



HILLINGDON
LONDON



Social Services, Housing and Public Health Policy Overview Committee

Councillors on the Committee

Judith Cooper (Chairman)
Peter Kemp (Vice-Chairman)
David Benson
Sukhpal Brar
Catherine Dann
Janet Gardner
John Major (Labour Lead)
Mary O'Connor

Date: TUESDAY, 11 JUNE 2013

Time: 7.00 PM

Venue: COMMITTEE ROOM 3A
CIVIC CENTRE
HIGH STREET
UXBRIDGE
UB8 1UW

Meeting Details: Members of the Public and Press are welcome to attend this meeting

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Published: Monday, 3 June 2013

Contact: Charles Francis
Tel: 01895 556454
Fax: 01895 277373
Email: cfrancis@hillington.gov.uk

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Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW
www.hillingdon.gov.uk



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Terms of Reference

A central role of a Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including people from a wide range of external organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. They therefore perform an important role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate.

This Committee undertakes the policy overview role in relation to the following matters:

- Adult Social Care
- Older People's Services
- Care and support for people with physical disabilities, mental health problems and learning difficulties
- Asylum Seekers
- Local Authority Public Health services
- Encouraging a fit and healthy lifestyle
- Health Control Unit, Heathrow
- Encouraging home ownership
- Social and supported housing provision for local residents
- Homelessness and housing needs
- Home energy conservation
- National Welfare and Benefits changes

Agenda

CHAIRMAN'S ANNOUNCEMENTS

- 1 Apologies for Absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the meeting held on 24 April 2013 and 9 May 2013 1 - 10
- 4 To confirm that the items of business marked in Part I will be considered in Public and that the items marked Part II will be considered in Private
- 5 Review Topics 2013/14 11 - 14
- 6 Work Programme 15 - 18
- 7 Forward Plan 19 - 24

Minutes

SOCIAL SERVICES, HEALTH AND HOUSING POLICY OVERVIEW COMMITTEE

24 April 2013



Meeting held at Committee Room 5 - Civic Centre,
High Street, Uxbridge UB8 1UW

<p>MEMBERS PRESENT: Councillors: Cllr Peter Kemp Cllr David Benson Cllr Sukphal Brar Cllr Pat Jackson Cllr John Major Cllr June Nelson Cllr Mary O'Connor</p>
<p>OFFICERS PRESENT: Linda Sanders (Director Social Care, Health) Paul Feven, (Head of Commissioning, Contracts and Supply) Gary Collier (Commissioning Services Manager) Charles Francis (Democratic Services Officer) Sharon Daye (Interim Director of Public Health)</p> <p>Also present: Chris Commerford, Chief Executive, Age UK Hillingdon Richard Eason, Chief Executive Officer, HAVS</p>
<p>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS (<i>Agenda Item 1</i>)</p> <p>Cllr Judith Cooper, no substitute</p>
<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>Peter Kemp declared an non-pecuniary interest as a member of the Board of CNWL and as a member of the Trustees of Hillingdon MIND</p> <p>Cllr Mary O'Connor declared a non-pecuniary interest as Chairman of Hillingdon Mind.</p>
<p>TO RECEIVE THE MINUTES OF THE MEETING HELD ON 27 JANUARY 2013 (<i>Agenda Item 3</i>)</p> <p>Were agreed as an accurate record</p>
<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED IN PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>All items were considered in Public</p>

MARKET DEVELOPMENT IN ADULT SOCIAL CARE (*Agenda Item 5*)

The Head of Commissioning, Contracts and Supply introduced the report. He explained that the meeting would provide information about the development of the adult social care market in Hillingdon to support personalisation. Officers highlighted the following areas:

- The National Policy Context
- Local Authority Market Development Responsibilities and
- Market Position Statements (MPS)

It was noted that a MPS was a single document which combined the Joint Strategic Needs Analysis (JSNA), commissioning strategies and market and customer surveys into a single document which provided useful information to the Care Market.

The MPS gave information to provider about:

- *Direction of travel* – a summary of the key care and wellbeing objectives for the local community and the key principles of policy, legislation and policy that will impact on the market.
- *Future demand* – analysis of the current population and anticipated projections for the coming five, ten and fifteen years and the impact that future population change may have on future demand for social care, health and housing services.
- *Current supply, identifying strengths and weaknesses* – a review of current spend, providing a clear, quantified picture of current supply, looking at what services are provided, to whom, where and in what volume. The qualitative picture of current supply would also be reflected, i.e. whether services were meeting the required standards or service user expectations.
- *Models of practice* – how the Council saw the supply side delivering in the future; the extent to which desired models of care were matched by current provision and how the market might deliver change.
- *Future resourcing* – areas of supply the Council might see as a high priority, where it wishes to see services develop, and where it would be less likely to purchase or encourage service users to purchase in the future.
- *Support for choice, innovation and development* - an analysis of what the Council anticipates will be the impact of more service users purchasing or negotiating their own care, and suggests what impact this might have on transaction costs.

Market Development in Hillingdon

The Committee were informed that a significant amount of market development work had been undertaken in the following areas:

a) Capturing and analysing market intelligence

Data had been used to develop the Health and Wellbeing Strategy, as well as a set of more detailed, client-based strategies for disabilities, older people and carers.

To increase the Council's ability to effectively develop and manage social care markets, a new method of combining the often separate fields of commissioning, procurement and contract management had been developed within the Council including Category Management.

The key difference between Category Management and existing practice was that the Council had often used its data to purchase services without analysis of the market in which it was operating and the behaviour/strategies being adopted by providers.

Category Management was in the process of being explored for all areas of social care commissioning.

b) Structuring the market

The Council is planning to develop better methods of engagement with providers, including ensuring that providers had an understanding of the Council's needs and priorities through the provision of **Market Position Statements** (MSPs).

Development work with the Institute of Public Care (IPC) is being undertaken by councils to shift from occupying a role of major procurer to one of facilitator of the whole social care market.

A key action will be to develop an over-arching MPS for the whole social care market (including detailing how current patterns of spend on residential and nursing care will shift to a more community based provision of services). This will be the pre-cursor for a range of more tailored MPS focused on influencing the market to develop and provide the specific services the Council is looking to purchase in future e.g. more extra care housing for older people.

At the heart of the Category Management approach is an ongoing partnership and regular dialogue with key providers – looking to jointly create opportunities to shape services that are attractive for providers (therefore creating genuine competition) as well as meeting the needs of residents.

The Council will be looking to develop new markets such as a market for the provision of Personal Assistants (PAs), care and support in supported housing and outreach services for older people, people with disabilities and people with mental health needs.

Further tasks included capacity building within the voluntary and community sector. This meant facilitating access to the support that will assist voluntary and community organisations to charge for their services and/or to develop services to address a gap in provision identified through the support

planning process.

It was noted that Careplace had been developed as an online information system that enabled residents to identify services and activities in and around Hillingdon that could address their needs. Providers upload their own information and update it. Residents could also access it through their own computer or from one of the Council's 17 libraries.

c) Intervening in the market place

The most obvious method of intervening in the market place was to launch a competitive tender in order to purchase a service. This might involve seeking to develop new services, re-package existing services into a new model that was more likely to meet the needs of residents or more simply re-tender an existing service that was still required.

Hillingdon will continue to act within the West London Alliance (WLA) to intervene in the market, particularly within markets where larger buying power is needed to influence the actions of providers. Good examples here included adult home care, residential and nursing care for older people, fostering placements and complex residential services for people with learning disability. A range of initiatives had taken place under the WLA umbrella including:

Flexible contractual arrangements – Successful interventions in the market require using the right tools for the right job. Different contractual arrangements will be required, depending on the nature of the service or the market in which the service is being purchased. Some services can be best procured by using a framework with no guarantees of activity. Others may require more guaranteed outcomes for providers by offering a volume of work in return for a fixed, competitive price. Approved provider lists will also be appropriate in some areas – with no direct contractual obligation to the Council and offering no guarantees of activity but where service users (using their personal budgets) are sign posted to providers that have been tested for quality and best price.

Not all interventions in the market will involve purchasing however other methods could include Remodelling services and Capacity Building.

d) Managing market providers

Once the Council has purchased a service, the ongoing set of tasks begin of ensuring that the service is delivered to the specification, that it meets the needs of residents, that it continues to be delivered efficiently and provides value for money. Managing providers must be a partnership and not a "them and us" relationship if it is to offer the greatest value to all involved.

The Council's method of contract management and monitoring has been fully reviewed this year with a new operating framework being put in place. Key elements include:

- Ongoing dialogue with providers – particularly those providing key services or those in high cost areas.
- A greater focus on performance assessments including customer

and stakeholder assessments of a provider's performance and a self assessment by the provider itself.

Inspection and quality assurance – The Council's own inspection team undertake an ongoing programme of provider inspections to ensure continuous improvement as well as ensuring that core standards continue to be met.

A service user "outcomes framework" has been developed that will be built into all existing and new contracts to give greater focus to ensuring that residents benefit from Council funded services. Each service provider will have a core set of outcomes they are required to deliver which focuses not on process but on the improvements they have made to the life of a service-user e.g. greater independence, able to do more things for themselves, access to more training and development opportunities.

Payment by results – The Council was looking to develop a pilot project where a provider is incentivised to meet service user outcomes. Payments were linked to outcome delivery. This was likely to be focused on the homecare and residential care market.

Service user reviews on Careplace – A more democratic method of provider management may emerge from service users themselves. The opportunity for service users to upload reviews of their experience of a provider's service can be a powerful mechanism for improving quality through the power of market forces. However, the Council can and has remove providers where there are quality issues;

Chris Commerford, Chief Executive, Age UK Hillingdon and Richard Eason, Chief Executive Officer, HAVS attended the meeting and provided their views on the challenges posed by market development to the voluntary sector.

In the course of discussions, the following points were raised:

- It was noted that clients using personal budgets had increased from 7% to 74% in the last few years. A recent Department of Health survey had suggested that 80% of Hillingdon service users felt that personal budgets had increased their choice and control.
- It was noted that the national target was to ensure 100% of service users had a personal budget by April 2015.
- There were considerable opportunities for the voluntary sector to respond to market development.
- Both witnesses from the Voluntary Sector suggested that additional assistance with consortia, partnership working and legal implications / risk management aspects of contracts would be beneficial.
- Further areas for development within the Voluntary Sector included:
 1. Work to ensure voluntary organisations were 'tender ready'
 2. Governance issues and assistance with respective Terms of Reference, the training of Trustees.
 3. VAT
 4. Marketing of services
 5. Staff recruitment and retention
 6. The challenge for the Voluntary Sector included providing local

services for local people and competing with national and private sector organisations to provide services.

- Both organisations highlighted examples of strong local partnerships, including those between Uxbridge College and Brunel University and the voluntary sector which were cited as best practice.
- In response to a question about whether service users and carers knew how to access help, officers confirmed that support plans developed by the Council and in conjunction with the Voluntary Sector identified where this could be found.
- In order to ensure quality services were provided, it was essential that the Council only worked with accredited providers which were listed on Care Plan. It was noted that retention clauses might be used for those providers which had an established track record of providing excellent services. The Committee were assured that those organisations which did not meet the approved standard could be removed.
- In relation to the 80/20 means criteria of assessing cost v quality to determine the award of contracts following a tender process, officers confirmed that this was challenging, but that Officers had improved processes to specify contracts at the procurement stages.
- It was noted that service users and carers did not always have access to the internet and so officers were asked about what provision was being made to address this concern. Officers explained that although library access was an important aspect of Care Plan, in future Adult Social Care officers would be provided with laptops to ensure all service users / carers had internet access through officer visits.
- That a key aspect of market development was to focus on delivering and measuring outcomes for service users.

Resolved –

- 1. That the information be noted and be reported back to the Cabinet Member for Social Services, Health and Housing.**
- 2. That officers be requested to provide a written update on the outcomes from the Voluntary Sector Stakeholder event held on 24 April 2013.**

CABINET FORWARD PLAN (*agenda item 6*)

The Committee discussed the Forward Plan and no items were identified for discussion at the April 2013 meeting.

Resolved -

- 1. That the report be noted.**

WORK PROGRAMME (*Agenda Item 7*)

Reference was made to the work programme and timetable of meetings.

Resolved –

	1. That the report be noted.
	The meeting, which commenced at 7pm, closed at 8:35pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Charles Francis on 01895 556454. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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Minutes

SOCIAL SERVICES, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE

9 May 2013



Meeting held at Council Chamber - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors Judith Cooper (Chairman) Peter Kemp (Vice-Chairman) Sukhpal Brar David Benson Catherine Dann Janet Gardner John Major (Labour Lead) Mary O'Connor</p> <p>Apologies were received from Councillor Benson</p> <p>LBH Officers Present: Steven Maiden, Democratic Services Officer</p>	
1.	<p>APPOINTMENT OF CHAIRMAN & VICE-CHAIRMAN (<i>Agenda Item 1</i>)</p> <p>Resolved: That:</p> <ol style="list-style-type: none">Councillor Judith Cooper be elected Chairman of the Social Services, Housing & Public Health Policy Overview Committee for the municipal year 2013/2014; andCouncillor Peter Kemp be elected as Vice-Chairman of the Social Services, Housing & Public Health Policy Overview Committee for the municipal year 2013/2014.	Action by
	The meeting, which commenced at 7.30 pm, closed at 7.35 pm.	

These are the minutes of the above meeting. For more information on any of the resolutions please contact Charles Francis on 01895 556454 . Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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SOCIAL SERVICES, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE REVIEW TOPICS 2013/14

Contact Officer: Charles Francis
Telephone: 01895 556454

REASON FOR ITEM

To enable the Committee to agree the review it wishes to undertake in the 2013/14 Council year.

OPTIONS OPEN TO THE COMMITTEE

1. Agree one major topic for an in-depth review in 2013/14 and single meeting reviews.

INFORMATION

1. The Committee is responsible for undertaking the 'policy overview' role in relation to Social Services, Housing and Public Health. The full range of services under the Committee's remit is outlined in the terms of reference at the start of the agenda.
2. Previous experience from both Hillingdon and other Councils indicates that the Committee can have the greatest impact by focusing on a work programme agreed at the start of the Council year. Similarly, focusing upon one or two items at each meeting can help Members engage with the major issues and encourage stakeholder engagement.
3. As in previous years, the Committee is recommended to use this first meeting of the year to set a work programme for the next 12 months and select one topic for major review.
4. In selecting topics, Members are reminded of the Committee's work in from 2009 to 2013, which included reviews of:

2009/10

Hillingdon Centre for Independent Living
The Transformation Agenda and Direct Payments in Hillingdon

2010/11

To examine the use of Assistive Technology by Adult Social Care to support Independent Living
Hillingdon Centre for Independent Living

Social Services, Housing and Public Health Policy Overview Committee
11 June 2013

2011/12

Personalisation and Disabilities with Reference to Transition
Population Flows and the Impact on Housing Services in Hillingdon

2012/13

- Adult Community Mental Health Services
- Single meeting topics on Welfare Reforms and Adult Social Care
Market Development

Members agree one topic for in-depth review, using the attached selection criteria.

POLICY OVERVIEW & SCRUTINY REVIEW PROFORMA

	Name of review					
Selection Criteria for a review						
1. Strong public interest						
2. Government pressure / Change in policy						
3. Included in the Hillingdon Improvement Programme (HIP) / Council objectives						
4. Inspection report recommendation (e.g. performance standards poor or below target)						
5. Area within Council's control / influence						
6. High impact on residents						
7. Expertise available on which to draw						
8. Good practice available elsewhere						
9. Any likely recommendations would be achievable within existing resources and budgets						

Total score (one 'Y' = 1 point)						
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Agenda Item 6

WORK PROGRAMME 2013/14

Contact Officer: Charles Francis
Telephone: 01895 556454

REASON FOR ITEM

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

OPTIONS AVAILABLE TO THE COMMITTEE

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

INFORMATION

All meetings to start at 7.00pm

Meetings	Room
11 June 2013	CR 3a
1 August 2013	CR 6
10 September 2013	CR 4
8 October 2013	CR 6
6 November 2013	CR 6
3 December 2013	CR 6
29 January 2014	CR 6
25 February 2014	CR 6
27 March 2014	CR 6
23 April 2014	CR 6

Social Services, Housing and Public Health Policy Overview Committee
11 June 2013

PART I – Members, Public and Press

Social Services, Housing and Public Health Policy Overview Committee

2013/14 DRAFT Work Programme

Meeting Date	Item
11 June 2013	SS, Hsg & PH Policy Overview Committee
	Possible Review Topics 2013/14
	Work programme for 2013/14
	Cabinet Forward Plan
1 August 2013	Budget Planning Report for SS,Hsg&PH
	Scoping Report for next Major Review
	Work Programme
	Cabinet Forward Plan
10 September 2013	Major Review - Witness Session 1
	Cabinet Forward Plan
	Public Health Update
	Annual Complaints Report
	Work Programme
8 October 2013	Major Review - Witness Session 2
	Universal Credit Update
	Cabinet Forward Plan
	Work Programme
6 November 2013	Major Review - Draft Final Report
	Update on previous review recommendations
	Cabinet Forward Plan
	Work Programme

Social Services, Housing and Public Health Policy Overview Committee
11 June 2013

PART I – Members, Public and Press

3 December 2013	
	Consideration of Mini Review Topics
	Cabinet Forward Plan
	Work Programme
29 January 2014	Budget Proposals Report for 2014/15
	Cabinet Forward Plan
	Work Programme
25 February 2014	Cabinet Forward Plan
	Work Programme
27 March 2014	Cabinet Forward Plan
	Work Programme
23 April 2014	Cabinet Forward Plan

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CABINET FORWARD PLAN

Contact Officer: Charles Francis
Telephone: 01895 556454

REASON FOR ITEM

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

OPTIONS OPEN TO THE COMMITTEE

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

INFORMATION

1. The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

SUGGESTED COMMITTEE ACTIVITY

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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Ref **Decision****Further information**

Ward(s)

Report to Full Council

Cabinet Member(s) Responsible

Officer Contact for further information

Consultation on the decision

NEW ITEM

Private decision?

Council Departments: RS = Residents Services SC&H =Social Care & Health AD = Administration Directorate FD= Finance Directorate

Cabinet meeting - 20 June 2013

888	Hillingdon's Independent Fostering Agency Framework for the West London Alliance - Award of Contract	The West London Children's Services Efficiencies Programme was launched in Spring 2011, comprising the 6 West London Authorities plus Westminster, Hammersmith and Fulham and Barnet. Hillingdon's role as the lead borough in delivering this project was agreed by Cabinet in March 2012. It is anticipated the collective purchasing power will deliver significantly preferable rates for IFAs, with additional fee reductions and discounts. Cabinet authority is required to enter into agreements or arrangements with one or more local authorities. Following Cabinet approval of the report, the remaining eight London boroughs will seek authority from their respective Cabinets to access the framework during April 2014.	N/A		Cllr David Simmonds	FD / SC&H - Paul Feven / Merlin Joseph	London boroughs		Private (3)
897	Joint Adult Mental Health Commissioning Plan 2013 - 15	Following consultation approved by Cabinet in December 2012, this report will seek approval of the joint commissioning plan for all adults with mental health needs, including dementia.	All		Cllr Philip Corthorne & Cllr Scott Seaman-Digby	FD / SC&H - Paul Feven / Andrew Thiedeman	key stakeholders		
917	Public Health contract update	An update report on how the Council is taking forward the NHS contracts that have transferred to the Council.	N/A		Cllr Ray Puddifoot & Cllr Philip Corthorne	FD - Matthew Kelly			Private (3)

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Ref	Decision	Further information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Council Departments: RS = Residents Services SC&H =Social Care & Health AD = Administration Directorate FD= Finance Directorate

Cabinet Member Decisions - June 2013

922	Recovery of major works invoices	The Cabinet Member agreed in 2010, a number of repayment options for leaseholders to pay their service charge and major works invoices. In terms of major works, Cabinet Members will be now requested to give approval to extend the instalment period up to 10 years, with interest.	N/A		Cllr Philip Corthorne / Cllr Jonathan Bianco	RS - David Ollendorff			
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Ref	Decision	Further information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Council Departments: RS = Residents Services SC&H =Social Care & Health AD = Administration Directorate FD= Finance Directorate

Cabinet meeting - 25 July 2013

937	Public Health Integration Update	An update report on how the Council is transforming NHS public health services that have transferred to the Council.	N/A		Cllr Ray Puddifoot & Cllr Philip Corthorne	RS - Sharon Daye	BID review	New	
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Ref	Decision	Further information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Council Departments: RS = Residents Services SC&H =Social Care & Health AD = Administration Directorate FD= Finance Directorate

Cabinet Member Decisions - July 2013
No Cabinet meeting in August

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Cabinet Member Decisions - August 2013

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	AD - Democratic Services	Various		
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