as witnesses.
- c) Scrutiny committees already have powers to access documents and updated guidance will stress that councils should judge each request to access sensitive documents on its merits and not refuse as a matter of course. We will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.
- d) Updated guidance will make clear that support officers should be able to operate independently and provide impartial advice. It will also stress the need for councils to recognise and value the scrutiny function and the ways in which it can increase a council's effectiveness. However, the Government believes that each council should decide for itself how to resource scrutiny committees, including how much access to senior officers is appropriate to enable them to function effectively.
- e) The Government fully believes that local authorities should take account of the views of the public and service users in order to shape and improve their services. Scrutiny is a vital part of this, and scrutiny committees should actively encourage public participation. Updated guidance will make this clear.

Recommendation 2: That DCLG works with the Local Government Association and Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered (Paragraph 35).

Government Response:

The Government will give further consideration to this recommendation.

The Government fully accepts that the chair of a scrutiny committee can have a great impact on its effectiveness. As the then Minister told the Select Committee at the oral evidence session on 6 November 2017, a chair needs to have the requisite skills, knowledge and acumen to take on the functions and achieve the outcomes that the scrutiny committee needs to achieve.

The Government also accepts that, in some instances, the election, rather than the appointment, of a chair might help ensure that the right individual is ultimately selected, but feels that this is a decision for every council to make for itself - we note that the Select Committee is “wary of proposing that [election] is imposed upon authorities by Government”.

A local authority is already free to elect a chair if it wishes, and the updated guidance will recommend that every council bears this in mind when deciding on a method for selecting a chair.

The Government is happy to explore with the sector how best to establish the impact of elected chairs on scrutiny committees’ effectiveness, but is not yet convinced that running pilot schemes is the best way to achieve this. The Government will therefore discuss this recommendation with the sector, including the Local Government Association and Centre for Public Scrutiny, and write to the Select Committee on this matter when we publish updated guidance.

Recommendation 3: Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator (Paragraph 62)

Government Response:

The Government does not accept this recommendation.

Many councils do not have dedicated scrutiny support staff - officers work on issues and engage with committees as part of the flow of business - so this would make quantifying the support that scrutiny committees receive very difficult. In the Government’s view, the quality of the support is the more important issue.

The Government firmly believes that each individual authority is best-placed to decide for itself how to support scrutiny most effectively.

Recommendation 4: That the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council’s corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them (Paragraph 65).

Government Response:

The Government does not accept this recommendation.

As the then Minister outlined during the oral evidence he gave to the Select Committee, decisions about the allocation of resources for the scrutiny function are best made at a local level. Each council is best-placed to know which arrangements will suit its own individual circumstances. It is not a case of one size fits all.

The key requirement for effective scrutiny is that the culture of the council is right. Where councils recognise the benefits effective scrutiny can bring, and put in place suitable arrangements, it is working well. Local authorities with a strong culture of scrutiny may invite regular reports to full council on the state of scrutiny in the council and this idea will be reflected in the updated guidance.

Recommendation 5: The Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year's time detailing its assessment of the value for money of its investment in the Local Government Association and on the wider effectiveness of local authority scrutiny committees (Paragraph 76).

Government Response:

The Government does not accept this recommendation. Local authorities are independent bodies and it is for them to ensure that their scrutiny arrangements are effective.

The Government firmly believes that every council should be able to access the training it needs to carry out its functions effectively, and recognises that Government itself has a role to play in making this happen. That is why we provide funding to the Local Government Association for sector-led improvement work. It should be noted that this funding is to support local authorities on a wide range of improvement work. It is not purely to assist with overview and scrutiny.

The funding is determined annually and for 2017/18 is £21 million. The package of work that is funded from the grant is set out in a jointly agreed Memorandum of Understanding between the Department and the Local Government Association, which is refreshed annually to ensure that it remains relevant to the sector's needs.

The Government is, of course, very keen to ensure that this funding provides value for money and that local authorities feel that the training on offer serves their needs. To this end, the Department has quarterly performance monitoring and review meetings with the Local Government Association, which are chaired by the Director-General for Local Government and Public Services.

The Government notes that not all the councillors who provided evidence to the Select Committee felt that the scrutiny training provided was as effective as they would have liked, and that the Local Government Association wrote to the Committee on 20 December 2017 to provide more information on the feedback it received on its support work.

The Government will ensure that the 2018/19 Memorandum of Understanding with the Local Government Association clearly sets out our expectation that they remain responsive to feedback they receive to ensure all training, including scrutiny training, remains relevant and effective.

Recommendation 6: Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens (Paragraph 90).

Government Response:

Updated guidance will remind councils of the requirements set out in regulations that allow scrutiny members to access exempt or confidential documents in certain circumstances. As mentioned in response to the Select Committee's recommendation on guidance, the Department will also have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this.

In terms of service providers' attendance at meetings, when councils are tendering contracts with external bodies they should carefully consider including requirements to ensure they are as open and transparent as appropriate. Ultimately, however, it is up to each council to decide how best to hold to account those who run its services.

Recommendation 7: The Government to make clear how LEPs are to have democratic, and publicly visible, oversight. We recommend that upper tier councils, and combined authorities where appropriate, should be able to monitor the performance and effectiveness of LEPs through their scrutiny committees. In line with other public bodies, scrutiny committees should be able to require LEPs to provide information and attend committee meetings as required (Paragraph 96).

Government Response:

The Government agrees on the importance of clear and transparent oversight of Local Enterprise Partnerships (LEPs). The Industrial Strategy made clear the continuing important role of LEPs in delivering local economic growth.

The MHCLG Non-Executive Director Review (published in October 2017), looked at a range of governance issues for LEPs. The Review made a series of recommendations that we have accepted in full and are now implementing. As part of this we have published guidance for LEPs on a range of issues including publication of agenda and papers for LEP Board meetings. This will make the proceedings of LEPs more transparent for local people.

The National Assurance Framework for LEPs states that democratic accountability for the decisions made by the LEP is provided through local authority leader membership of LEP Boards. In places where not all local authorities are represented directly on the LEP board it is important that their representatives have been given a mandate through arrangements which enable collective engagement with all local authority leaders. Many LEPs already go much further in allowing democratic scrutiny of their decision making.

The MHCLG Non-Executive Director Review into LEP governance and transparency explored the extent to which scrutiny was embedded into LEP decision making. The review acknowledged that each LEP had their own arrangements to reflect: legal structure, the complexity and needs of the locality and local requirements to ensure value for money; engagement; and democratic accountability. The Review concluded that it was not appropriate to be prescriptive on the specific arrangements that all LEPs needed to adopt due to the variation in LEP operating models.

The Government committed in the Industrial Strategy White Paper to reviewing the roles and responsibilities of LEPs and to bringing forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. Working with LEPs, the Government committed to set out a more clearly defined set of activities and objectives in early 2018. MHCLG will write to the Select Committee following the conclusion of this Ministerial review into LEPs to provide an update.

Recommendation 8: We are concerned that effective scrutiny of the Metro Mayors will be hindered by under-resourcing, and call on the Government to commit more funding for this purpose. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal and that it must be adequately resourced and supported. (Paragraph 104)

Government Response:

The Government accepts this recommendation.

At the Budget it was announced that the government will make available to mayoral combined authorities with elected mayors a £12 million fund for 2018-19 and 2019-20, to boost the new mayors' capacity and resources. Combined Authorities could use some of this resource to ensure that scrutiny and accountability arrangements within the CAs are effectively resourced and supported.

Further to this, the recent Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, developed with assistance from the Centre for Public Scrutiny and the National Audit Office, provides for the rules of operation for local overview and scrutiny and audit committees to robustly hold combined authorities and mayors to account. The order ensures that there are strong scrutiny arrangements in place consistently across every combined authority area and sets out clear requirements, strengthened appropriately to match the new powers and budgets being devolved, for the arrangement of overview and scrutiny and audit committees in all combined authorities.

Combined authorities are subject to existing relevant legislation applying to local authorities, including the strong finance and audit requirements around ensuring value for money and sustainability. Local democratic accountability, including through the scrutiny of directly-elected mayors, is a crucial and fundamental aspect of devolution.

MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

April 2018

The Forward Plan containing key Decisions is published 28 days prior to each Cabinet meeting

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
<p>Land for Affordable Housing To acquire land (in consultation with the Cabinet Member for Housing) for the provision of affordable housing (under the scheme of delegation) at Waddeton Park, Post Hill, Tiverton</p>	<p>Director of Finance, Assets and Resources</p>	<p>Not before 30th Apr 2018</p>	<p>Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242</p>		<p>Open</p>
<p>Community Safety Partnership Plan 2 yearly review</p>	<p>Cabinet</p>	<p>10 May 2018</p>	<p>Andrew Pritchard, Director of Operations Tel: 01884 234950</p>	<p>Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)</p>	<p>Open</p>
<p>Regulation of Investigatory Powers To consider the annual review of the policy.</p>	<p>Cabinet</p>	<p>10 May 2018</p>	<p>Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381</p>	<p>Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)</p>	<p>Open</p>

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Revised Freedom of Information Policy To consider a revised policy	Cabinet	10 May 2018	Catherine Yandle, Group Manager for Performance, Governance and Data Security Tel: 01884 234975	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Revised Data Protection Policy To consider a revised policy	Cabinet	10 May 2018	Catherine Yandle, Group Manager for Performance, Governance and Data Security Tel: 01884 234975	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Kitchen Supply Contract 2018-2022 To consider the outcome of the procurement exercise for the supply of kitchens to Council property.	Cabinet	10 May 2018	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Supply of Boilers To consider the outcome of the procurement process	Cabinet	10 May 2018	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Crediton Office To consider the options for	Cabinet	10 May 2018	Andrew Jarrett, Director of Finance,	Cabinet Member for Housing	Fully exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
disposal for the Crediton Office following the 6 month moratorium/marketing.			Assets and Resources Tel: 01884 234242	(Councillor Ray Stanley)	
Local Development Scheme (Mid Devon and the Greater Exeter Strategic Partnership) To consider a report regarding timelines for Development Plans.	Cabinet	10 May 2018	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Repairing Footpaths and Roads Policy	Environment Policy Development Group Cabinet Council	15 May 2018 7 Jun 2018 27 Jun 2018	Steve Densham, Development Services Manager	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Market Rights Policy A report proposing the adoption of a new Market Policy.	Economy Policy Development Group Cabinet Council	17 May 2018 7 Jun 2018 27 Jun 2018	Alan Ottey, Tiverton Town Centre and Market Manager	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Community Housing Fund Grant Policy To receive a report from the Housing Services Manager regarding the new Community Housing Fund Policy.	Homes Policy Development Group Cabinet Council	22 May 2018 7 Jun 2018 27 Jun 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Tenant Involvement Policy To consider a revised policy	Homes Policy Development Group Cabinet	22 May 2018 7 Jun 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Tenant Involvement Strategy To consider a revised strategy	Homes Policy Development Group Cabinet	22 May 2018 7 Jun 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Hoarding Policy To receive a report from the Group Manager for Housing presenting the revised Hoarding Policy.	Homes Policy Development Group Cabinet	22 May 2018 7 Jun 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Harassment Policy To receive a report from the Group Manager for Housing presenting the revised Harassment Policy.	Homes Policy Development Group Cabinet	22 May 2018 7 Jun 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Single Equalities Policy and Equality Objective Report outlining the Council's statutory duties under the Equality Act 2010, and to seek Members' approval for the revised Single Equality Scheme and Equality Objective.	Community Policy Development Group Cabinet	29 May 2018 7 Jun 2018	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Cleaning Contractors To approve the outcome of the procurement exercise.	Cabinet	7 Jun 2018	Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Tiverton Eastern Urban Extension Area B Masterplanning To consider the outcome of the tender process	Cabinet	7 Jun 2018	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
				Richard Chesterton)	
Custom and Self Build To consider a report discussing processes.	Cabinet	7 Jun 2018	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Town Centre Masterplan following public consultation To consider that masterplan.	Cabinet	7 Jun 2018	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
Annual Treasury Management Report To consider the outturn report	Cabinet Council	7 Jun 2018 27 Jun 2018	Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242	Cabinet Member for Finance (Councillor Peter Hare-Scott)	Open
Greater Exeter Strategic Plan To consider a report of the Head of Planning, Economy	Cabinet Council	5 Jul 2018 29 Aug 2018	Jenny Clifford, Head of Planning, Economy and Regeneration Tel:	Cabinet Member for Planning and Economic Regeneration	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
and Regeneration regarding a draft strategic plan.			01884 234346	(Councillor Richard Chesterton)	
Proposals for improvements to Tiverton Town Centre To receive a presentation on proposals for improvements to Tiverton Town Centre, seeking authority to go out to tender with a view to progress project work'.	Cabinet	5 Jul 2018	Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt
Human Resources Strategy To consider the revised strategy	Cabinet	5 Jul 2018	Jane Cottrell, Group Manager for Human Resources Tel: 01884 234919	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Cemetery Works To receive a report detailing proposed works for the cemeteries in Tiverton and Crediton regarding concrete bases as foundations for	Environment Policy Development Group Cabinet	10 Jul 2018 2 Aug 2018	Andrew Pritchard, Director of Operations Tel: 01884 234950	Leader of the Council (Councillor Clive Eginton)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
headstones.					
Tenancy Strategy To consider a report regarding the revised strategy.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Rechargeable Repairs To receive a report reviewing the Rechargeable Repairs policy.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Mark Baglow, Group Manager for Building Services Tel: 01884 233011	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Gas Safety Policy To consider a report regarding the revised Gas Safety Policy.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Mark Baglow, Group Manager for Building Services Tel: 01884 233011	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Void Management Policy To receive a report from the Group Manager for Building Services presenting the revised Void Management Policy.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Mark Baglow, Group Manager for Building Services Tel: 01884 233011	Cabinet Member for Housing (Councillor Ray Stanley)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
ASB Policy and Procedures To receive a report from the Group Manager for Housing presenting the revised Anti-Social Behaviour Policy and Procedures.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Asbestos Management Plan To receive a report from the Group Manager for Building Services presenting the revised Asbestos Management Plan.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Mark Baglow, Group Manager for Building Services Tel: 01884 233011	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Corporate Asbestos Policy To receive a report from the Group Manager for Building Services presenting the revised Corporate Asbestos Policy.	Homes Policy Development Group Cabinet	17 Jul 2018 2 Aug 2018	Mark Baglow, Group Manager for Building Services Tel: 01884 233011	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Illegal Encampment Policy To receive a report regarding a policy regarding to Illegal Encampment	Community Policy Development Group Cabinet	24 Jul 2018 2 Aug 2018	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Council	29 Aug 2018			
Public Health Enforcement Policy 2 yearly review	Community Policy Development Group Cabinet	Before 31 Jul 2018 Before 31 Aug 2018	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 234615	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Exe Valley Area of Outstanding Natural Beauty To consider the setting up of a partnership to explore an AONB for the Exe Valley and other issues.	Environment Policy Development Group Cabinet Council	4 Sep 2018 27 Sep 2018 24 Oct 2018	Adrian Welsh, Group Manager for Growth, Economy and Delivery	Leader of the Council (Councillor Clive Eginton)	Open
Economic Strategy To consider a new policy.	Economy Policy Development Group Cabinet Council	6 Sep 2018 27 Sep 2018 24 Oct 2018	Adrian Welsh, Group Manager for Growth, Economy and Delivery	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Neighbourhood Management Policy To receive a report from the Group Manager for Housing presenting the revised Neighbourhood Management Policy.	Homes Policy Development Group Cabinet	11 Sep 2018 27 Sep 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Customer Care Policy 3 yearly review	Community Policy Development Group Cabinet	18 Sep 2018 27 Sep 2018	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Community Engagement Strategy 2018 Report updating Members on progress made with the Community Engagement Action Plan and to review the strategy and focus for 2018	Community Policy Development Group Cabinet	18 Sep 2018 27 Sep 2018	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open
Community Engagement Action Plan To consider a revised action plan	Community Policy Development Group Cabinet	18 Sep 2018 27 Sep 2018	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
				Squires)	
Vehicle Maintenance Contract To consider the maintenance contract.	Cabinet	27 Sep 2018	Stuart Noyce, Group Manager for Street Scene and Open Spaces	Leader of the Council (Councillor Clive Eginton)	Open
ICT Strategy Report regarding a review of the ICT Strategy	Cabinet	25 Oct 2018	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open
Supply and Demand Policy To receive a report from the Group Manager for Housing presenting the revised Supply and Demand Policy.	Homes Policy Development Group Cabinet	13 Nov 2018 22 Nov 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Severe Weather Emergency Protocol and Extended Winter Provision Protocol To receive a report from the Group Manager for Housing presenting an updated Severe Weather Emergency Protocol and Extended Winter Provision Protocol.	Homes Policy Development Group Cabinet	13 Nov 2018 22 Nov 2018	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)

Scrutiny Officer update 16th April 2018

1. Road Maintenance and repairs in Mid Devon

Contact has been made with officers at DCC Transport and Highways and a list of questions has been sent regarding potholes and road maintenance. It has been escalated to DCC Governance Team and we are awaiting a response. Cllr Way has also contacted officers independently to request a senior DCC officer attend Scrutiny in the near future.

2. Winter Pressures Report from the RD and E (see attached report Agenda Item 6)

A Joint Report from the Head of Adult Commissioning (Devon County Council) and Health and Director of Strategy (South Devon and Torbay CCG and NEW Devon CCG) was presented to the meeting of the DCC Health and Adult Care Scrutiny Committee held on 22nd March 2018. The key highlights included:

- national decision to defer non-urgent treatment
- cancellation of some elective surgery
- a challenging flu position
- exceptional staff commitment to meet the demand
- lower levels of delayed transfers of care than last winter
- the number of discharges without a care package that were unable to be allocated by local authority teams has halved this winter

3. Partnership Working Group

The working group met for its final meeting on 15th March and received reports from the Devon Audit Partnership and Building Control Partnership. The Scrutiny Officer will prepare a draft report on Partnerships with the Director of Corporate Affairs and Business Transformation.

4. Anaerobic Digestion Working Group

The working group is awaiting comment from the Leadership team, Environmental Health and Legal on the first draft of the AD report. It is anticipated that it will be tabled at the Full Scrutiny meeting in June. It should be noted that the report concerns the process, regulation, health impact and business of anaerobic digestion and is not a report focussing on any specific concerns raised by residents around slurry pits.

5. Update from Tiverton Community Forum

Representatives from MDDC (Cllr. Andrew Moore, Christie McCombe/Planning and the Scrutiny officer) attended the forum on 27th March. One of the key actions coming out of the forum was to get a better understanding of what the community thinks the key health needs and issues are. The voluntary sector would collect information from residents through their networks using a common survey. Cllr Moore offered Council's support and confirmed that the work of the group falls within the remit of the Community PDG. The Public Health and Policy Research officer has offered assistance with survey design and gathering public health data. Other key points raised included improving the joined up approach between the voluntary organisations/public

services/GPs, mapping the available services and programs offered, better use of technology to make working together easier, challenges of the new data protection legislation and sharing data.

Phil Norrey
Chief Executive

To: The Chair and Members of the
Health and Adult Care Scrutiny
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(See below)

Your ref :
Our ref :

Date : 14 March 2018
Please ask for : Gerry Rufolo 01392 382299

Email: gerry.rufolo@devon.gov.uk

HEALTH AND ADULT CARE SCRUTINY COMMITTEE

Thursday, 22nd March, 2018

A meeting of the Health and Adult Care Scrutiny Committee is to be held on the above date at 2.15 pm at Committee Suite - County Hall to consider the following matters.

P NORREY
Chief Executive

AGENDA

PART 1 - OPEN COMMITTEE

- 1 Apologies
- 2 Minutes
Minutes of the budget and ordinary meetings held on 25 January 2018 (previously circulated)
- 3 Items Requiring Urgent Attention
Items which in the opinion of the Chairman should be considered at the meeting as matters of urgency.
- 4 Public Participation
Members of the public may make representations/presentations on any substantive matter listed in the published agenda, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

MATTERS FOR CONSIDERATION OR REVIEW

- 5 North Devon Healthcare Trust: Action Plan in response to the CQC Report
NDHC Trust to report (report to follow)
- 6 Winter Pressures Report (Pages 1 - 10)
Joint Report Head of Adult Commissioning (Devon County Council) and Health and Director of Strategy (South Devon and Torbay CCG and NEW Devon CCG) (ACH/18/83), attached
- 7 Health and Care Integration in Devon (Pages 11 - 18)
Report of the Chief Executive (ACH/18/81) attached
- 8 NEW Devon/South Devon and Torbay CCGs/STP Financial Position
In accordance with Standing Order 23(2) Councillor C Wright has requested that the Committee consider this matter
- 9 Torbay and South Devon and NEW Devon Clinical Commissioning Groups: New Model of Care
In accordance with Standing Order 23(2) Councillor S Randall-Johnson has requested that the Committee consider this matter
- 10 Promoting the Independence of Adults with Disabilities (Pages 19 - 26)
Report of the Head of Adult Commissioning and Health (ACH/18/), attached
- 11 Internal Audit Outline Audit Plan 2018/19 (Pages 27 - 40)
Report of the County Treasurer (CT/18/29), attached.
- 12 Work Programme
In accordance with previous practice, Scrutiny Committees are requested to review the forthcoming business (previously circulated) and determine which items are to be included in the Work Programme. The Work Programme is also available on the Council's website at <http://democracy.devon.gov.uk/mgPlansHome.aspx?bcr=1> to see if there are any specific items therein it might wish to explore further.

MATTERS FOR INFORMATION

- 13 Information Previously Circulated
Below is a list of information previously circulated for Members, since the last meeting, relating to topical developments which have been or are currently being considered by this Scrutiny Committee.
- (a) The King's Fund FYI: links to reports: Public Satisfaction with the NHS and Social Care <https://www.kingsfund.org.uk/publications/public-satisfaction-nhs-2017>; and Making Sense of Integrated Care: <https://www.kingsfund.org.uk/publications/making-sense-integrated-care-systems>
- (b) Stake holder Newsletter 8 February from Torbay and S Devon Trust on updates including winter pressures.

**PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND
PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED**

Nil

*Members are reminded that Part II Reports contain confidential information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s).
Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.*

Membership
Councillors S Randall-Johnson (Chair), N Way (Vice-Chair), H Ackland, J Berry, P Crabb, R Gilbert, B Greenslade, R Peart, S Russell, P Sanders, R Scott, J Trail, P Twiss, C Whitton, C Wright and J Yabsley
Devon Local Councils Councillor P Diviani
Declaration of Interests
Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.
Access to Information
Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Gerry Rufolo 01392 382299. Agenda and minutes of the Committee are published on the Council's Website and can also be accessed via the Modern.Gov app, available from the usual stores.
Webcasting, Recording or Reporting of Meetings and Proceedings
The proceedings of this meeting may be recorded for broadcasting live on the internet via the 'Democracy Centre' on the County Council's website. The whole of the meeting may be broadcast apart from any confidential items which may need to be considered in the absence of the press and public. For more information go to: http://www.devoncc.public-i.tv/core/
In addition, anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting. An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall. For information on Wi-Fi availability at other locations, please contact the Officer identified above.
Public Participation
Devon's residents may attend and speak at any meeting of a County Council Scrutiny Committee when it is reviewing any specific matter or examining the provision of services or facilities as listed on the agenda for that meeting.
Scrutiny Committees set aside 15 minutes at the beginning of each meeting to allow anyone who has registered to speak on any such item. Speakers are normally allowed 3 minutes each.
Anyone wishing to speak is requested to register in writing to the Clerk of the Committee (details above) by the deadline, outlined in the Council's Public Participation Scheme https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/ , indicating which item they wish to speak on and giving a brief outline of the issues/ points they wish to make.
Alternatively, any Member of the public may at any time submit their views on any matter to be considered by a Scrutiny Committee at a meeting or included in its work Programme direct to the Chair or Members of that Committee or via the Democratic Services & Scrutiny Secretariat (committee@devon.gov.uk). Members of the public may also suggest topics (see: https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/scrutiny-work-programme/)
All Scrutiny Committee agenda are published at least seven days before the meeting on the Council's website.
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If you need a copy of this Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Information Centre on 01392 380101 or email to: centre@devon.gov.uk or write to the Democratic and Scrutiny Secretariat at County Hall, Exeter, EX2 4QD.



Induction loop system available

NOTES FOR VISITORS

All visitors to County Hall, including visitors to the Committee Suite and the Coaver Club conference and meeting rooms are requested to report to Main Reception on arrival. If visitors have any specific requirements or needs they should contact County Hall reception on 01392 382504 beforehand. Further information about how to get here can be found at: <https://new.devon.gov.uk/help/visiting-county-hall/>. Please note that visitor car parking on campus is limited and space cannot be guaranteed. Where possible, we encourage visitors to travel to County Hall by other means.

SatNav – Postcode EX2 4QD

Walking and Cycling Facilities

County Hall is a pleasant twenty minute walk from Exeter City Centre. Exeter is also one of six National Cycle demonstration towns and has an excellent network of dedicated cycle routes – a map can be found at: <https://new.devon.gov.uk/travel/cycle/>. Cycle stands are outside County Hall Main Reception and Lucombe House

Access to County Hall and Public Transport Links

Bus Services K, J, T and S operate from the High Street to County Hall (Topsham Road). To return to the High Street use Services K, J, T and R. Local Services to and from Dawlish, Teignmouth, Newton Abbot, Exmouth, Plymouth and Torbay all stop in Barrack Road which is a 5 minute walk from County Hall. Park and Ride Services operate from Sowton, Marsh Barton and Honiton Road with bus services direct to the High Street.

The nearest mainline railway stations are Exeter Central (5 minutes from the High Street) and St David's and St Thomas's both of which have regular bus services to the High Street. Bus Service H (which runs from St David's Station to the High Street) continues and stops in Wonford Road (at the top of Matford Lane shown on the map) a 2/3 minute walk from County Hall, en route to the RD&E Hospital (approximately a 10 minutes walk from County Hall, through Gras Lawn on Barrack Road).

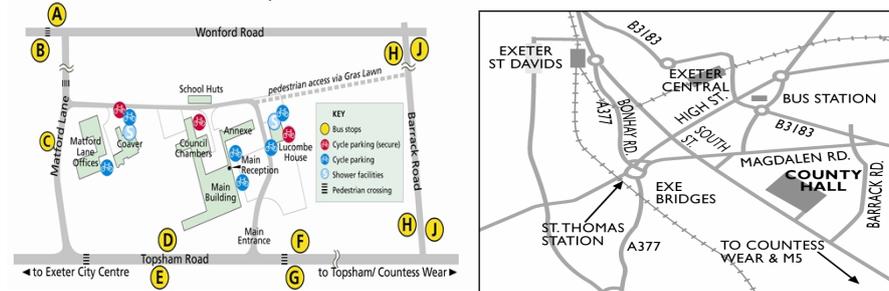
Car Sharing

Carsharing allows people to benefit from the convenience of the car, whilst alleviating the associated problems of congestion and pollution. For more information see: <https://liftshare.com/uk/community/devon>.

Car Parking and Security

There is a pay and display car park, exclusively for the use of visitors, entered via Topsham Road. Current charges are: Up to 30 minutes – free; 1 hour - £1.10; 2 hours - £2.20; 4 hours - £4.40; 8 hours - £7. Please note that County Hall reception staff are not able to provide change for the parking meters.

As indicated above, parking cannot be guaranteed and visitors should allow themselves enough time to find alternative parking if necessary. Public car parking can be found at the Cathedral Quay or Magdalen Road Car Parks (approx. 20 minutes walk). There are two disabled parking bays within the visitor car park. Additional disabled parking bays are available in the staff car park. These can be accessed via the intercom at the entrance barrier to the staff car park.



NB   Denotes bus stops

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First Aid

Contact Main Reception (extension 2504) for a trained first aider.

WINTER PRESSURES

Joint Report Head of Adult Commissioning (Devon County Council) and Health and Director of Strategy (South Devon and Torbay CCG and NEW Devon CCG)

1. Recommendation

1.1 Scrutiny to note content of the Report.

2. Purpose

2.1 This report is designed to provide a picture of how Health and Social Care services performed over the winter months for 2017/18.

2.2 It is not intended as an exhaustive performance report – as a whole wealth of information was published on a weekly basis nationally.

3. Background

3.1 Before we cover a range of topics, it would be opportune to highlight the role that NHS and social care staff played over winter, particularly during one of the coldest periods in the UK early March.

3.2 There were instances of staff going above and beyond to keep services running. For example, many staff slept in hospitals and GP Practices overnight so that they could ensure they were at work to see patients and service users, a GP travelled by tractor to see patients, and a community nurse used her husband's quadbike to reach those in need. This was in addition to the many staff who worked longer shifts, others who slept on sofas between shifts, and those who went in to work to support their colleagues even though they weren't due in.

3.3 We also saw tremendous efforts by our staff and providers to maintain services to vulnerable people in their own homes and in care homes.

3.4 The support of volunteers across Devon was also invaluable, with people transporting staff to and from work in 4x4s and farm vehicles. Without them, it would have been much more difficult. The community spirit and togetherness shown by everyone was fantastic to see.

3.5 Therefore, it would be opportune for the Committee to recognise the fantastic effort by all NHS and social care staff, as they showed huge commitment, professionalism and conscientiousness to keep services running during winter, supported by kind-hearted volunteers.

3.6 This report highlights that there was high demand across the whole health and care system. There was a national decision, taken by NHS England, to postpone non-urgent treatment.

Agenda Item 6

3.7 The report also highlights that there was a challenging flu position – however Devon was able to vaccinate more at risk groups and more staff than last year.

4. Preparation

4.1 In Devon planning for winter was undertaken at a number of different levels:

- **Organisational level** – each provider developing their own surge and capacity plan, and internal escalation.
- **Local community level** – reflecting Southern, Western, Northern and Eastern localities. This reflects patient flow around the acute trust locations and includes local partnerships between acute, primary and community health care, social care and the voluntary and community sector.
- **Clinical Commissioning Group (CCGs) and Devon system**, where there is a need for wider co-ordination, escalation, flu planning, etc.

4.2 Preliminary plans were submitted to NHS England in August, addressing areas of shared concern and gaps in assurance. Additional funding was awarded to the NHS as a consequence of the Autumn Budget, which was used to increase capacity where possible and enabled communities to escalate some of their development plans.

4.3 Guidance was provided by the NHS England on expectations about reducing elective activity in hospitals and this was revised and escalated after Christmas with the acute hospital trusts in Devon needing to re-prioritise work and cancel some elective activity during January 2018. This also had a resulting impact on waiting times for elective care.

4.4 During the summer and autumn significant whole system planning went into efforts to reduce delayed transfers of care from hospital in Devon in response to a national policy initiative and Better Care Fund targets with numbers reducing by half between June 2017 and November 2017. This closer joint working has continued into the winter period and although numbers have increased they remain below levels experienced last winter.

5. Predicted risks for the Devon communities

5.1 An important element of the planning was to identify the key risk areas for the community and create mitigation for these where possible to do so. In reality, there were some challenging issues, despite rigorous planning.

5.2 Influenza

5.2.1 Public Health England led the planning in relation to flu and advised that there was significant risk to vulnerable groups of the population based on the trajectories of the southern hemisphere flu figures. Targeted work in relation to increasing flu vaccines to older people, pregnant women and children, as well as our own staff groups (including home care and care home workers) were a priority. Local plans to issue antivirals in the event of flu outbreaks were also revised.

5.3 Domiciliary care capacity

5.3.1 Some people being discharged from hospital to home require domiciliary care in the short or longer-term to support them. Depending on their

circumstances, this may be funded by the local authority, by the NHS or be self-funded. Arranging an appropriate package of care may be delayed because of challenges regarding access (e.g. making arrangements over a weekend) or sufficiency (e.g. identifying appropriate capacity in that geography.) Sufficiency challenges are mainly related to workforce recruitment, retention and absence with the scale of the challenge varying geographically and being the focus of our nationally recognised 'Proud to Care' campaign and other initiatives.

- 5.3.2 Although overall demand does not increase in the winter period, flow can increase meaning more packages beginning, ending and changing with the additional logistical challenges that presents. This can be further compounded by adverse weather and staff absence due to influenza and other seasonal illness.
- 5.3.3 The number of packages of care for people waiting to be discharged from hospital that the local authority's brokerage teams are unable to allocate is approximately half the rate of last winter. No one in Devon is left unsafe and where provision is unavailable from the provider market (approximately 2% of total demand at any one time); contingency arrangements are made to that ensure their need is met, which in some instances will mean people staying in hospital.

5.4 Care home capacity

- 5.4.1 Although our priority across the health and care system is to support people at home wherever possible, there are circumstances when residential or nursing care is the best solution in the short or longer-term. Again, depending on their circumstances, this may be funded by the local authority, by the NHS or be self-funded and making suitable arrangements can be delayed due to access or sufficiency reasons.
- 5.4.2 While our assessment is that currently overall there is sufficient capacity in the market in Devon, and overall demand tends to reduce somewhat during the winter period, there can be pressures in particular geographies for provision that meets specific needs at certain times. The development of this market as population needs change (with greater complexity relating to frailty, dementia and other conditions associated with old age) is an ongoing priority.

5.5 Primary care

- 5.5.1 As elsewhere in the country, there was concern about the capacity of primary care. NHS England explored options early on for supporting primary care. Examples included alternative home visiting schemes using paramedics, Devon Doctors offering remote triage for practices and services such as 111 offering alternatives to care home and community based staff (nurse, paramedics etc.)

5.6 Workforce

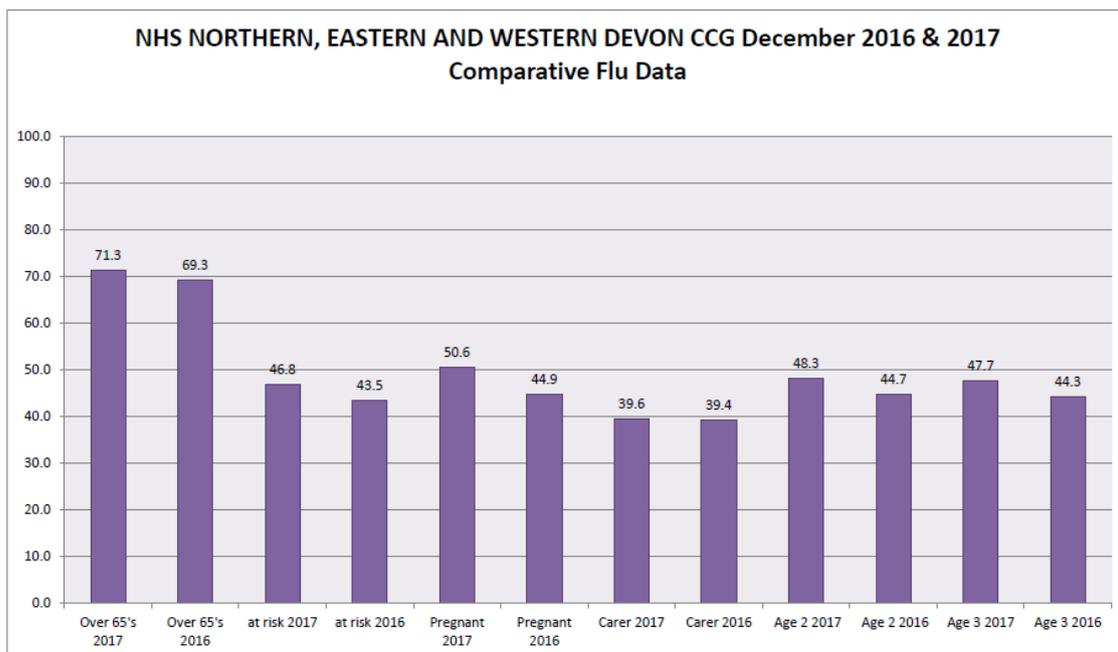
- 5.6.1 As elsewhere in the country, the availability of clinical and operational staff was a challenge for all providers. Staffing for new services such as care home visiting schemes, acute assessment units and frailty services placed pressure across all of the system as there was requests for additional capacity targeted on seven day working, intermediate care, and 'front end' assessment capability. This was in addition to the extra capacity required for domiciliary care and care homes as well, in order to meet the extended length of stay and recovery times for our older frail population. Many organisations

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paid for additional staff at their own financial risk to provide support and increased capacity, allowing for any increases in staff sickness.

6. The winter experience

- 6.1 Rigorous planning for winter took place across the Devon system. This has been an extremely hard winter for all partners in the Devon health and care system.
- 6.2 Activity levels have been higher than local and national predictions in some areas and levels of illness, especially in relation to our frail elderly population and infections (flu especially) have been challenging.
- 6.3 As elsewhere in the country, service capacity has been challenged across health and care services and Devon has been no different. We have seen some good performance against the national standards in some communities, but other areas where the pressures have impacted on performance. The ability to reduce delayed transfers of care at Royal Devon and Exeter Foundation Trust and Plymouth Hospitals NHS Trust have been impacted, but figures are starting to improve, as delays are reducing.
- 6.4 As elsewhere in the country, Influenza has had a significant impact on our system this year, levels of which are still fluctuating, but still not resolved. Gastroenteritis type illnesses were also prevalent, but did not create overwhelming infection control issues for the systems.
- 6.5 Activity levels were up across the system in almost all services.
- 6.6 Flu vaccination uptake has improved this winter, in comparison with previous years and there was good uptake for pregnant women and children, in particular.



6.7 As usual with winter, high levels of respiratory illness were prevalent, which had adverse impacts on intensive and high dependency capacity, which resulted in a challenge for meeting key performance indicators.

6.8 The table below describes the local community escalation scale for the past few months. The scale is known as OPEL (operational pressures escalation levels). Level 1 is complete business as usual and OPEL 4 is the most heightened level, when significant operational challenges are faced. This table describes the level for the four acute hospital providers (in all but the western locality, the main provider manages both community and acute services).

Average OPEL Level											
Daily unvalidated data	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	
Northern Devon	1.83	2.29	1.65	1.00	1.47	1.90	2.71	1.76	1.89	2.81	
Royal Devon and Exeter	1.28	1.05	1.45	1.33	1.29	2.14	2.32	2.05	2.63	3.00	
Plymouth Hospitals	3.22	2.89	3.05	2.90	3.00	3.38	3.09	3.15	3.65	3.76	
Southern Devon and Torbay	1.53	2.81	1.62	1.05	1.64	2.57	1.82	1.68	2.58	3.09	

6.9 The escalation levels are calculated at least daily against a set of triggers and generate a set of specific actions for each Trust to enact until the system reaches more manageable levels of workload. This table demonstrates that for much of the December and January period communities were working at the higher level of intensity, but were nonetheless managed well. Framework available [here](#).

6.10. SWASFT activity & performance levels for Devon

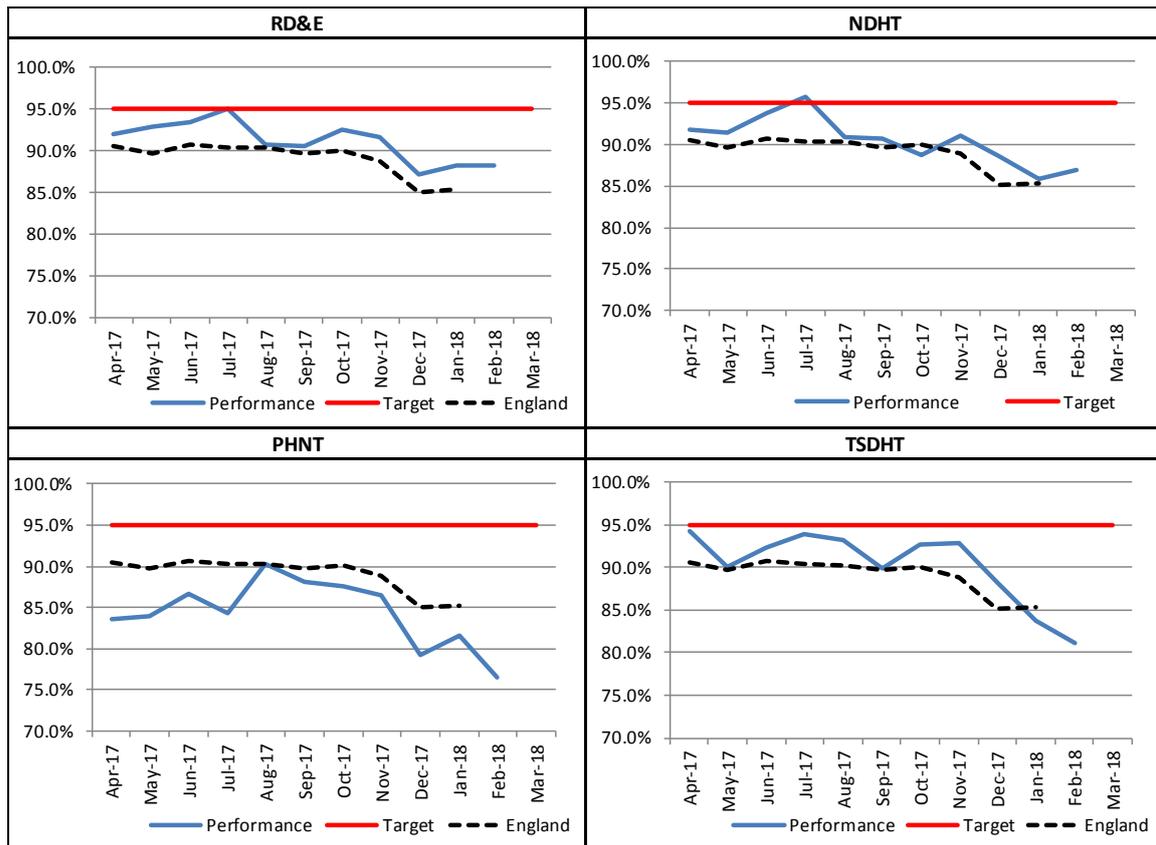
6.10.1. South Western Ambulance Services Foundation Trust (SWASFT clinically differentiated call response times, and introduced additional clinical capacity managing the queues. However the increase in ambulance activations compared with the previous year, continued to impact on response rates.

6.10.2 Integrated urgent care (111 and out of hours) has seen a month on month increase in calls. Nationally and locally the use of 111 increased by 16% (over nationally predicted levels). In part, this may be a result of our local winter communications campaign that included reminding the public that 111 is an option.

6.10.3 All of the acute health service providers experienced a reduction in their A&E performance over the winter.

6.11 A&E performance by acute trust

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6.11.1 The system-wide communication campaign appears to have had a positive impact on people using alternatives such as pharmacies, 111 services and minor injury units. We are currently evaluating this activity and the impacts that it had on behaviour and can make this available once complete. During the winter communications campaign for Devon, we know:

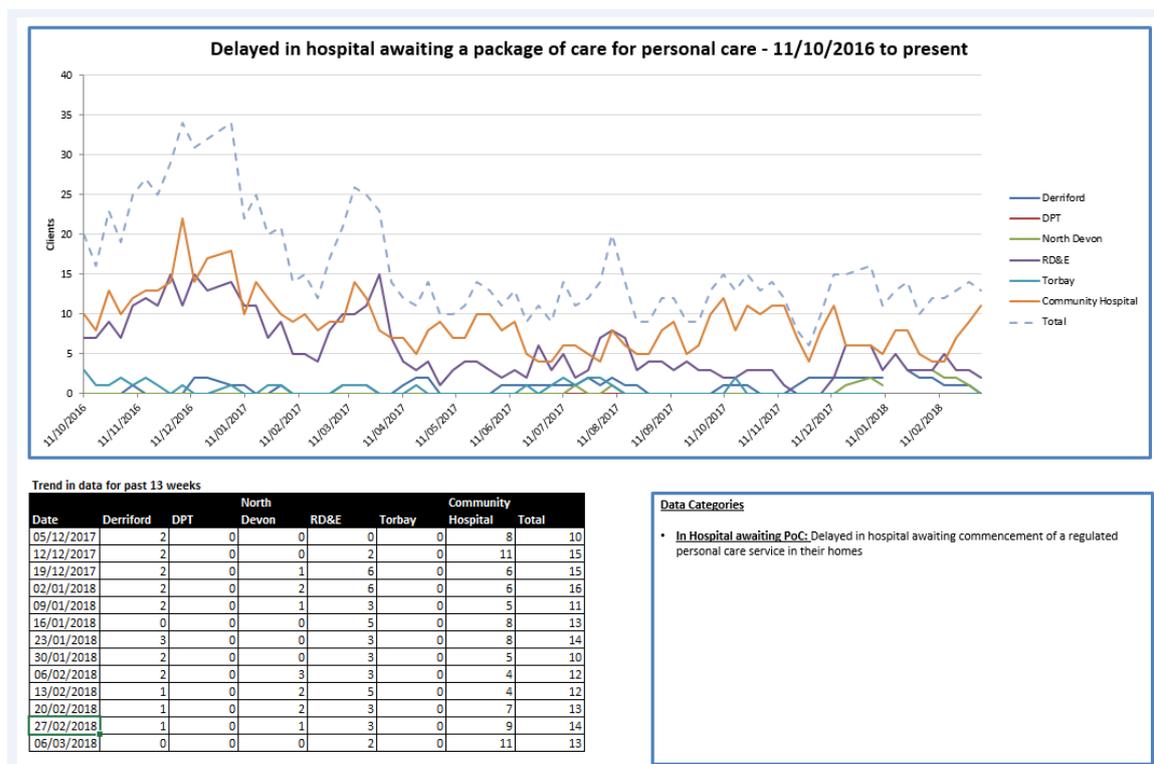
- More than 200,000 people were reached through planned newspaper advertising and advice
- More than 100,000 people were reached through planned pharmacy advertising
- More than 350,000 people were reached through planned radio advertising
- Nearly 500,000 people were reached through planned online advertising, social media and videos.

6.11.2 The biggest challenge for all areas was the need to keep the flow of patients through the system at an optimal level. Each area concentrated their efforts and saw an improvement in their ability to track and predict the expected capacity requirements, as patients care needs changed. However, the pressure on the availability of domiciliary care in particular, created delays as even with better intelligence, services were not able to increase capacity at the rate needed to keep up with demand. Health and social care worked extremely well everywhere to minimise delays, but these still occurred.

6.11.3 The potential for unfilled packages of domiciliary care and the impact on flow and delayed transfers of care were a significant concern going into the winter period. Over 3600 people receive domiciliary care every day in Devon and on average no more than 1% of packages were unfilled, which was a much

better performance than anticipated. In most instances, the delays were around complex and/or large packages of care, (i.e. needs where individualised training was needed or high levels of input needed – ‘double ups’ and multiple daily visits) and contingencies were put in place to keep people safe.

- 6.11.4 The number of people in hospital waiting for Devon County Council to arrange a package of personal care this winter (November 2017 to February 2018) has been approximately half the number experienced in the previous winter (November 2016 to February 2017). The proportion of delayed transfers of care attributable to adult social care has also been running at approximately half of the national average during the same period. There have been similar reductions in the number of people living in their own home waiting for a package of personal care, and those requiring contingency cover by the Social Care Reablement or Rapid Response Services have also significantly reduced, while numbers in temporary residential care placements are similar to last year.

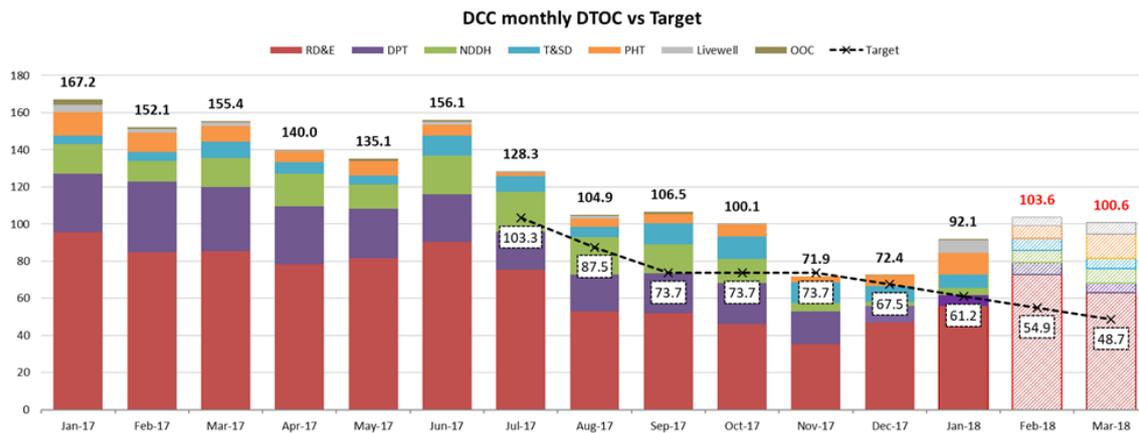


7. Key performance indicators

- 7.1 The NHS and local authorities are in a challenging position in relation to the two main performance indicators, which are a test of the health of the urgent care system and the robustness of integrated working.
- 7.2 There is a requirement for the acute services to deliver a target of at least 90% of all people having their care completed in emergency departments within four hours by October 2017 and then this rising to 95% by the end of March 2018. Whilst good progress was made towards this by the October deadline, the challenge of the work load for the winter period (as experienced in many other parts of the country) means that this target will be a challenge for all providers.

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- 7.3 The second key quality indicator is that of delayed transfers of care. The target for all of our communities is that no more that 3.5% of all acute beds should be occupied by people who are fit to go but are unable to because of other factors. The southern and northern acute delays are well within the England average and there was a positive downward trend for western and eastern, but these have reversed in January.
- 7.4 Delayed transfers of care were at lower levels this winter across the county than last winter. See chart below.



8. Early lessons for ongoing surge and escalation planning

- 8.1 Although still in the winter period, we are already looking towards the next periods of escalation. The next bank holiday period will be Easter and as a four day holiday period this is always challenging. A communications campaign for Easter has been prepared and local advertising will shortly be underway.
- 8.2 Easter falls at the very beginning of April and the ongoing winter pressures and continued presence of flu and respiratory illness in the system means there will be little respite or chance to recover before moving toward the next peak.
- 8.3 Winter debriefs have taken place and learning is being collated in each area. Emerging themes include:
- Need to increase and stabilise domiciliary care capacity
 - Need to improve our ability to predict our needs so that we can be prepared for the next stage in care. This is especially important in enabling our community services, home care and care capacity to be planned so they can respond quickly and according to need.
 - Enhanced support needed for care homes to manage their frail residents.
 - Need increasing support to sustain our primary care capacity.

9. Summary and conclusion

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- 9.1 This has been a particularly challenging winter for health and care in all areas of the country, but planning was thorough and as a result, limited the worst potential impacts.
- 9.2 We will incorporate our learning, and that of other colleagues and communities, into our local resilience planning to continue to improve our response to surges in demand for health and social care.

Tim Golby
Head of Adult Care Commissioning and Health
Devon County Council

Sonja Manton
Director of Strategy
South Devon and Torbay CCG and
NEW Devon CCG

Electoral Divisions: All

Cabinet Member for Adult Social Care and Health Services: Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

[

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

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<u>BACKGROUND PAPER</u>	<u>DATE</u>	<u>FILE REFERENCE</u>
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Nil

ACH/18/81

Cabinet

14 March 2018

Health and Adult Care Scrutiny Committee

22 March 2018

HEALTH AND CARE INTEGRATION IN DEVON

Report of the Chief Executive

Recommendation

1. To note the key features of an emerging Devon Integrated Care System being a single Integrated Strategic Commissioner, a number of Local Care Partnerships, a Mental Health Care Partnership and shared NHS corporate services.
2. To consider the proposed arrangements in Devon as set out in para 3 and to report to the Appointments and Remuneration Committee as necessary.
3. To approve the co-location of NHS and DCC staff within the Integrated Strategic Commissioner, subject to agreement of the business case.
4. To invite Health and Adult Care Scrutiny Committee to include Integrated Care System governance in its work programme.

1. National Context

- 1.1. There has long been a national policy driver towards the integration of health and social care with successive governments using the term without prescribing a solution or answer. The key national initiatives since 1999 and legislative requirements are laid out below. Rather than requiring a top down structural change, there have been a range of national policy directives and inducements to achieve integration including:
 - Requiring local authorities and NHS partners to work together in Sustainability and Transformation Partnerships
 - Encouraging joint governance through structures such as Health and Wellbeing Boards
 - Introducing pooled budgets that requires joint decision making such as the Better Care Fund
 - Developing a Five Year Forward View for the NHS encouraging New Models of Care and a pioneer programme to test their effectiveness

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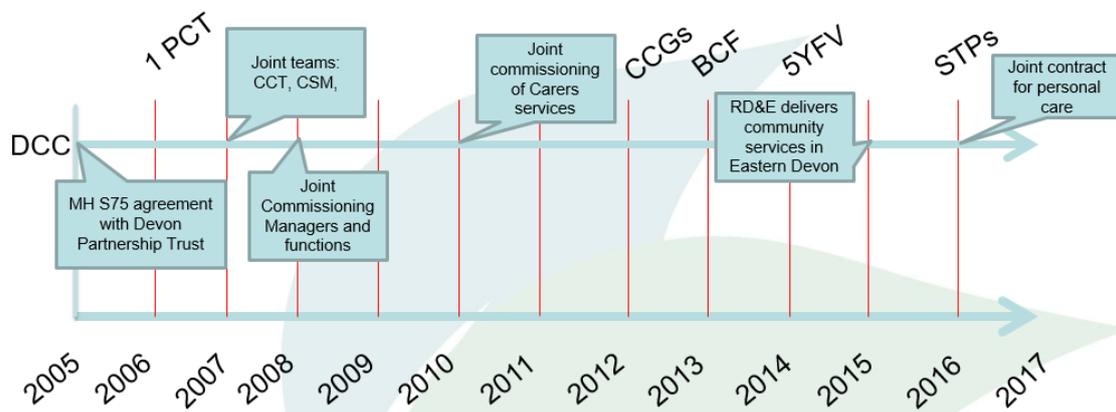
Current government policy is to encourage local health and care systems to focus services on the individual without the need for top-down structural change imposed from the centre.

- 1.2. In 2016 the Local Government Association, the Association of Directors of Adult Social Services, the NHS Confederation of Providers and NHS Clinical Commissioners published a vision for the integration of adult social care (Stepping Up to the Place) and made a shared commitment, focussing on:
 - Local systems to embed integration as ‘business as usual’
 - A collective approach to achieving integration by 2020
 - Consensus and action on the barriers to making integration happen
 - Dialogue with national policy makers on ensuring integration is effective
 - Ongoing testing and evaluation to develop the evidence base

2. Local Devon Context

- 2.1. Within this national context, Devon has been developing its integrated working and there is much in place already.

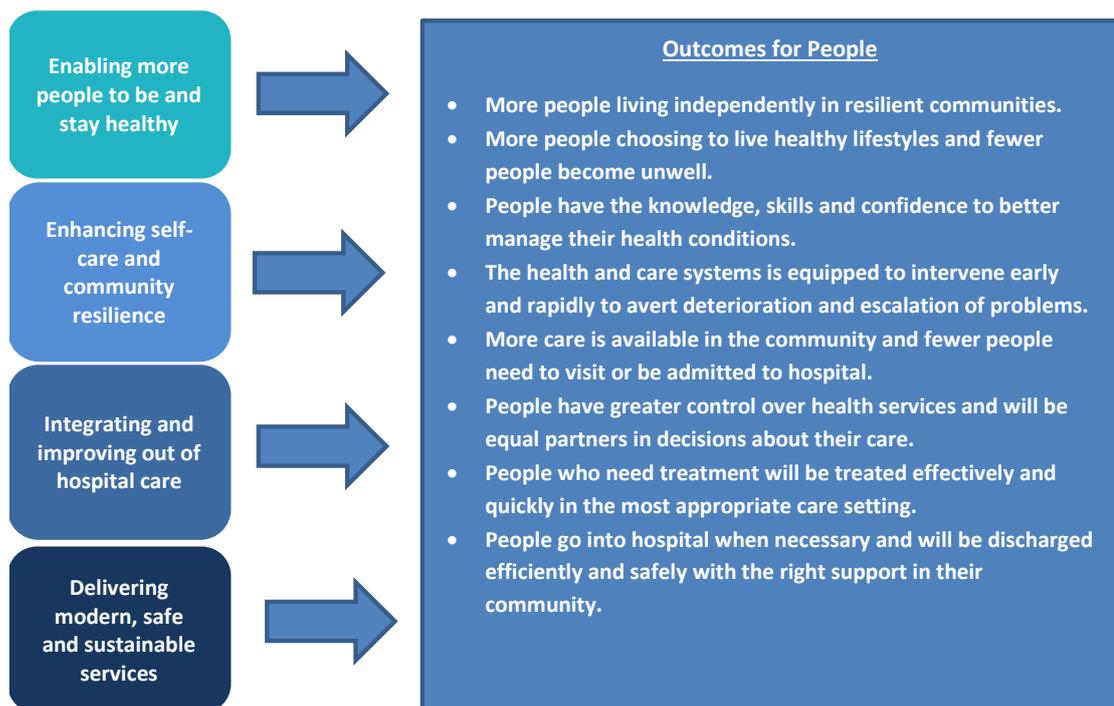
The further development of proposals for an Integrated Care System in Devon is the latest phase in an ongoing journey towards a fully integrated health and care system across wider Devon and the timeline below indicates development since 2005:



In the Devon County Council area, we:

- Entered into a Section 75 agreement for the provision of services to working age adults with mental health needs in 2004 with Devon Partnership Trust. Note: A Section 75 partnership agreement details arrangements between local authorities and the NHS for pooling resources and delegating certain NHS and local authority functions to other partners.
- Agreed co-location and co-management of community health and social care services in 2007
- Established joint commissioning management posts and functions from 2008
- Began the joint commissioning of services from 2010, with a range of shared contractual frameworks e.g. services to carers, personal care services
- Have furthered this approach by agreeing lead responsibilities on common functions e.g. market management
- Introduced the joint governance of pooled budgets, including of the Better Care Fund from 2015

2.2. We are now working together around a common set of objectives and outcomes:



Since December 2016, partners in the health and care system (via the sustainability and Transformation Partnership (STP)) across Devon have been working with a shared purpose to create a sustainable health and care system that will improve the health, wellbeing and care of the population. This report aims to set out the way forward to bring about further health and care integration in Devon. It is to be noted that there is no proposed changes to the formal governance of health and Care in Devon as proposed.

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- 2.3 To support the most effective delivery of health and care and achieve the outcomes of improving quality, lowering costs and enriching user experience through stronger care integration, partners in Devon are planning to further develop partnership working across health and care through the establishment of an Integrated Care System (ICS). An ICS are those in which commissioners and NHS providers, working closely with GP networks, local authorities and other partners, agree to take shared responsibility (in ways that are consistent with their individual legal obligations) for how they operate their collective resources for the benefit of local populations (*NHS 2018/19 Planning Guidance Para 5.2*). This goes alongside the statutory duty of the local authority to co-operate with NHS partners and collaboration and partnership are key features and components of an ICS approach

The NHS planning guidance 2018/19 is also clear that public engagement is essential and as systems make shifts towards more integrated care, we expect them to involve and engage with patients and the public, their democratic representatives and other community partners (*Para 5.10*).

- 2.4 The ICS is not an Accountable Care Organisation (ACO) which has been subject to national consideration and debate including judicial challenge over any future contractual arrangement. The ICS is not about changing organisational accountability or privatisation of NHS or council services and the local authority will remain responsible for all its existing statutory obligations. NHS statutory obligations also remain unchanged.

The approach has potential to:

- Greatly enhance how health and social care services are commissioned and delivered to those living in our communities.
- Result in services that are far more joined up, less confusing and better coordinated especially for primary, secondary and social care.
- Oversee – but not control the use of the annual healthcare budget (£1.5 billion) and social care budget (£227 million) across Devon.
- It will also reduce the administration involved in managing these services.

The development of an Integrated Care System in Devon mirrors the approach being taken nationally.

- Creating more robust cross-organisational arrangements to tackle the systemic challenges facing the NHS and social care;
- Supporting population health approaches that facilitate the integration of services focused on populations that are at risk of developing acute illness and hospitalisation;
- delivering more care through re-designed community-based and home-based services, including in partnership with social care, the voluntary and community sector; and
- allowing systems to take collective responsibility for financial and operational performance and health outcomes.

3 Integrating the Health and Care system in Devon

- 3.1 ICSs bring together aspects of health and social care, enabling organisations to share services, budgets, staff and resources where appropriate to best meet the needs of the populations they serve.

In each ICS, the commissioners and providers of acute hospital and community services, primary care, mental health and social care will work increasingly in partnership to plan, finance and run services.

Staff are currently working across organisations, on behalf of the people they jointly serve, to plan for these changes.

The NHS Constitution and Local Authority Constitution will remain at the heart at everything we do, meaning anyone can receive high-quality NHS care, free at the point of access, whenever they need it. People will still see a GP when they need it and there will still be hospital care. Social care will continue to operate as it does now but integration will mean services are increasingly organised around the needs of individuals and not organisational boundaries.

Working in partnership across a wide range of services, people will be helped to stay healthy, receive more support and treatment at home rather than having to go into hospital and see their GP more quickly.

If people do need to be admitted to hospital, they will be supported to get home more quickly with the support they need.

An ICS is not the creation of a new organisation, but rather a new way of partnership working. This is known as integrated care and will mean health and care organisations working more closely together than ever before to the benefit of our population.

With NHS and Local Authorities now working more closely together than ever, we should give our doctors, nurses and social care staff the best chance of success.

- 3.2 In Devon we have agreed the following:

(i) A single integrated strategic commissioner

Devon's ambition is to have a single strategic commissioner for health and social care, primary care and specialised commissioning and the three health commissioners (two CCGs and NHSE) and three local authorities (Devon County Council, Plymouth City Council and Torbay Council) are developing plans for this.

The first step of this will see the county's two Clinical Commissioning Groups – NEW Devon CCG, and South Devon and Torbay CCG – working together to:

- Manage the overall annual NHS budget of £1.5 billion.
- Set strategic direction for the healthcare services
- Co-commission services

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- Develop plans for the future – including possible moves to take on more specialised commissioning services and primary care services from NHS England.
- Work more jointly with Local Authority Partners – where this is in the best interests of population health and well-being.

(ii) A number of local care partnerships and integrated mental health

Local care partnerships will look at how budgets, services and resources are planned and used for specific local populations across Devon.

Mental health services will be placed on an equal footing as physical health and ensure that specialist mental health services become more integrated within primary and secondary care. To support this, commissioners and providers for mental health will be working in a more joined up way with each other and with the place based local care partnerships.

(iii) Shared corporate services across Devon for the NHS

This will see key corporate services (such as IT, finance and HR) in all NHS organisations moved into a shared service across Devon so that there is greater cooperation, less duplication and greater efficiencies.

4. Proposed Arrangements in Devon

- a. To support the development of integrated strategic commissioning, local authorities and NHS in Devon have been exploring how plans and resources can start to align better. This will allow joint influence and more effective deployment of skills and resources.

It is expected that each area evolves its plans into one of an ICS or Integrated Health and Care system as described. Locally the ambition is that we commence this enhanced model of partnership working from April 2018 where possible.

This mirrors national direction which sees integration of the role of the Secretary of State for health and social care. Recent national planning guidance for 2018/19 provides clear direction on this.

NEW Devon CCG and South Devon and Torbay CCG have been aligning their resources and executive teams to ensure that local health commissioning is more streamlined and in a good position to become more integrated with both local authorities and health commissioning currently being undertaken at regional level (primary care and specialised commissioning by NHSE). Consultation on a single CCG executive structure is currently underway and due to be concluded at the end of February 2018 with implementation as soon as possible thereafter.

- b. To support the development of integrated commissioning at strategic commissioner level, it is proposed that there is a senior leadership team which includes joint appointments between local authorities and the NHS. In particular for Devon County Council:

Three positions jointly funded by DCC and CCGs at Executive Team Level.

The current posts impacted by this are:

- (1) Head of Adult Commissioning and Health
 - Currently DCC funded
- (2) Joint Strategy Director
 - Currently NHS funded
- (3) Joint Commissioning (South Devon)
 - Currently joint funded by NHS and DCC

This will be cost neutral and detailed arrangements for the new joint posts are still subject to consultations within the CCG and DCC.

- c. There is also an ambition for co-location of teams, based in the Exeter area. Options for this are currently being explored with a view to making a decision about location in the spring of 2018. This is very timely as the current lease arrangements with NEW Devon CCG at County Hall end in August of this year.
- d. Additionally, joint arrangements with Plymouth City Council and Torbay Council at strategic commissioning level are also being explored, and interfaces at Local Care Partnerships level will need to be agreed.

Through the joint arrangements it brings greater involvement of the council in the broader decisions for health and wellbeing of our population, and confirming these arrangements will allow us to work more effectively together.

5. Governance

- a. As outlined, there is no change to legislation, statute or constitutions. The role of the Health and Wellbeing Boards will remain and options on governance of these new integrated arrangements will need to be explored. Similarly, the role of scrutiny committees will remain a key function so it is important that Scrutiny members are involved in the planning for these integrated arrangements. It is recommended that Cabinet invites Health and Care Scrutiny to consider this issue to inform future decision making. For the avoidance of doubt there will be no change to existing arrangements of governance or accountability from 1 April 2018.

6. Conclusions

- a. Devon is already well placed to deliver on national policy around integration. Changes will be incremental and constructing a broad consensus will be an essential part in the success of any ICS.

Phil Norrey
Chief Executive

Agenda Item 7

Electoral Divisions: All

Cabinet Member for Adult Social Care and Health Services
Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

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<u>BACKGROUND PAPER</u>	<u>DATE</u>	<u>FILE REFERENCE</u>
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Nil

PROMOTING THE INDEPENDENCE OF ADULTS WITH DISABILITIES

Report of the Head of Adult Commissioning and Health

1. Recommendation

- 1.1 Members of the Health and Adult Care Scrutiny Committee are asked to note feedback from the listening events that recently took place across the County, focusing on what matters to people with disabilities.
- 1.2 Members are asked to consider the work underway, informed by this feedback, to improve how people in Devon are supported to be as independent as possible and to lead meaningful lives in their communities.
- 1.3 Members are also asked to consider the next steps in taking this work forward.

2. Purpose

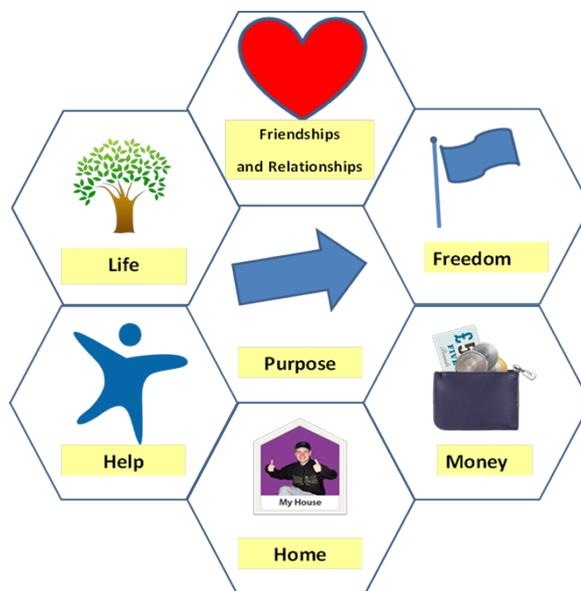
- 2.1 At the Committee meeting in November, Members discussed our ambition to promote the independence of people with disabilities and to change how we work with people and communities to achieve this. To inform this work, the Committee is aware that we held a number of listening events across the County with people, their families/carers and a range of other partners at the end of last year. This report updates the Committee on what we heard how we plan to respond.
- 2.2 The report also builds on the discussion at the Adults Standing Overview Group last month, where Members highlighted their role and that of the wider Council in helping people to live meaningful lives within their communities. This report considers the sorts of things that we can do across the Council to support with that approach.

3. Background

- 3.1 People with disabilities include those with learning disabilities, physical disabilities, autism and/or sensory needs.
 - There are around 15,000 people with a learning disability in Devon. 2,494 of these receive adult social care services.
 - About 1,500 people with physical disabilities and/or sensory needs aged 18-64 years receive social care services in Devon.
 - There are over 7,500 people in Devon with autism. 773 adults with Autism received services at the end of July 2017.
 - 7.5% of adults with a learning disability in Devon were in paid employment in 2016/17.
 - Approximately 25% of young people with an Education, Health and Care Plan transition to adult services each year.
 - Support to adults with disabilities makes up about 45% of the Council's budget for adult social care.

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- 3.2 We know that people with disabilities and their carers do not generally want to be dependent on public services or be placed in a care setting if this can possibly be avoided. Instead, they tell us that they want to live with and/or be supported by their family and friends at home in the community, and remain connected to their interests.
- 3.3 We know that in Devon we still have significantly more people using statutory services than other local authorities across England and, the way we support people with disabilities is not always focused on supporting them to live as independently as possible. This is what we must change.
- 3.4 Our recent listening events asked those who use our services and their carers about what matters to them and how we can help them to achieve their aspirations. The method of sharing and listening varied based on the audience and was structured around the seven keys to citizenship, as set out in the image below.



4. Feedback from listening to what matters to people

- 4.1 At the end of last year, we talked with our partnership boards made up of people with learning disabilities and autism, our staff and a range of other partners. We also held nine events across the County at day and respite centres. The feedback we received from the 120 attendees is summarised below.
- 4.2 Feedback from people who use our services and their families
- People and their families/carers were very positive about the services they receive.
 - People find change difficult and it needs to be taken at the right pace.
 - Day centres provide a valuable 'hub' for personalised activities, as well as providing a base for people to access community facilities from.
 - People enjoy spending time with friends and socialising with others
 - People want purposeful activity and meaningful employment. They want to learn skills that will support them to have a job.

- People want to learn independent living skills, including food purchasing, preparation and eating, alongside personal care, money handling and travel training.
- Day centres provide a valuable break for parents.
- People want to be able to access their local community – people enjoy accessing clubs, travelling on buses, going out for coffee, etc.
- People want choice in undertaking meaningful and purposeful activities.
- Day centres provide a service that is safe, familiar and respected.
- People would like greater flexibility in opening hours.

4.3 Feedback from our staff

- We should review the purpose of day centres to have a greater focus on enablement, strength based goals and support for people to access paid employment and voluntary opportunities. This should include both short term and longer-term interventions and to reduce reliance on day centres long term.
- There is a wealth of resource and expertise that we need to use better to improve outcomes for people.
- People want flexibility in the time when services/activities are offered – including evening and weekend opportunities.
- We should consider closer joint working (co-location) with other teams, including community enabling and community teams.
- We should ensure reviews are timely and involve expertise of staff from day services.
- We should review transport as millage restrictions limit access community facilities particularly for the more rural day centres.
- People want to be able to network with the community in a meaningful way.
- People want opportunities for social interaction and community inclusion that lasts.

4.4 We have shared this feedback with those who participated in the listening events. It is important that we talk to them again about how we are acting on their valuable contributions and to share our ideas for improvement with them. We will do so in the coming months.

5. Our vision and what this means for people and communities

5.1 On the basis of the feedback we have received, we are developing an ambitious vision for people with disabilities in Devon. We want people to have the same opportunities as everyone else and to lead meaningful lives within their communities. What matters to people and how they can achieve their potential will drive all we do.

5.2 We want people with disabilities to have opportunities to meet friends, to join social groups and to benefit from community and leisure facilities. We are working with communities to ensure that there are opportunities for people to live as independently as possible. We also want to build closer links with District and Parish Councils to promote independence and social inclusion for people with disabilities. This includes through ensuring appropriate accommodation and housing supply. We will work with communities to make this happen.

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- 5.3 We want people to develop independent life skills and to achieve their potential. We want people to be able to access support when they need it, close to home that will help them achieve their goals. Where possible, people with disabilities will have the appropriate education and training opportunities to support them to have a job.
- 5.4 We recognise that people with disabilities have a range of needs and specialist and intensive support will be in place when people need it. We also want carers to be able to care for the people they look after.

6. Key areas of focus across the health and care system

An assumption of employment for people with disabilities

- 6.1 People with a learning disability tell us that they, like most of the population, want to work. However, many people also tell us that they find it difficult to get a job. Employment is one of the best ways to build on people's strengths and abilities, and to enable them to live independently within their communities.
- 6.2 We want more people with disabilities in Devon to be employed (paid or unpaid) by 2020. We are embedding an assumption of employment into all areas of professional practice, which means that our care will be focused on supporting people to learn the skills they need to have a job.
- 6.3 Alongside this, we are working with a range of partners, including JobCentrePlus, Further Education colleges, Learn Devon, businesses and the University, to address the known barriers to employment and increase opportunities for volunteering, apprenticeships, internships and employment for people with disabilities. This work requires a multi-agency approach with all organisations taking responsibility for this ambition and taking steps to support people with disabilities to have and retain a meaningful job.
- 6.4 Officers recently held a workshop with key partners to consider the actions we can all undertake to support more working age adults into employment. This included learning from other authorities and supported employment providers, and how to engage and support local employers to employ people with disabilities. With our partners, we are promoting the value that people with disabilities can bring to businesses and to the local community as a whole through a focused campaign across the County in April.
- 6.5 Over the past year the Council has supported two employment opportunities for people with disabilities, including a paid permanent role and an internship for a young person through their Further Education college. We can talk to the Committee about the impact of this, on the individuals and on the Council and what more can be done.
- 6.6 The recent Annual General Meeting of the Learning Disability Partnership Board (LDPB) focused on how we can support more people with disabilities into employment, the Council's senior leadership team was in attendance. A verbal update on the resulting actions from this meeting can be given to the Committee.

Opportunities in communities for people to live as independently as possible

- 6.7 We are creating more opportunities for (unpaid) friendships and peer support in communities for people with disabilities. Friendship groups will include a matching service for people interested in the same type of activities. We are also making greater use of community resources, such as care and support delivered by carers in family homes, to create capacity in communities to support people with disabilities. Focus groups are influencing the development of the Accessible Website for people with disabilities, which aims to better connect people with one another and their communities.
- 6.8 Through discussion with the Learning Disability Partnership Board (LDPB), leaders across the Council have committed to improving accessibility and support to promote the independence of people and to support integration into community settings. This includes making bus routes more accessible, ensuring bus drivers receive learning disability awareness training and providing people with accessible information to help them understand the different types of road crossings. The impact of the plan is monitored by the Council's Leadership Team and the Chair of the Partnership Board.
- 6.9 We have also talked with the Devon Local Government Steering Group, which includes District Councils, about the need for more changing places(?) in market towns across Devon and for information about recycling and refuse collections to be available in easy read format. Making sure that a wide range of information is accessible to people with disabilities will enable people to access resources and support in their communities as everyone else can. This work requires a whole Council approach and the Chair of the Learning Disabilities Partnership Board is taking forward this work.

To reshape our enablement service model to make the best use of capacity, resources and skills of our staff

- 6.10 Traditionally, day services have been offered to people for long periods of time and have been focused on improving social isolation. We want to develop our enablement model, initially focusing on our in-house services to better support people to live more fulfilling and purposeful lives.
- 6.11 We want to re-focus our day centre to support people to gain, retain, regain or improve their skills towards independent living and enable people to progress to employment and/or voluntary work wherever possible. This will include both short term interventions and longer- term support to enable people to progress onto further opportunities.
- 6.12 We want to build on the concept of day centres being a 'hub' to access community facilities and review their opening times to increase the flexibility of access.
- 6.13 We want our teams to work closer and better together and with independent providers so their contribution to people's lives has more impact and we reached more of the right people.t.

To further develop our approach to focus on what matters to people and promote their independence

- 6.14 We will support our workforce to focus on what matters to people and take a strengths based approach to achieve what matters to them. We will undertake

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timely reviews of the support that people need to achieve what matters to them and to help them to get a job.

- 6.15 We want to make better use of TECS (Technology Enabled Care and Support) as a way for people to live as independently as possible and to support carers. The 'Smart House' events in Tiverton recently showcased some of the latest personalised technology that is helping people to live in their own homes. The gadgets and equipment ranged from basic kitchen gadgets and aids to help people with limited mobility, through to the latest in hi-technology. TECS may be an alternative to care, but could also complement it. Our refreshed strategy to increase the use of TECS for all adults is supporting our approach.

A whole life approach to how we prepare children and young people for adulthood

- 6.16 Through our partnership group across the health and care system, we are improving how we currently work together to better support young people transitioning from children's services. This includes making sure that support is focused on enabling young people to live as independently as possible and they can access to advice and guidance, to support them to live within their local communities.
- 6.17 Alongside this work, the purposeful systems team are looking at transitions between children and adult services, and how we can focus on what matters to people with disabilities over the course of their lives. A test of change with a small group of young people in a defined area of Devon is being proposed to support a better understanding of the impact of working in this way. Lessons from this test of change will inform how this work is taken forward.

Smarter commissioning

- 6.18 We are improving our understanding of the providers of care and support to people with disabilities in Devon, and also how people are supported to live as independently as possible. This learning is on-going and constantly informing our work.
- 6.19 We want to make sure that appropriate provision is available for people as they develop independent life skills that is close to home. We also want to work with providers to identify and share best practice, and diversify supply of the support people receive at home to promote their independence. This includes working with District Councils to consider how housing supply can support integration in communities and greater independence for people with disabilities.
- 6.20 We are also working as a key part of the health and care system to improve how people with learning disabilities and autism are able to access health and social care support when they need it. Work is underway, as part of the Sustainability and Transformation Partnership for adults with learning disabilities and autism, to refresh our strategic approach and our model of care. This approach is aligned to the work taking place across the Council.

7. Next steps

- 7.1 We are considering what we can do now and over the longer term to focus support on what matters to people and help them to achieve their goals, throughout their lives as adults and as they prepare for adulthood.
- 7.2 We will continue work to refresh our strategic approach for how adults with disabilities are supported across the care and health system in Devon. As part of this, we will talk again with the people and carers who use our services, and test our approach with a broader range of people and partners across Devon.
- 7.3 This work requires a step change in how we work with people and communities. It can only be achieved through the involvement of all parts of the Council and our partners, alongside our social care teams.
- 7.4 We will share our refreshed strategic approach and proposed new model of delivery, alongside what is needed to support our approach, with Cabinet in June.

Tim Golby
Head of Adult Commissioning and Health

Electoral Divisions: All

Cabinet Member for Adult Care and Health: Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

Contact for Enquiries:

Rebecca Hudson, Senior Commissioning Manager for adults

Email: Rebecca.hudson@devon.gov.uk

Tel No: 01392 383 000

Room: 1st Floor, The Annexe, County Hall

Internal Audit Outline Audit Plan 2018/19 Report of the County Treasurer

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

The attached report summarises the proposed internal audit activity within Health and Adult Care for the coming financial year.

Recommendation: members of the committee are requested to consider:

- the outline internal audit plan;
- provide input which will assist the detailed internal audit planning needs;
- highlight audits they may wish to receive summary reports from;

Mary Davis

Electoral Divisions: All
Local Government Act 1972

List of Background Papers

Contact for Enquiries: Robert Hutchins
Tel No: (01392) 382437 Larkbeare House

<u>Background Paper</u>	<u>Date</u>	<u>File Ref</u>
Nil		

There are no equality issues associated with this report



devon **audit** partnership

Internal Audit

Adult Care and Health Internal Audit Plan 2018/19

Devon County Council
Health & Adult Care
Scrutiny Committee

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March 2018

Not Protectively Marked

Robert Hutchins
Head of Audit Partnership

CUSTOMER
SERVICE
EXCELLENCE



Auditing for achievement

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<p>Devon Audit Partnership</p> <p>The Devon Audit Partnership has been formed under a joint committee arrangement comprising of Plymouth, Torbay and Devon councils. We aim to be recognised as a high quality internal audit service in the public sector. We work with our partners by providing a professional internal audit service that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards along with other best practice and professional standards.</p> <p>The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at robert.hutchins@devonaudit.gov.uk .</p>	<p>Confidentiality and Disclosure Clause</p> <p>This report is protectively marked in accordance with the government security classifications. It is accepted that issues raised may well need to be discussed with other officers within the Council, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation's disclosure policies.</p> <p>This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.</p>
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Introduction

This report details the draft Adult Care and Health audit plan for 2018/19.

The key objectives of Devon Audit Partnership (DAP) are to provide assurance to senior management and Audit Committee on the adequacy, security and effectiveness of the systems and controls operating within the authority. The audit plan will additionally provide assurance to managers and staff.

Audit have met with management to discuss risks and how audit resources can be used most effectively to provide the necessary assurance against these risks. The draft plan attached forms part of a larger audit plan covering all areas of the authority which will be presented to the Audit Committee on 28th March 2018. Responsibility for review, direction and approval of the internal audit plan lies with the Audit Committee. However, we can see value can be added through working with and supporting Scrutiny in the provision of assurance to the authority. The draft plan is provided for consideration and for input into areas that Scrutiny consider useful to internal audit to consider in the planning process.

The audit plan represents the proposed internal audit activity for the year and an outline scope of coverage. At the start of each audit the scope is discussed and agreed with management with the view to providing management, the County Treasurer (Section 151) and members with assurance on the control framework to manage the risks identified. The plan will remain flexible and any changes will be agreed formally with management and reported to Audit Committee.

Expectations of Health & Adult Care Scrutiny Committee from this report

The members of the committee are requested to consider:

- the draft audit plan and proposed areas of internal audit coverage in 2018/19;
- highlight audits they may wish to receive summary reports from;
- if they wish to receive any in year progress report(s).

Robert Hutchins
Head of Audit Partnership

High Level Audit Plan 2018/19

This table shows a summary of planned audit coverage for the year. It should be borne in mind that, in accordance with the Public Sector Internal Audit Standards, the plan needs to be flexible to be able to reflect and respond to the changing risks and priorities of the Authority and, to this end, it will be regularly reviewed with directorates, and updated as necessary, to ensure it remains valid and appropriate. As a minimum, the plan will be reviewed in six months to ensure it continues to reflect the key risks and priorities of the Council given the significant changes across the public sector.

Detailed terms of reference will be drawn up and agreed with management prior to the start of each assignment - in this way we can ensure that the key risks to the operation or function are considered during our review. The following pages give a brief overview of the focus of proposed audit coverage for the year.

A detailed analysis of proposed audit reviews is provided in the following schedule.

Core Activity for Internal Audit Review (Extract for Health & Adult Care Scrutiny Committee)	Coverage in Days
Health and Adult Care	185
Total for Health and Adult Care Services	185
Total for DCC	1060

Proposed audit reviews and associated risks

SRR / ORR – Local Authority Strategic or Operational Risk Register reference

ANA - Audit Needs Assessment risk level

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA) – an assessment of the priority of the planned review	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
Health and Adult Care				
Adult Care Operations and Health				
Safeguarding	Medium: client request	To consider the timeliness of Safeguarding cases from start of process; protection plan; and final close down. Also to determine whether the real time system for monitoring timeliness is being used to improve standards across the County. To be informed by the use of comparative data which shows safeguarding activity levels are low relative to statistical neighbour and regional comparator authorities.	Q1	10
Learning Disabilities – Autism	High: client request	A review of support for adults with disabilities:- <ul style="list-style-type: none"> • How DCC (and the wider health and care system in Devon) is responding to the needs of people with LD, Autism and/or sensory (vision, hearing and speech) needs; • To better understand outcomes for people with sensory needs in Devon as a consequence of DCC’s model of specialist sensory input; • To understand how outcomes could be improved for people in Devon with Autism. 	Q2/3	10
Learning Disabilities	Medium - client request	To consider how a shift in culture around engagement has been achieved, within the wider agenda to better support adults of working age. Full scope to be agreed.	Q2/3	10
Continuing Health Care	Medium: client request	To provide assurance that DCC operates within the LA legal limits for the provision of social care: <ul style="list-style-type: none"> • local policies and processes are agreed with NHS partners in line with the legal framework; 	Q3	15

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA) – an assessment of the priority of the planned review	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
		<ul style="list-style-type: none"> that the social care contribution to CHC assessments is robust and timely and assessment resources are used effectively; funding agreements and disputes are resolved promptly; Assessment and commissioning for high cost/complex care support plans is subject to appropriate scrutiny and governance to meet quality expectations including best value in line with Fair and Affordable Care. 		
Section 117 – Mental Health	Medium: client request	An audit to provide assurance that S117 policy agreements are in place with NHS partners, and that the agreements are robust, effective and provide for key expected elements. Ensuring but not limited to:- <ul style="list-style-type: none"> Funding calculations are accurate; Charging policies applied are appropriate. 	Q3	15
Deprivation of Liberty Safeguards (DoLS)	Medium: client request	To review the framework for DoLS, and review processes for making and assessing applications and ensure that the one-year authorisation limit is not exceeded.	Q2	15
Direct Payments	Medium: client request	To provide assurance that the pathway into direct payments is robust and consistent and that processes are robust enough to ensure payments are appropriate and meet the needs and expectations of the client and DCC.	Q3	10
Independent Reviews	Low; client request	To provide assurance that the business case for investing in external case review capacity is sound in practice: <ul style="list-style-type: none"> The business case the procurement was based on was reasonable; The procurement process lead to a solution that met the requirement laid out in the business case; 	Q1	10

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA) – an assessment of the priority of the planned review	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
		<ul style="list-style-type: none"> The external review capacity undertook the required number of reviews? The reviews were undertaken to the specified practice standards; The reviews have led to envisaged financial benefits. Review how the outcomes and lessons learnt from the External Review Report are being incorporated into the service practice.		
Adult Commissioning and Health				
Technology Enabled Care Support (TECS) – formerly Assistive Technology	Medium; client request	To assure that we are taking the opportunities offered by the new DILIS contract by making better use of Technology Enabled Care Support to find cost-effective solutions to people’s needs: <ul style="list-style-type: none"> Is the implementation of the DILIS contract realising its potential benefits? Are we changing our practice to make better use of assistive technology solutions? Consider how this compliments other solutions.	Q4	10
Devon Partnership Trust	Medium: client request	Scope to be agreed	Q2	10
Working with District Councils on Accommodation and Housing	Medium: client request	A review of the “Accommodation with Care Strategy”, for all adult groups, to provide assurance that the strategy is robust; well engaged; and that it aims to ensure accommodation needs for adults with social care needs can be met in future. Also whether relationships with district councils are strong enough to deliver this strategy in partnership.	Q4	15
Implementation of new Care Homes Fees Model	Medium: client request	Review implementation of new fee model at key gateways throughout the implementation process to determine whether:- <ul style="list-style-type: none"> key targets have been achieved; 	Q1-4	10

Risk Area / Audit Entity	Risk / Audit Needs Assessment (ANA) – an assessment of the priority of the planned review	Proposed Audit Work / Scope	Proposed Timings (Quarter)	Estimated Audit Effort (Days)
		<ul style="list-style-type: none"> individual fee model established, replacing banded fees; 		
Market Capacity	Medium: client request	To assure that the Market Position Statement (MPS) is appropriate and effective and ensures that the Council can meet its statutory market sufficiency requirement for care.	Q4	10
Models of Care	Medium: client request	A review of the Devon wide Strategy for the further development of the integrated arrangements for the provision of health in commissioning and the provision of care in Devon, to provide assurance around:- <ul style="list-style-type: none"> the roadmap and milestones; due diligence on options analysis and the decision making process; integrated care system – organisations; systems; partnerships 	Q1-4	15
Contingency	Medium; client request	Contingency. Audit assurance during the year at key gateway points as processes or systems change, or through commissioning arrangements.	Q1-4	10
Public Health - Nursing Services	Medium; client request	The focus of the Public Health audit for 2018/19 will be Nursing Services for 0-19 year olds. Therefore the audit scope and days have been reported to the Children’s Scrutiny Committee.	n/a	0
Health and Adult Care: Advice, planning, monitoring and performance reporting			Q1-4	10

Fraud Prevention and Detection and Internal Audit Governance

Fraud Prevention and Detection and the National Fraud Initiative

Counter-fraud arrangements are a high priority for the Council and assist in the protection of public funds and accountability. Internal Audit will continue to investigate instances of potential fraud and irregularities referred to it by managers, and will also carry out pro-active anti-fraud and corruption testing of systems considered to be most at risk to fraud. In recognition of the guidance in the Fraud Strategy for Local Government “Fighting Fraud Locally” and the TEICCAF (The European Institute for Combatting Crime and Fraud) publication “Protecting the English Public Purse 2016”. Internal Audit resources will be allocated to allow a focus on identifying and preventing fraud before it happens. Nationally these areas include Procurement, Payroll, Blue Badges, Direct Payments and Pensions.

The Cabinet Office runs a national data matching exercise (National Fraud Initiative - NFI) every two years. Work on the 2018/19 exercise will commence in the summer, with resulting data matches available from early 2019. We will work with Council departments to ensure that the matches are reviewed and action taken as may be necessary.

Internal Audit Governance

An element of our work, additional to the above plan, is classified as “other chargeable activities” – this is work that ensures effective and efficient audit services are provided to the Council and the internal audit function continues to meet statutory responsibilities. In some instances this work will result in a direct output (i.e. an audit report) but in other circumstances the output may simply be advice or guidance. Some of the areas that this may cover include:-

- Preparing the internal audit plan and monitoring implementation;
- Preparing and presenting monitoring reports to Senior Management and the Audit Committee;
- Assistance with the Annual Governance Statement;
- Liaison with other inspection bodies (e.g. External Audit, Audit South West);
- Corporate Governance - Over recent years Internal Audit has become increasingly involved in several corporate governance and strategic issues, and this involvement is anticipated to continue during the year;
- On-going development within the Partnership to realise greater efficiencies in the future.

Partnership working with other auditors

We will continue to work towards the development of effective partnership working arrangements between ourselves and other audit agencies where appropriate and beneficial. We will participate in a range of internal audit networks, both locally and nationally which provide for a beneficial exchange of information and practices. This often improves the effectiveness and efficiency of the audit process, through avoidance of instances of “re-inventing the wheel” in new areas of work which have been covered in other authorities.

We have developed sound working arrangements with Grant Thornton, the authority’s external auditors and have regular liaison meetings to understanding their requirements and to provide the information they require, maximising the benefits of close working. We have also developed an effective working relationship with Audit South West (NHS Internal Audit) and anticipate more opportunities to work collaboratively together as integration between the Council and Health progresses.

Appendix 1 - Audit Framework

Internal Audit is a statutory service in the context of The Accounts and Audit (England) Regulations 2015, which state: "A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards (PSIAS) or guidance".

DAP, through external assessment, demonstrates that it meets the Public Sector Internal Audit Standards (PSIAS).

The Standards require that the Chief Audit Executive must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organisation's goals". When completing these plans, the Chief Audit Executive should take account of the organisation's risk management framework. The plan should be adjusted and reviewed, as necessary, in response to changes in the organisation's business, risk, operations, programs, systems and controls. The plan must take account of the requirement to produce an internal audit opinion and assurance framework.

This audit plan has been drawn up, therefore, to enable an opinion to be provided at the end of the year in accordance with the above requirements.



We will seek opportunity for shared working across member authorities. In shared working Devon Audit Partnership will maximise the effectiveness of operations, sharing learning & best practice, helping each authority develop further to ensure that risk remains suitably managed.

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Scrutiny Committee Annual Report 2017-18

The basic responsibility of Scrutiny is set out by the Centre for Public Scrutiny in that it:-

- Provides a constructive 'critical friend' challenge
- Amplifies the voices and concerns of the public
- Is led by independent people who take responsibility for their role
- Drives improvement in public services.

Effective Scrutiny can be proactive and help set out a policy agenda and also may undertake pre-decision scrutiny to offer focus on an issue in greater depth.

The Role of Scrutiny has also evolved with a growing interest in Scrutiny of:

- External bodies, i.e. health, police
- Growing number of partnership arrangements
- New council driven commercial operations.

This past year has been particularly active. Two important innovations were an appointment of a Scrutiny Officer, able to take on a research function and secondly, following his appearance at a Scrutiny meeting, the able assistance of Mel Stride MP, in securing and supporting a delegation to the Housing Minister to challenge the unfairness of the lack of a 5 year land supply. Whilst the objective failed to find traction it did provide the opportunity for Richard Chesterton and Jenny Clifford to lobby for a substantial claim on the Housing Improvement Fund whence MDDC received the second highest award in the country. Reference should also be made to the innovation of informal workshops which provide a creative mode of thinking for the Committee.

A review of the year follows which illustrates the extent of Scrutiny activity. I would like to commend the untiring efforts of Julia Stuckey who was instrumental in carefully monitoring the business of the meeting (and the Chairman) but now sadly chosen to enjoy a new professional challenge. I would wish to thank the Committee Members for their contributions, especially the consultation group led by Cllr Roach who took to the streets of Tiverton, Cullompton and Crediton to research the views of the public. Thanks are also due to officers and Cabinet Members whose contributions recognised the significance of Scrutiny to the well-being of MDDC .I particularly would thank our external contributors who willingly gave their time to inform the committee.

May

The Chairman welcomed Sector Inspector Steve Bradford and Sergeant Mike Warriner to the meeting.

The Committee had before it a report from the Parish Liaison Working Group, and a report from the Member Services Manager regarding Member Development.

June

The Committee challenged a report from the Public Health and Professional Services Manager providing an update on Crossparks, Templeton.as it sought assurance that the Council had responded appropriately to the concerns expressed by residents

It was resolved that a letter be sent to the Government's Environment, Food and Rural Affairs Select Committee (EFRA) asking them:

1. Whether or not they were aware of any perceived health issues for residents living near such pits?
2. Were there any implications to the health of local residents when digestate was being moved?
3. Was the Government content for digestate to enter the food chain?

The Committee had before it, and noted, a report from the Public Health and Professional Services Manager providing it with an oversight of the Community Safety Partnership including an overview of the working relationships of partner agencies and delivery of activities against the community safety priorities

July

Cllr F W Letch had requested that the planned cessation of Customer First Surgeries that were held at Crediton and Cullompton, for four hours every other week, be discussed by the Committee.

It was recommended that Council be asked to look at the idea of diminishing the level of face to face services at Phoenix House to allow for one session a month to be provided at Crediton and Cullompton. This proposal was not accepted by the Cabinet. on the premise that the roll out of digital access needed to be adhered to. The Chairman had requested that Members discuss Anaerobic Digestion and considered determining terms of reference to help develop a policy framework for the Council.

It was resolved to set up a Working Group to look into Anaerobic Digestion, using the following terms of reference:

“To understand the process, science and potential impact of Anaerobic Digestion (AD) on Mid Devon as a source of renewable energy and bio fertiliser.

The remit of the study would include:

- 1 A desktop review of the process.
- 2 A review of the current regulatory framework.
- 3 A review of planning legislation relating to AD; including a correlation with waste processes/plants.
- 4 Reference site visits.

- 5 A desktop review of nuisances, environmental concerns/incidents associated with plants and ancillary activities.
- 6 A peer review from health professionals on any potential human health impact associated with AD plants and ancillary activities.

In order to inform future planning and long term land use considerations.”

August

The Chairman welcomed Chief Inspector Sarah Johns and Sector Inspector Jane Alford-Mole to the meeting.

The Committee had before it and noted a report from the Chief Executive regarding the Peer Review. During the 6-9th March 2017, the authority had received a delegation of external officers and members to conduct a ‘peer challenge review’. The process generated a review report which contained a number of specific recommendations for the Council to consider. The report which Members had before them provided an update on that process and outlined how this process would be contributing to the Council’s improvement programme moving forward.

The Committee had before it and noted a report from the Waste and Transport Manager regarding the use of agency staff in operational services. This information had been requested by the Committee at its last meeting.

It was agreed that any future work regarding ageing well will be delayed until after the Corporate Plan review and that in the meantime officers explore opportunities to work closely with Devon County Council and liaise with Exeter University and Dr Dixon of Cullompton to establish what is already taking place.

The Committee had before it a report from the Cabinet Member for the Environment providing an update on areas covered by his remit.

September

The Public Health and Professional Services Manager provided a verbal update regarding Crossparks and the continuing testing regime.

The Committee had before it and noted a briefing paper from the Cabinet Member for Housing updating it regarding areas covered by his remit.

The Committee had before it and noted a report from the Director of Finance, Assets and Resources presenting the car parking outturn position for 2016/17 and an update on the first 3 months of 2017/18.

October

At the request of the Chairman the Committee had before it and noted a report from the Head of Planning, Economy and Regeneration providing an update on the position of the Council over the 5 year housing land supply and any implications upon it of the recent deferment of Local Plan Review examination sessions.

November

At its meeting on 11 September 2017, the Scrutiny Committee noted the number of policies and action plans which appeared to have been on-going for a number of years. In particular, in relation to Tiverton Town Centre, the Scrutiny Committee passed the following resolution: To recommend to the Cabinet that it acts upon the action plans to improve the Tiverton Town Centre and Pannier Market that were approved in 2011.

At its meeting on 28 September the Cabinet resolved that a briefing paper be produced for a future meeting of the Scrutiny Committee highlighting the work that was taking place with regard to Tiverton Town Centre. The Committee had before it and noted this briefing paper.

It was resolved that the Scrutiny Committee would review the Masterplan.

The Committee had before it a report from the Head of Planning, Economy and Regeneration in response to its request for an update on the position of the Council regarding gypsy and traveller pitch provision.

It was agreed that the Chairman would send a letter to the Cabinet Member for Planning, Economy and Regeneration stressing the need to provide a public site within the District.

The Committee had before it and noted a briefing paper from the Cabinet Member for Finance updating it regarding areas covered by his remit.

December

The Committee had before it and noted a report from the Director of Finance, Assets and Resources regarding disposal of assets. The report had been requested by the Committee at its meeting in October.

The Committee had before it a report from the Cabinet Member for Finance updating it regarding areas covered by his remit.

The Committee had before it and noted a report from the Consultation Working Group, which led by Cllr Roach, took to the streets of Tiverton and Crediton to ascertain the views of residents.

It was agreed that staff should receive and be made aware of the report.

It was resolved that: it should be circulated to Members.

The Group were very impressed by the general upbeat atmosphere in Crediton when compared to the other two main towns and recommended that the Economic Development Team and Economy Policy Development Group explore further what might be causing this difference.

The Group found that in all three towns car parking costs were high on the agenda.. Noticeably in Crediton, where there was considered to be more on offer, people did not object to the charges. It was recommended that the Economy Policy Development Group consider making parking charges relevant to the offering in the area.

The Committee discussed the impact of housing development in Mid Devon on the Royal Devon and Exeter Hospital at Wonford, in particular winter pressures.

It was resolved that the Scrutiny Officer be asked to put together a report containing information that was available, to include clinical issues/demand, influence over GP provision, pressures on A and E and alternatives that were available such as the new pharmacy first campaign, in order that Members were fully informed, prior to inviting attendance at a meeting.

January

The Committee had before it and noted a report from the Director for Finance, Assets and Resources in order that the Scrutiny Committee review the draft 2018/19 budget and make any necessary comments/recommendations to the Cabinet to be considered at its meeting on the 1 February 2018.

The Committee had before it and noted a briefing paper from the Director of Finance, Assets and Resources providing an update on the possible impacts from the rollout of Universal Credit Full Service (UCFS).

The Committee had before it and noted a report from the Public Health and Policy Research Officer regarding measures that were in place to cope with the expected demand on hospital and GP services as a result of proposed housing development and for the coming winter.

It was agreed that the Scrutiny Officer arrange a future meeting with the Clinical Lead at Castle Place Surgery Tiverton and that data regarding delayed discharges be obtained.

Special Meeting January

The Chairman welcomed Neil Parish MP to the meeting.
The Committee put questions to the MP.and engaged in a useful dialogue.

February

The Committee had before it a report from the Group Manager for Human Resources informing Members of the overall structure of the Council and showing the management and deployment of officers.

It was agreed that the establishment be reviewed by Scrutiny in 6 months' time to consider the level of resignations and the reasons for them.

The Committee had before it and noted information from the Scrutiny Officer regarding various areas that he had been asked to look into on their behalf including delayed transfer of care, aging workforce, Cornwall housing policy, road maintenance and repairs in Mid Devon,

March

Dr Squire of Castle Place surgery attended to discuss public health and local issues.

The Committee had before it and noted an extended report from the Cabinet Member for Planning and Economic Regeneration updating Members regarding the substantial areas covered by this remit.

The Committee had before it and noted a report from the Head of Planning, Economy and Regeneration regarding a draft consultation document for Stage 1 public consultation in respect of the Tiverton Town Centre Regeneration Masterplan. The Committee had before it and noted a report informing the Committee regarding findings of the online residents survey carried out in the winter of 2017.

The Committee had before it and noted a report from the Director of Finance, Assets & Resources and the 3 Rivers Development Limited Acting Managing Director regarding the draft 5 year business plan for 3 Rivers Developments Limited.

Additional Task Group work by the Committee:

Consultation Working Group
Partnership Working Group
Homelessness Working Group
Anaerobic Digestive Working Group

For the Future

In December 2017 the House of Commons Select Committee on Communities and Local Government published the report 'Effectiveness of Local Authority Overview and Scrutiny Committees' which made a series of recommendations to the Government and to the Local Government Association. It is understood that in due course the Government will publish revised guidance to Local Authorities on Scrutiny which the Committee will consider and make recommendations to the Standards Committee where appropriate.

Frank Rosamond
Chair of Scrutiny April 2018