

A G E N D A

Strategic Monitoring Committee

Date: **Wednesday, 16th July, 2008**

Time: **9.30 a.m.**

Place: **The Council Chamber, Brockington, 35
Hafod Road, Hereford**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

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Herefordshire Council

AGENDA

for the Meeting of the Strategic Monitoring Committee

To: Councillor PJ Edwards (Chairman)
Councillor WLS Bowen (Vice-Chairman)

Councillors PA Andrews, WU Attfield, KG Grumbley, TM James, RI Matthews,
PM Morgan, AT Oliver, SJ Robertson and JK Swinburne

1. APOLOGIES FOR ABSENCE

To receive apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.

3. MINUTES

To approve and sign the Minutes of the meeting held on 13 June 2008.

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4. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY	
To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
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To receive presentations from both the Cabinet Members for Corporate & Customer Services and Human Resources and ICT, Education & Achievement.	
7. HEREFORDSHIRE CONNECTS	51 - 54
To advise on the outcome of an options appraisal carried out to inform future implementation of the Herefordshire Connects programme, and to seek the views of the Committee on recommendations arising from the options appraisal prior to consideration by Cabinet on 31 st July.	
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PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

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There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

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(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday, 13 June 2008 at 9.30 a.m.

Present: Councillor PJ Edwards (Chairman)
Councillor WLS Bowen (Vice Chairman)

Councillors: PA Andrews, KG Grumbley, TM James, RI Matthews,
AT Oliver, SJ Robertson and JK Swinburne

In attendance: Councillors JP French (Cabinet Member - Corporate and Customer Services and Human Resources), MD Lloyd-Hayes and RH Smith

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors WU Atfield and PM Morgan and also from Councillor H Bramer (Cabinet Member (Resources)) and Councillor RJ Phillips (Leader of the Council).

2. DECLARATIONS OF INTEREST

The following declarations of interest were made:

Item	Title	Councillor	Interest	Reason
7	Procurement Strategy 2008	PJ Edwards	Personal	Recipient of a Post Office pension
8	Backward Looking Efficiency Statement 2007/08	KG Grumbley	Personal	Council Appointee to the Citizen Advice Bureau Board
11	Office Accommodation Strategy	PJ Edwards MD Lloyd-Hayes	Personal	Both Members of Hereford City Council

3. MINUTES

RESOLVED: That the Minutes of the meeting held on 28 April 2008 be approved as a correct record and signed by the Chairman.

4. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

There were no suggestions from members of the public.

5. REVIEW OF THE SERVICE DELIVERY PARTNERSHIP WITH AMEY WYE VALLEY LIMITED

The Committee's views were invited on the draft recommendations from the Service Delivery Review of the Council's Service Delivery Partnership with Amey Wye Valley

Ltd.

A draft report on Phase 2 of the review had been circulated separately to the Committee.

The Director of Environment and Culture introduced the report. He said that a great deal of work had gone into the review, reflecting the importance attached to addressing the Partnership's shortcomings in delivering services that were highly visible to the public. The future emphasis needed to be on addressing issues as they arose, quickly and efficiently.

The Acting Head of Highways and Transportation presented the detail of the report. The two stated objectives of the review were to review alternative forms of delivery with a view to securing annual savings to the Council of £1 million and to improve the current level and quality of service. He explained how the review had been conducted and how 18 possible delivery options had been reduced to 3: the improved business as usual model; the managing agent model, which would give greater responsibility for planning to Amey; and the integrated services model, with services delivered by an integrated organisation staffed by employees of both Amey and Herefordshire Council and managed by a single manager reporting to both organisations.

The aim was to develop a model tailored to meeting the needs of Herefordshire. It had been concluded that the improved business as usual model would not achieve the degree of improvement or level of savings required. The other two models offered a potential basis for negotiation.

He emphasised the extent to which the financial savings were estimates and dependent on successful implementation of the model and could not be guaranteed.

He also drew attention to the appendices to the report setting out the scope of the contract, a description of the 3 shortlisted service models, a summary of the methods used in estimating potential staff savings and the Amey capability statement.

In the course of discussion the following principal points were made:

- In response to a question, the principle of the "watchman" scheme it was proposed to include in the Herefordshire service model was explained. The scheme was in place in Bedfordshire and had improved links with local communities, providing a single local contact with a delegated budget and a remit to target resources.
- A number of examples were given of where service was not currently being delivered to the required standard by Amey.
- There was discussion of how savings could be achieved without an adverse effect on service delivery. The Director said that the savings were to be achieved without reducing service. There was considerable duplication of effort at the moment with an unnecessary degree of checking. Where there was a clear outcome to be achieved, as in the emergency response to the 2007 summer flooding, the partnership worked well. That was the approach that needed to be fostered.
- It was noted that Bedfordshire, where the managing agent model, involving Amey, was used, had invested £4 million to generate improvement in its services. This approach seemed to contrast with the reduction in costs

envisaged by the Council in Herefordshire in circumstances where services were not being provided to an appropriate standard with the existing level of resources. The Director replied that the relevant Council Services had a higher Comprehensive Performance Assessment rating than Bedfordshire's had had at the time. He reiterated that the aim of the review was to deliver better value for money, both reducing cost and increasing quality. It was highlighted that if the potential savings could be realised this would provide the Council with an opportunity to consider reinvesting in additional service provision.

- It was stated that Members had evidence of schemes carried out by Amey costing far in excess of what they would cost in the market place. In this context the apparent intention to achieve savings by reducing the level of challenge of contract costs was questioned.
- The Director said that challenge by the client side was critical to the delivery of any future service model. A key part of the negotiations would centre on market rates. He considered that comparative information on schemes could be obtained to ensure that there could be appropriate challenge of costs.
- A Member observed that the fundamental problem with the Partnership's operation appeared to be the interface between the Council and Amey. This suggested that the managing agent model might offer the best way forward.
- It was noted that the report referred to the need to correct examples of poor relationships between Council staff and Amey staff. This had been commented on in the Committee's scrutiny review of the Partnership completed in 2006. It was disappointing to see that this issue remained unresolved. The Director said that the review acknowledged the need to effect change in working relationships to deliver service improvement in the next five years of the contract's life.

It was suggested that it was important that action was taken now to seek to improve relationships and not just await the outcome of the review. In reply it was said that the review had provided an opportunity to explain the type of behaviours that were expected and a number of quick wins had been identified and acted upon. Anomalies in the current contract would be removed and robust action taken to counter inappropriate behaviour.

- Members highlighted that the need for senior management commitment to partnership working should not be singled out as a requirement because it was clear that commitment by all was required.
- Reference was made to the comment in the Audit Commission's report on value for money in strategic partnerships that, "very few strategic partnerships have achieved financial benefits."
- Concern was expressed at the late delivery of invoices in relation to the street lighting service and the impact on the Council's final accounts.
- That the views of Councillors should have been sought as part of the process. Attention was drawn to the examples of poor service by Amey that Members found in their wards. The Director said that he would welcome Member input into the review. Members proposed that the views of all Members should be invited.
- It was suggested that the Committee should have been provided with more detail on how the estimated savings were to be achieved. The Director said that a

large part of any savings would be a result of a reductions in staff costs because this currently accounted for a large proportion of expenditure. It was premature at this stage to speculate on the detail. This would emerge during the negotiations.

- That whilst the phase 2 review report was good it did not address sufficiently the commercial environment and the fact that in entering negotiations Amey would not accept a reduction in their profit.
- A further question was asked about Bedfordshire's contract with Amey. The Director said that the contract was not seen as a blueprint but suggested some possible approaches. He acknowledged Amey's motive was to make profit. The key was to ensure that profit was dependent on delivery. The Bedfordshire contract focused on outcomes. There was provision in their agreement for a series of one year extensions to be added the original 10 year contract as an incentive for Amey to deliver on target. Any such extension awarded by Bedfordshire was dependent on satisfactory yearly performance outturns. The Director indicated that such a framework could encourage capital investment by Amey as they would then be able to plan for recouping their outlay in the medium and long term.
- An interpolation of the information on the projected savings suggested a 50% chance of £800k being achieved and a 10% chance of £1million.
- The Cabinet Member (Corporate and Customer Services and Human Resources) commented that the eventual solution needed to be robust to meet the challenges that lay ahead. She emphasised the need to insist on staff complying with the Council's requirements in seeking to develop partnership working.

The Chief Executive summed up the position, emphasising the need for an effective partnership relationship in which there could be confidence in service delivery. This would involve the Council as client undertaking some benchmarking against market rates. However, excessive supervision would not work. The contractor should be judged on outcome and price.

The Committee considered its further involvement in consideration of this issue, agreeing that it would wish to have a further opportunity to comment prior to a decision being made by Cabinet.

RESOLVED:

- That (a) the depth and breadth of the preliminary stage of the review and the involvement of the Committee be welcomed;**
- (b) reassurance be provided that any watchman scheme will include Local Member views as a matter of course;**
- (c) it be recognised that relationships between the two organisations and unity of culture are key and that where bad practice is identified this should be remedied on an ongoing basis;**
- (d) all Members be invited to comment on the review; and**
- (e) that the Committee should be provided with a further opportunity to comment on the review prior to recommendations being considered by Cabinet.**

6. SCRUTINY DEVELOPMENT PLAN 2008/09

The Committee considered a Scrutiny Development Plan for 2008/09.

The Head of Policy and Performance presented the report explaining the basis on which the proposed Plan had been developed.

In the ensuing discussion the following principal points were made:

- The Committee noted that the Chairman was discussing the possibility of an external evaluation of the Scrutiny function by the Leadership Centre.
- That it was important that the principal focus on scrutinising key issues where the function could have a positive impact. Processes and structures should be developed to support that objective and not become an end in themselves.
- That the role of scrutiny needed to be clearly communicated to the public.
- That the programme of enquiry visits to other authorities should be progressed promptly.
- It was requested that the proposals for work shadowing needed to be carefully considered and appropriate briefings given to staff beforehand.
- In response to a question the Legal Practice Manager confirmed that there was no discrete budget for Scrutiny and explained that the approach had distinct advantages to the function, compared to authorities who operated a capped budget.

RESOLVED: That the Scrutiny Development Plan 2008/09 as appended to the report be adopted.

7. PROCUREMENT STRATEGY 2008

(Councillor PJ Edwards declared a personal interest)

The Committee considered the updated Procurement Strategy.

The Strategic Procurement and Efficiency Manager presented the report. He noted the contribution the Strategy could make to meeting the Government's efficiency targets and how efficiency savings formed part of the Audit Commission's Use of Resources Assessment and consequently the overall rating of the Council's performance.

In the ensuing discussion the following principal points were made:

- That the Council's policy commitment to supporting Fairtrade needed to be explicitly reflected in the Strategy.
- It was noted that the Strategy welcomed the use of local suppliers but the hope expressed that this use could be further encouraged.
- It was confirmed that the Council was aware of the approach of some other authorities in inviting tenders via the internet. Consideration was being given to

how the Council might benefit from a similar approach.

- It was asked whether there was sufficient staff resource within the procurement function, noting the employment of two consultants in connection with the letting of the contract for some second class post to TNT. The issue of whether social sustainability was considered as part of the procurement process was also raised. The Director replied that a project was underway with the West Midlands Centre of Excellence to review the organisation of the procurement function. It was, however, important to note that the function had had some important successes.
- The question of whether West Mercia Supplies purchased green electricity was discussed. The Strategic Procurement and Efficiency Manager agreed to write to Members clarifying the position.

RESOLVED: That the updated Procurement Strategy should be amended to reflect the Council's policy commitment to supporting Fairtrade.

8. BACKWARD LOOKING ANNUAL EFFICIENCY STATEMENT 2007/08

(Councillor KG Grumbley declared a personal interest.)

The Committee considered the Council's proposed Backward Looking Annual Efficiency Statement for 2007/08.

The Head of Financial Services presented the report. He noted the attention paid to efficiency savings in external assessments of the Council's performance and that the Council had exceeded its target for 2007/08. He drew attention to the forthcoming change to arrangements in 2008/09 whereby all savings submitted as part of the Annual Efficiency Statement had to be "cashable", currently a mix of "cashable" and "non-cashable" savings being eligible for inclusion.

In the ensuing discussion the following principal points were made:

- It was observed that the target for savings from partnership working with Amey had not been achieved and neither had the target for a saving as a result of a reduction in supervision between the client and Amey.
- It was suggested that the extent to which staffing vacancies were attributable to turnover or to planned management action should be made clearer in future statements.
- The saving attributable to the decision not to uplift certain contracts in line with inflation was discussed.
- The Head of Financial Services agreed to provide clarification to the Committee on the saving target relating to improving the affordable housing gap.
- The contractual relationship with HALO Ltd, provider of leisure services, and whether there might be potential financial benefits from adopting a similar approach for delivering other Council services was discussed. It was noted that this was being considered.

RESOLVED: That the proposed Backward Looking Annual Efficiency Statement for 2007/08 be noted.

9. FINAL REVENUE AND CAPITAL OUTTURN 2007/08

The Committee considered the final revenue and capital budget outturn for 2007/08.

The report to Cabinet on 29 May 2008 was appended to the report.

The Head of Financial Services presented the report highlighting where there had been developments since the provisional outturn had been reported to the Committee in April.

The net Directorate overspend had been £900,000. The final revenue outturn for the Council as a whole had been a net underspend of £591,000 taking account of items such as income from financing transactions, unbudgeted income from the Local Authority Business Growth Incentive Scheme and additional dividend income from West Mercia Supplies as a result of increased use for procurement.

He drew attention to the creation of a number of new specific reserves and the Joint Management Team's recommendation, accepted by Cabinet that the net underspend should be used to fund a reserve for rationalising office accommodation.

In the course of discussion the following principal points were made:

- The financial implications of the national extension of free bus travel to over 60s including reduced income from car parking were noted.
- The financial implications of schools achieving foundation status were also discussed.
- The provision of a reserve associated with the Whitecross High School Private Finance Initiative and the potential ongoing implications were noted.
- In response to a question the Head of Financial Services agreed to clarify the position regarding the winter maintenance reserve.

RESOLVED: That the final outturn for 2007/08, the use of the carry forward of unspent budget into 2008/09 and the creation of new reserves be noted.

10. WORK PROGRAMME

The Committee considered its work programme.

The Chairman said that it would be helpful for Members to be supplied with an overview of the Council's new management structure and key officer contacts.

RESOLVED: That the current work programme serve as a basis for further development.

11. OFFICE ACCOMMODATION STRATEGY

RESOLVED That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of this item on the grounds that there would be disclosure of information relating to the financial or business affairs of any particular person (including the authority

holding that information).

Summary of Proceedings during which the Public were excluded

(Councillors PJ Edwards and MD Lloyd-Hayes declared personal interests.)

The Committee endorsed the findings of the Working Group it had appointed in April 2008 on the proposed process and timetable for developing an integrated office accommodation strategy for the PCT and Council.

The meeting ended at 12.40 p.m.

CHAIRMAN

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CABINET MEMBER (RESOURCES) PRESENTATION**Report By: Cabinet Member (Resources)****Wards Affected**

County-wide.

Purpose

1. To outline the key elements of the Resource portfolio and the future direction that has been agreed with the Director.

Financial Implications

2. Not applicable.

Background**3. DIRECTORATE ORGANISATION & MANAGEMENT**

- 3.1 The Directorate consists of approximately 230 staff divided into four key areas of activity:
 - a. Asset Management & Property Services (AMPS).
 - b. Audit Services (AS).
 - c. Benefit & Exchequer Services (BES).
 - d. Financial Services (FS).
- 3.2 The Resources directorate management team (RMT) consists of the following members of staff:
 - a. Director (Sonia Rees).
 - b. Head of Asset Management & Property Services (Malcolm MacAskill).
 - c. Audit Services Manager (Tony Ford).
 - d. Head of Benefit & Exchequer Services (Mike Toney).
 - e. Head of Financial Services (David Powell).
- 3.3 The Resources management team meets twice a month. Meetings scheduled for the beginning of the month are geared around prompt delivery of the corporate Team Talk briefing. Meetings scheduled for the middle of the month focus on:
 - a. Progress achieving key priorities.

- b. Monitoring of directorate budgets.
 - c. Review of the directorate risk register.
 - d. Progress achieving corporate HR targets.
- 3.4 The Director keeps the Cabinet Member (Resources) briefed on key issues on a weekly basis. The Cabinet Member (Resources) and the Director have a monthly briefing meeting with the Leader to discuss strategic finance issues as the Leader has prime responsibility for this area of Council policy whilst the Cabinet Member (Resources) supports. Quarterly meetings with the Chief Executive, Director, Leader and Cabinet Member (Resources) are held to agree the Director’s key priorities and discuss progress.
- 3.5 Performance to date against the directorate and service plans for 2008/09 is as expected at the end of the first quarter. More detail is provided in the accompanying report on this agenda from the Director of Resources. Key priorities and issues going forward are identified in a later section of this report.

4. SERVICE PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

- 4.1 Performance against the directorate’s key priorities for 2007/08 is outlined in the Annual Report for 2007/08 attached as Appendix 1 to this report. The Annual Report also sets out the key priorities at directorate and service level for 2008/09.
- 4.2 The Annual Report shows how the directorate and service priorities support themes and priorities set out in the council’s Corporate Plan for 2008 – 2011. These are as follows:

CORPORATE PLAN 2008 – 2011	
THEME	Organisational improvement and greater efficiency
PRIORITY	Better services, quality of life and improved value for money

- 4.3 The directorate has established three key priorities in support of the Corporate Plan theme and priority as follows:
- a. Our customers.
 - b. Our staff.
 - c. Value for Money.
- 4.4 These priorities have been defined as set out in the directorate’s Annual Report for 2007/08. Each of the four services has added specific issues to the directorate priorities as can also be seen in the Annual Report.
- 4.5 The directorate and four service plans for Resources have all been approved by the Policy & Performance team as compliant with the corporate standard.

- 4.6 The directorate and service plans have been used to establish and agree personal objectives for the year for all members of staff in the directorate. Individual priorities are therefore linked to Corporate Plan priorities for 2008 – 2011.
- 4.7 An improved performance management system for the directorate will have been fully implemented by the end of July. The Policy & Performance team has approved the improved arrangements as compliant with corporate requirements. A checklist system has been devised to track progress at team, service and directorate level. This culminates in a monthly report from RMT to all staff outlining progress against the directorate plan that circulated as part of the Team Talk briefing system. The latest directorate performance report for 2008/09 is attached as Appendix 2 to this report. Progress at the end of June is as expected at the end of the first quarter of the year.

5. KEY PRIORITIES

- 5.1 The Director's key priorities for the year relate to directorate and service priorities as set out in agreed plans for 2008/09. The Director's priorities have been agreed with the Chief Executive, Leader and Cabinet Member (Resources) as follows:
- a. Continue to improve financial management across the Council, both in terms of financial support provided and financial management skills of managers, with particular emphasis on the Children & Young People's directorate.
 - b. Ensure all directorates have a robust budget management plan for 2008/09 in place.
 - c. Resolve staffing and capacity issues in AMPS team in order to be able to support corporate priorities for capital and regeneration projects.
 - d. Develop a revised accommodation strategy to rationalise the Council and PCT estate, keeping to the agreed timetable for preparing a business case for the preferred option for Cabinet to approve in November 2008 after Strategic Monitoring Committee has had an opportunity to comment.
 - e. Implement the preferred option resulting from the Service Delivery Review of the Amey Wye Valley Limited contract in the AMPS team.
 - f. Complete a review of the Council's procurement strategy and a review of the Council and PCT's corporate procurement function.
 - g. Focus on improving customer service and ICT aspects of the benefit service.
 - h. Prepare for 2008 Use of Resources assessment and the new Benefits service assessment.
 - i. Work with the Policy & Performance team to develop a consistent approach to measuring value for money across all services.
- 5.2 Progress on the above issues is noted in Appendix 2 to this report.

6. FUTURE SCRUTINY

- 6.1 The key issues within the Resources portfolio that will warrant scrutiny by the Strategic Monitoring Committee are as follows:

- a. Accommodation strategy.
 - b. Financial strategy.
 - c. Smallholdings strategy.
- 6.2 These items are already included in the Strategic Monitoring Committee's work plan.

7. CONCLUSIONS

- 7.1 The Resources Directorate continues to direct all its efforts into supporting corporate priorities through effective management of resources. The links from the Corporate Plan to personal performance plans are created via the directorate and service plans.

BACKGROUND PAPERS

None.

APPENDICES

Appendix 1 – Resources Directorate Annual Report 2007/08.

Appendix 2 – Resources Directorate Key Priorities 2008/09 – Progress as at 30 June.



RESOURCES DIRECTORATE

ANNUAL REPORT 2007/08



Director's Foreword

This is the second time we have produced an annual report highlighting the Directorate's achievements for the year just ended and our priorities for the one ahead of us. Our first annual report was well received and proved to be very useful in describing the important role resources has to play in the Council's overall success as an organisation.

In the foreword to our first annual report, I reflected on a period of significant change. In this second annual report, it is very pleasing to note that the change really is supporting continued improvement across all services.

That's good news for our customers, our staff and our track record on delivering improved value for money.

The successes over the last 12 months have been many, but here are some of the highlights:

- Professional support to a large and varied capital programme.
- Delivering high quality audit reviews.
- Improving our benefit service assessment to good.
- Improving our financial management and reporting arrangements.
- Delivering significant procurement savings.

The year ahead will be challenging but exciting as a new range of opportunities for further improvement in services and value for money open up as closer working relationships with the Primary Care Trust develop. Our role is to support this and other corporate priorities. Working with you, we have developed a Directorate Service Plan for 2008 – 2011 which does just that:

CORPORATE PLAN THEME	Organisational improvement and greater efficiency
CORPORATE PLAN PRIORITY	Better services, quality of life and improved value for money
SUPPORTING DIRECTORATE PRIORITIES	Our customers, our staff and delivering improved value for money
OUR CUSTOMERS	<p>Getting things right for our customers</p> <ul style="list-style-type: none"> • Improving communication with internal and external stakeholders and acting on feedback • Completing our equality impact assessments and implementing the findings • Meeting agreed service performance targets • Working more closely with the PCT to provide improved outcomes for service users

<p>OUR STAFF</p>	<p>Making our staff feel valued and involved</p> <ul style="list-style-type: none"> • Meeting corporate HR targets • Preparing for Investor in People accreditation • Responding positively to the 2007 Employee Opinion Survey • Preparing for the end of the current Single Status JE pay protection arrangements • Recruiting, retaining, motivating and developing high quality staff
<p>VALUE FOR MONEY</p>	<p>Providing excellent, value for money services</p> <ul style="list-style-type: none"> • Improving the Council's Use of Resources • Preparing for the new Benefits assessment • Preparing for the new Comprehensive Area Assessment arrangements • Working more closely with the PCT to improve outcomes for people and value for money • Improving ICT audit and corporate procurement capacity (the Crookall Review refers) • Continuing to improve performance management in line with the corporate framework • Continuing to improve financial management and reporting across the Council • Demonstrating improvements in value for money including use of benchmarking techniques • Beginning a revised accommodation strategy to rationalise the Council and PCT estate • Monitoring and supporting the Council's efficiency programme

It will be important that we regularly refer to our objectives through the year to check we're on course to deliver what we promised. The Directorate Management Team has devised a new way of monitoring Directorate and Service performance and we'll be reporting progress to all staff in the monthly Team Talk.

I want to thank everyone for their contribution to a very successful year. I look forward to another exciting year as we continue to work together to support corporate priorities.

With thanks.

Sonia Rees
Director of Resources

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Asset Management and Property Services

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Role of the Service

- Architecture and building design, asset management, building maintenance and estate management, facilities management and custodian services.
- To manage all aspects of the Council's property holdings including schools, office and administrative buildings, training centres, farms, woodlands, industrial estates, libraries, public toilets, listed buildings, market halls and monuments.
- Projects are managed for external clients including colleges of further education and aided schools.
- Facilities management for major administrative buildings and schools, including grounds maintenance, catering and cleaning.
- All aspects of asset management and property information, including the development of the Council's asset management process and preparation of the annual Asset Management Plan, the major review of office accommodation and wider review of property assets across the Council and PCT.

Achievements in 2007/08

Restructuring

After some false starts, the posts of Design and Maintenance Manager, Estates & Valuation Manager and the Facilities & Premises Manager have been filled.

The strategic asset management team is beginning to take shape. The new Property Review and Contracts Commissioning Manager has been appointed and efforts continue to appoint the Strategic Asset Manager, who will have responsibility for that team. The PA to the Head of Service has also been appointed.

Design and Maintenance

The team has been working on a large number of capital projects some of which continue into the new financial year. These include:

- New livestock market
- Edgar Street Grid
- New crematorium
- Rotherwas Futures
- Northolme Community Centre
- Ledbury Children's Centre
- Sutton Primary School

Asset Management and Property Services Cont.

- Riverside Primary School
- Weobley High Sports hall
- New Minster School
- Wyebridge Academy.

In accordance with the Performance Indicators, 70% of the maintenance programme was committed by 30th September, 2007.

Upgrading work to bring the Council's public buildings up to the requirements of the Disability Discrimination Act has continued and by 31st March, 2007 in excess of 66% of the Council's buildings with public access conformed to this requirement.

Energy conservation work with funding from Salix continues.

The team coped superbly during the floods in July 2007 ensuring a swift initial response and the completion of works in school premises to allow re-opening at the start of the new school year.

Estates and Valuation

There have been two major advances in the expansion of the Rotherwas Industrial Estate in Hereford. The Rotherwas Futures Plan

with Advantage West Midlands has seen work start on the provision of a new Enterprise Hub by Evans Easyspace and work has almost completed on the construction of a new Rotherwas access road.

The smallholdings estate has had another successful year with capital receipts for disposals just under the target of £1 million. Rent arrears continue to be monitored closely.

The industrial estate continues to perform well and there are only a few void units.

The annual revaluation of 20% of the Council's property assets has once more been successfully achieved.

The team is working closely with colleagues in Economic Regeneration, AWM and ESG (Hereford) Ltd to manage the potential relocation of a number of businesses, including Council tenants, within the ESG area.

The team has enabled two major projects to proceed through acquisition of key sites:

- Acquisition of the new livestock market site.

- Property acquisitions to enable the ESG project include Blueschool House, 32 Coningsby Street, 5 Blackfriars Street and Franklin House.

Facilities Management

Monitoring of grounds, catering and cleaning contracts have continued throughout the year and all targets have been met. The Catering Officer is involved in a number of major catering initiatives, including nutritional standards, Food Miles and Healthy Schools.

Accommodation moves are a major part of the Facilities & Premises Manager's responsibility and a number of moves, large and small, have been undertaken.

Custodians

The custodians continue to provide support at all the main administration buildings. There have been improvements in both the security arrangements at a number of buildings and health & safety issues.

The Town Hall Council Chamber and Assembly Room have hosted a number of weddings over the last year.

Asset Management and Property Services Cont.

Land and Property Information

This section now comes within the remit of Strategic Asset Management and has an important role to ensure the quality and suitability of property data. A review of current data provision has been instigated and will continue into 2008/09.

The 2008/09 Asset Management Plan was agreed by Cabinet in April 2008.

Key Priorities for 2008/09

OUR CUSTOMERS

- Ensuring that corporate land and property assets are in the right condition for the long term, cost-effective delivery of services.
- Providing efficient and effective property services on capital and regeneration projects.
- Providing efficient and effective facilities management services.

OUR STAFF

- Completing the restructure of the team in order to support further development of the strategic and facilities management functions.

assessment of need given the proposals to work ever more closely with the PCT.

- Carrying out a value for money review of the smallholdings estate.

DELIVERING IMPROVED VALUE FOR MONEY

- Working with the PCT to develop and implement:
 - An interim office accommodation strategy for the Council and PCT.
 - A long term HQ & back office accommodation strategy.
- Developing service based asset management plans, including schools.
- Reviewing existing management information systems and developing proposals for a corporate approach to managing asset related information.
- Contributing to the strategic service delivery review by improving contract management arrangements and developing proposals for future service delivery arrangements based on an

Audit Services

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directly responsible for ensuring that adequate and effective internal controls are established to manage the key risks: that responsibility lies with senior management.

- The Chief Internal Auditor (CIA) is a Young Enterprise Adviser and attends the Royal National College for the Blind on a weekly basis to give advice as part of this programme.
- A work station has been set up on the ground floor of Brockington to take on work placements from the RNCB.
- All reports to the Audit and Corporate Governance Committee can be made available in large print, Braille or on tape on request.
- Audit Services have implemented an action plan and a diversity and equality impact assessment.

- Audit Services ensure that their plans and activities are co-ordinated with those priorities of the Joint Management Team in the form of reviewing and approving the audit plan. JMT can request ad-hoc reviews depending on risks identified by them.

- The relationship with the Primary Care Trust internal auditors continues to be developed, with joint working arrangements being agreed on projects to be completed during the year.

Pay and Workforce Strategy

- 100% completion of Staff Review and Development interviews by the deadline date.
- 100% completion rate for the Staff Opinion Survey.
- Achieved 100% performance in back to work interviews.
- Achieved 100% performance in conducting exit interviews.

Achievements in 2007/08

- Audit Services is a member of the Chartered Institute of Public Finance Accountants Audit Benchmarking Club.
- **Diversity and Equality**
 - All members of Audit Services attended diversity training.

Role of the Service

- The role of the Audit Services Team is to understand the key risks to which the Council is exposed and to contribute to the improvement of the internal control environment – it is not a substitute for it. The Audit Services Team is therefore not

Audit Services Cont.

Summary of Performance 2007/08

- In the Annual Audit and Inspection letter dated February 2008 the Audit Commission commented that "The Audit and Corporate Governance Committee has shown real signs of improvement, there is positive interaction with Chief Internal Auditor and challenge is good".
- The Audit Commission was also able to rely on the work of the Audit Service as part of their review of the Council's Statement of Accounts.
- Audit Services has 31 local indicators used to assess annual performance against planned outturn figures. These indicators are linked to the Corporate Plan, CIPFA Code of Practice for Internal Audit, and the Use of Resources Key Lines of Enquiry.
- Operational indicators have been affected by the special investigation carried out and the additional Audit and Corporate Governance Committee meetings called to monitor the follow up actions by the Council:

- % of audits completed within 10% of target times was only 33% compared to a target of 80% – CIA will be reviewing this area with team members;
- 16% of assignment briefs were signed off by clients compared to a target of 100% – CIA will be making this a joint obligation in the joint protocol with Directors;
- answering telephone calls was at 81.24% compared to the Council target of 95%. CIA liaising with ICT to improve this bearing in mind auditors are not always at their desks;
- sickness absence is running at 9.6 days per fte compared to Council target of 9;
- only 8 of the 12 planned team meetings took place, but was supplemented by regular 1-2-1 meetings with the CIA and News & Views being circulated to all team members. For 2008/09 all team meetings will be booked well in advance.

Key Priorities for 2008/09

OUR CUSTOMERS

- Continue to analyse client feedback requested following the completion of each audit assignment, taking positive action to improve the service if appropriate.

OUR STAFF

- Complete the team restructure in the light of the Crookall recommendation to increase the capacity for ICT and corporate governance audit review.

DELIVERING IMPROVED VALUE FOR MONEY

- Continue to support the development of the Audit & Corporate Governance Committee by implementing the agreed training plan.
- Develop the CIA's routine assurance report to Audit & Corporate Governance Committee so that it follows the format of the new Annual Governance Statement.
- Complete ad hoc reviews.
- Complete fundamental systems review to timescales.

Benefit and Exchequer Services

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Role of the Service

- Administering council tax, business rates, commercial rent, sundry debtors, mortgages, recurring income.
- Administering the Housing and Council Tax Benefit schemes.
- Enforcement of parking penalty notices.

- Back office cashiering services and support activities for the Info Shop cash offices.
- Paying Councillors' allowances, staff salaries and paying suppliers for goods and services.

Achievements in 2007/08

Improving our Benefits CPA rating

We achieved an improved CPA rating moving from 'Fair' to 'Good'. This reflected the general improvement across a range of the benefit performance measures.

Benefit and Exchequer Services Cont.

Increasing collection levels for council tax and other income:

- Council tax collected – 98.62% (98.34% in 2006/7)
- Debtors accounts – 96.4% (95% in 2006/7)
- Recurring billing – 99.1% (93% in 2006/7)

Improved processing times for benefits:

- New claims 27 days (30 days in 2006/7)
- Changes 13.48 days (16 days in 2006/7)

Maintained accuracy levels for benefits:

- 98.4% for 2007/8

Improving the way our customers can contact us

We implemented the Academy self-service software, which enables customers to access details of their benefit record, council tax or business rates on-line. Landlords can also use the facility to check payment information where the claimant has opted for direct payment.

Implementing Local Housing Allowance (LHA) in April 2008

LHA was introduced from 7th April 2008 for new tenants and is a new way of paying housing benefit, removing the need to refer rents to the Rent Service. It does not apply to tenants of social landlords. For the majority of claimants the allowance will be paid direct rather than to their landlord.

Changes to the Local Government Pension Scheme

Major changes to the way the pension scheme operates were implemented. All staff have been advised of the impact these changes will have on them.

Benefit Fraud has continued to achieve an excellent performance rating for the security element of the benefit performance standards.

Upgrading our On-line payments website

In order to comply with the new security standards for the payment card industry we implemented a new on-line payment facility using Alliance and Leicester's Billpay software.

Key Priorities For 2008/09

OUR CUSTOMERS

- Providing better local payment options for customers.
- Improving communication with customers and providing electronic billing and benefits claims/changes.

OUR STAFF

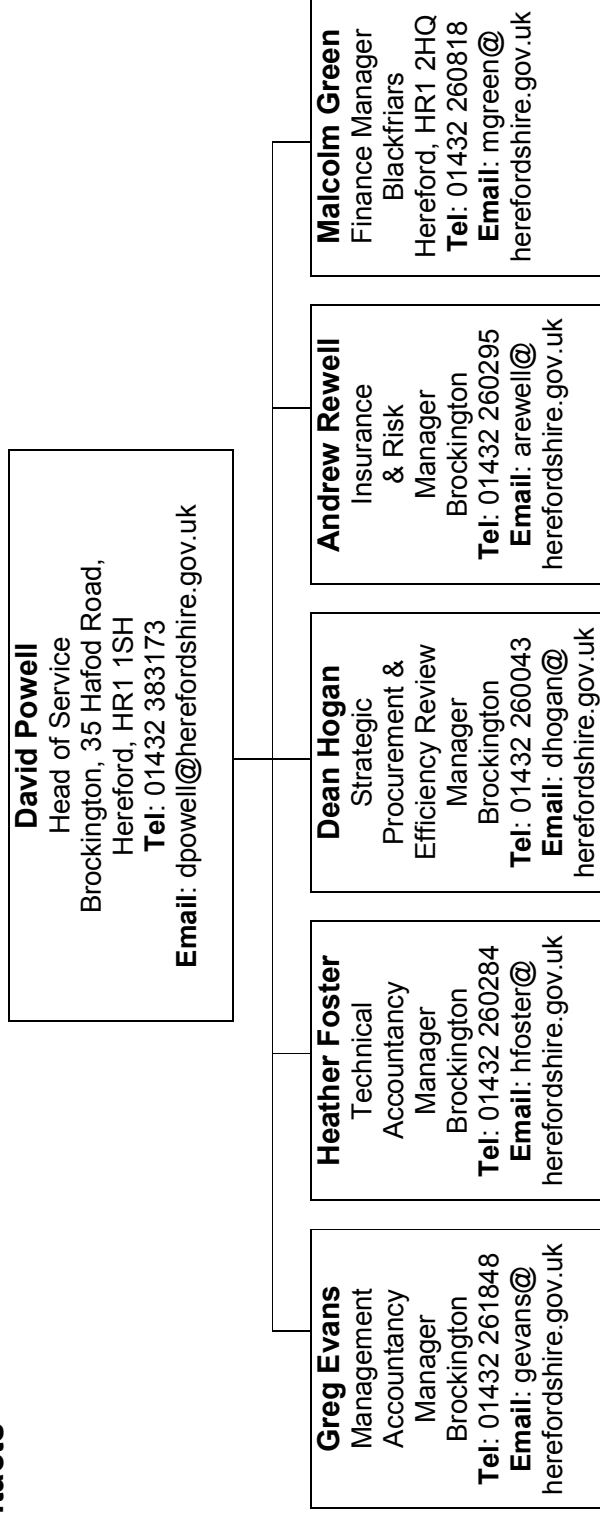
- Improving communication with staff and completing individual performance monitoring plans.

DELIVERING IMPROVED VALUE FOR MONEY

- Reducing payment processing costs.
- Better working with Customer Services, reviewing processes and associated letters and forms.
- Upgrading Academy systems to cover the new version of Ingres software and to create server capacity.
- Improving support from software providers and ICT.
- Developing a debt management strategy.
- Preparing for the new assessment framework for Benefit services.

Financial Services

Key Contacts



Role of the Service

- Assist directors, heads of service and budget holders with managing the Council's budget.
- Prepare the Council's statutory accounts and develop and maintain the Cedar financial management system.
- Technical aspects of local government finance, budgetary policies and consultation.
- Co-ordinating the capital programme, VAT advice, borrowing and investment requirements.
- Medium Term financial planning to support the Council's objectives.
- Provision of a corporate procurement function.
- Provision of corporate risk management advice.

Financial Services Cont.

Achievements in 2007/08

Consolidation of Financial Services

As part of the Resources Directorate, Financial Services plays a key role providing advice and helping to ensure our finances are on a sound footing. The structure was put in place for 2007/08 and aligned our work with that of our customers.

Risk Management

A comprehensive risk management programme was delivered in partnership with an external partner. All Directorates received training and the feedback was excellent.

Procurement

We made a considerable contribution to balancing the 2008/09 budget by identifying £750,000 of savings through procurement efficiencies. A review of postal contracts, lease cars and printer/photocopiers gave considerable financial and performance benefits to the Council.

Improved Financial Information

In 2007/08 Financial Services brought forward a series of improvements in the way we present information:

- A user friendly Annual Review and Summary of Accounts booklet explains the Council's final accounts in everyday language. There was strong demand for the document.
- The council tax leaflet explains our budget and where we get our funding from in 'bite sized chunks'.
- We worked with Policy & Performance to present financial information alongside other information so that a clearer picture of our performance is presented to members in the integrated performance report.
- We reported in a timely manner to Cabinet and Strategic Monitoring Committee about our financial position.

Local Performance Indicators 2007/08

	Target	Actual
No of times aggregate bank balances more than £100,000 in surplus or overdrawn to be no more than once per month	Maximum 12	1
Performance against Prudential Indicators for borrowing are within target	100%	100%
VAT partial exemption is not exceeded	100%	100%
Complete all returns by the due date	100%	100%

Financial Services Cont.

Key Priorities For 2008/09

OUR CUSTOMERS

- Ensuring all finance teams are performing consistently to a high standard.
- Providing advice on a review of fees & charges that conforms with best practice in regard to equality and diversity issues.
- Providing high quality financial management training.

OUR STAFF

- Completing the team restructure in the light of the Crookall recommendation to increase the capacity for corporate procurement advice.

DELIVERING IMPROVED VALUE FOR MONEY

- Overseeing the delivery of a cash releasing efficiency programme of some £3m.
- Ensuring that the new Service Level Agreement arrangements are implemented.
- Reviewing the procurement strategy.
- Resolving disaster recovery issues for key corporate financial systems.
- Working with Policy & Performance colleagues to develop value for money processes.

APPENDIX 2
RESOURCES DIRECTORATE KEY PRIORITIES 2008/09 – PROGRESS AS AT 30 JUNE 2008

<p>OUR CUSTOMERS</p> <p>Getting things right for our customers</p> <ul style="list-style-type: none"> • Improving communication with our customers and acting on feedback • Completing our equality impact assessments and implementing the findings • Meeting agreed service performance targets • Working more closely with the PCT and others to provide improved outcomes for service users 	<p>The benefits team has a particular focus on customers and is currently working with the Performance Development Team from the Department of Work & Pensions to see how the team's customer service offering can be improved. This work will link in to a review of the Council's overall customer services strategy being led by the Interim Deputy Chief Executive. The aim is to ensure that we deal with customer enquiries in one contact, right first time.</p> <p>A Plain English training programme is being organised for the directorate. Over half our staff will be attending the training, details of which will be announced shortly once dates have been agreed with the Plain English Campaign trainers.</p> <p>All teams have arrangements in place for gathering feedback from customers that will be reviewed during the course of the year to ensure they are effective and, most importantly, that the information is used to improve services.</p> <p>The directorate's training day on equality issues was held on 10 June. Those not able to attend this session will join another directorate training day so that our equality impact assessments can be finalised on time by September.</p> <p>We have produced five service plans – one at directorate level and one for each of our four services. All our plans have been approved by the Policy & Performance team. We completely redesigned our directorate performance management arrangements for 2008/09 based on a simple checklist system that starts at team level, is aggregated at service level and culminates in a monthly performance meeting at directorate level. We provide monthly feedback to staff using the Team Talk briefing system on performance against priorities.</p> <p>The Director is closely involved in discussions with the Interim Deputy Chief Executive and other joint management team (JMT) colleagues on how to carry out a strategic review of shared services for the council and primary care trust. A proposal will be ready for JMT to consider in the first instance by September.</p> <p>Joint working opportunities are already being exploited by the Asset Management & Property Services team (developing an integrated office accommodation strategy) and by the Audit Services team (a joint internal audit plan for 2008/09 has been agreed by the council and primary care trust).</p>
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APPENDIX 2
RESOURCES DIRECTORATE KEY PRIORITIES 2008/09 – PROGRESS AS AT 30 JUNE 2008

<p>OUR STAFF</p> <p>Making our staff feel valued and involved</p> <ul style="list-style-type: none"> • Meeting corporate HR targets • Preparing for Investors in People accreditation • Responding positively to the 2007 Employee Opinion survey (EOS) with a particular emphasis on making sure all channels of communication with staff are effective, encouraging staff to help us make communications a two-way dialogue and empowering staff to get involved in Directorate and service decision-making • Preparing for the end of the current Single Status JE pay protection arrangements • Recruiting, retaining, motivating and developing high quality staff 	<p>We are working with HR colleagues to ensure that the information needed to manage directorate performance against corporate HR targets is suitable and timely. This SRD was completed in the week after the reporting deadline.</p> <p>All 231 SRDs due by 31 May had been completed by the reporting cut-off date of 27 June.</p> <p>The corporate action plan in response to last year's feedback from the IIP pre-accreditation assessment is currently being developed. We will plan the directorate response and incorporate it into our service plans as soon as it is available.</p> <p>There are twenty four members of staff within the directorate responsible for delivering the monthly Team Talk briefing. All twenty four Team Talk briefings for June were confirmed as having been held as at 27 June. Plans are in place in some teams to hold quarterly staff meetings to discuss team performance.</p> <p>All teams have identified those members of staff still in receipt of pay protection and are opening discussions with the individuals concerned to look at options. This process is being supported by HR.</p> <p>A key concern is staffing capacity generally but in the AMPS team in particular. Plans are being developed with HR colleagues to tackle the issues and progress will be monitored carefully as this could affect our ability to provide support to a number of important Council projects. The office accommodation project will be supported by external programme management support when it enters implementation phase.</p>
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APPENDIX 2 RESOURCES DIRECTORATE KEY PRIORITIES 2008/09 – PROGRESS AS AT 30 JUNE 2008

<p>VALUE FOR MONEY Providing excellent, value for money services</p> <ul style="list-style-type: none"> • Improving the Council's Use of Resources assessment • Preparing for the new Benefits assessment process • Preparing for the new Comprehensive Area Assessment arrangements • Working more closely with the PCT to improve VfM • Improving ICT audit and corporate procurement capacity (the Crookall Review refers) • Continuing to improve performance management in line with the corporate framework • Continuing to improve financial management & reporting across the Council • Demonstrating improvements in value for money including use of benchmarking techniques • Beginning a revised accommodation strategy to rationalise the Council and PCT estate • Monitoring and supporting the Council's efficiency project 	<p>Preparation of the Use of Resources self-assessment by the August deadline is going according to plan. Elements will be ready in July to assist the Audit Commission with their work loads.</p> <p>The statement of accounts for 2007/08 was published earlier than ever and approved by the Audit & Corporate Governance Committee on 20 June.</p> <p>The Department of Work & Pensions is providing free consultancy to help the benefits team prepare for their new assessment regime.</p> <p>Developments with the Comprehensive Area Assessment framework and the Use of Resources assessment are monitored very closely and we have assisted in officer and member briefings.</p> <p>The new Audit Services structure is in the final stages of implementation.</p> <p>Performance reporting arrangements are being further improved with support and challenge from our Performance Improvement Manager.</p> <p>Plans are in place to improve financial management in the Children & Young People's directorate and enhance the capacity of finance team supporting this directorate following independent review.</p> <p>The West Midlands Centre for Excellence is reviewing the Council and PCT's corporate procurement resource requirements at no cost to the council. Their report is due by the end of the summer.</p> <p>A training programme is in place to improve financial management skills and a programme of events for members through to 2009 has been arranged.</p> <p>All teams are developing their approach to benchmarking.</p> <p>A revised accommodation strategy is being prepared in line with the process and timetable agreed by members. Formal decisions are programmed for November. A plan has been agreed to create a joint headquarters at Brockington and a joint provider unit at Belmont. Staff moves will begin in July so that Brockington is operating as planned by September.</p> <p>The Council's efficiency programme is being on track and a 'mini guide' to doing business with the council published.</p>
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CABINET MEMBER PRESENTATIONS - CORPORATE & CUSTOMER SERVICES & HUMAN RESOURCES AND ICT, EDUCATION AND ACHIEVEMENT

**Report By: Cabinet Member for Corporate & Customer Services & Human Resources,
Cabinet Member for ICT, Education and Achievement**

Wards Affected

County-wide

Purpose

1. To receive presentations from both the Cabinet Members for Corporate & Customer Services and Human Resources and ICT, Education & Achievement.

Financial Implications

2. None, both the former corporate and customer services directorate and the human resources service finished 2007/08 close to budget. Despite financial pressures – referred to in Appendix 1 – Services will be delivered within budget in this financial year.

Background

2. The performance improvement framework includes a requirement that Cabinet members make annual presentations to the appropriate Scrutiny Committee. Appendix 1 to this report meets these requirements. The Appendix is structured as follows:
 - i. A brief general background to the former Corporate & Customer Services Directorate (now Deputy Chief Executives Office)
 - ii. Details of Corporate & Customer Services looking at 2007/08 including ICT, the key issues to address in 2008 and beyond (excluding ICT) and what is changing.
 - iii. A brief general background to Human Resources
 - iv. Details of Human Resources looking at 2007/08, the key issues to address in 2008 and beyond and what is changing
 - v. Details of the future challenges for ICT

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

3. The Cabinet Member for Corporate & Customer Services and Human Resources will address points (i) and (ii). The Cabinet Member will then move onto address points (iii) and (iv) concerning Human Resources. Finally the Cabinet member for ICT, Education & Attainment will cover point (v).

RECOMMENDATION

THAT the information provided be considered and the Committee consider what subjects they might like to consider again as part of their future work programme.

BACKGROUND PAPERS

- None

Appendix 1 Performance in 2007/08 and challenges for 2008 and beyond

APPENDIX 1

PERFORMANCE IN 2007/08 AND CHALLENGES FOR 2008 AND BEYOND**(i) BACKGROUND TO THE FORMER CORPORATE & CUSTOMER SERVICES DIRECTORATE**

The former corporate & customer services directorate consisted of:

- ❖ Corporate communications,
- ❖ Emergency and service continuity planning
- ❖ Herefordshire Partnership team
- ❖ Information technology, customer services, modern records and archives
- ❖ Corporate programmes,
- ❖ Legal and democratic services
- ❖ Corporate policy and performance (policy, research and equalities & diversity)
- ❖ Herefordshire Connects

The budget outturn for 2007/08 showed an overspend of some £1.160m. The largest elements were the community network (£1.06m), legal and democratic services (£160k) and INFO (£150k) which were only partly balanced by under-spends in corporate ICT projects, ICT services, the Directors office and Policy & Performance.

The budget for 2008/09 is some £10.94m. Current forecasts are that there will be a small overspend of £20k. Nevertheless, there remain sizeable budget pressures in legal and democratic services (falling land registry income declining and coroners costs increasing) while the costs of running the archives building continue to rise. Budget provision has now been made for the community network. The outcome of the customer services strategy review will determine how INFO continues in 2009/10, when the start up funding of £500k is no longer available.

(ii) 2007/08 IN THE FORMER CORPORATE AND CUSTOMER SERVICES DIRECTORATE

Highlights during the year were:

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- ❖ Responding to floods in June & especially July 2007 & flood threats in January 2008
- ❖ Preparation and issue of the City Centre evacuation plan and re-issue of an updated County flood plan.
- ❖ New corporate business continuity strategy and plans approved by CMB / JMT.
- ❖ Establishing a joint emergency planning unit for the Council and PCT

- ❖ Achieving level three of the local authority equality standard (although this has to be assessed externally in the autumn.)
- ❖ Establishing a complete suite of equality schemes, statutory race, gender and disability schemes and a comprehensive equalities policy which now also addresses the Government's community cohesion requirements

- ❖ Achieving top scores (green flags) for the LAA & successfully developing the second generation LAA (2008 – 2011) with partners (to be signed off by Ministers in June)
- ❖ The first Pride of Herefordshire Awards ceremony, organised with the Hereford Journal, was held in October with ten categories & an overall prizewinner. The Awards for 2008 are being organised now with an awards ceremony on 16th October.
- ❖ There are now e-consultation capabilities on the Council's website. Local people can see what consultations are underway and respond, if they wish, on line. A message board has been trialled for the current consultation on waste and we will be looking at text messaging over the coming months.
- ❖ A new look Herefordshire Partnership web site has been launched which is easier to navigate, easier to search and contains more documents and information.
- ❖ The co-ordination of a number of successful European funding bids particularly for skills and training projects that will bring several £'000k of grant into the County.

- ❖ Beginning the implementation of the new social care system to replace CLIX.
- ❖ Maintaining the top performing West Midlands council website rating (SOCITM)
- ❖ Successfully reducing the projected ICT overspend mid year to balance the budget
- ❖ ISO27001 – the international standard for information security - awarded to ICT and Modern Records Unit
- ❖ Supporting Cabinet agreement for a Corporate ICT Strategy and the funding to support it
- ❖ The implementation of four out of ten critical ICT projects (LANDesk upgrade, Web/SPAM filtering, Community Network upgrade and VRF Lite), with four being deferred to 2008/09 pending budget authorisation from relevant departments and two annually recurring activities (Programme Management and Herefordshire Connects support)
- ❖ Deploying of GIS Mapping on intranet for all staff to view

- ❖ Launching Info by Phone
- ❖ Retaining Charter Mark for the Info service
- ❖ ISO9001 retained by ICT and Corporate Programmes. Corporate Programmes became a corporate service in June 2007 and actively managed 77 projects between April 2007 and January 2008.
- ❖ Corporate Programmes completed 42 projects successfully including Info by Phone and Community Access points. New large projects included the new Crematorium and the Amey service delivery review.

- ❖ Creating a single communications team for the Council and PCT combining the press office, internal communications, Herefordshire Matters and the Service update for Members and non-executive directors

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- ❖ Herefordshire Matters moving from 4 to 6 editions a year with additional costs offset by additional advertising and design income
- ❖ Communications unit on target to produce 1000 press releases & press coverage of 3000 articles a year. In the top 10% of local authorities for media productivity.
- ❖ Implementing 'Team talk' across the PCT and Council, adding weekly electronic communications and summaries of press coverage
- ❖ Introducing a fortnightly electronic newsletter for members in addition to the quarterly Services update that has been expanded to include the PCT
- ❖ Introducing a new weekly communications channel for schools – Schools online

- ❖ Improving employee satisfaction scores in three of the directorates four key areas as measured by the opinion survey (staff development, leadership style and fair treatment; only feeling valued did not improve)
- ❖ 99% of SRDs were completed
- ❖ The Directorate met or improved on the authority's targets for sickness absence, time to recruit, employing 16-24 year olds, employing disabled people and the employee opinion survey response rate.

- ❖ The percentage of the authority's best value performance indicators improving year on year reached an all time high in 2006/07 - 74%; and the shortly to be reported out-turn will show that, compared with that performance in 2006/07, 63% improved in 2007/08
- ❖ Establishing the network of improvement managers across the authority to address performance management weaknesses
- ❖ Completing four social care needs assessments on time and to the satisfaction of the Director of Adult and Community Services
- ❖ Completing the annual research programme including user satisfaction, housing needs and employee opinion surveys, producing the annual State of Herefordshire report and demographic forecasts for the County.
- ❖ Undertaking an assessment for Investors in People accreditation

- ❖ Land charges and Electoral Registration retained ISO9001 accreditation and Legal services retained Lexel
- ❖ The 2007 Council, town and parish elections were managed and there have subsequently been by-elections at Old Gore Ward, Little Dewchurch and Colwall Parish Councils.
- ❖ Legal services is performing in the upper quartile of indicators for benchmarked comparator authorities
- ❖ Legal services handled a number of high profile cases including the Cadbury prosecution that secured a record £1m fine for a food hygiene offence
- ❖ Legal services successfully defeated Judicial Reviews with significant media interest including Waste Watchers and Brierley Court Farm.
- ❖ The core legal services budget was turned around from a large deficit to a surplus in 2007/08.
- ❖ Training seminars for employees, stakeholders and outside organisations including the diversity agenda, human rights, information law and code of conduct.
- ❖ Revisions to the Member code of conduct were adopted by Council in July 2007
- ❖ Ombudsman complaints are now being processed within 29 days compared with 42 days in the previous year

In contrast:-

- ❖ The Authority's Section 151 Officer issued a special report on ICT in September 2007

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- ❖ There was an Independent Review into the issues raised by this special report (Crookall report), which led to strengthening of the financial control and corporate governance arrangements.
- ❖ User satisfaction with the Authority as a whole remained low at 44%
- ❖ Only 32% of the targets set in the 2007/08 Annual Operating Plan were achieved, albeit that a number of those that failed to do so maintained or improved compared with performance in the previous year.
- ❖ The authority's direction of travel score as measured by the Audit Commission remained, 'improving adequately' for the third year running.
- ❖ The informal assessment for Investors in People accreditation showed that we had a long way to go to reach the required standard.
- ❖ The Council's overall rating from the Audit Commission dropped from 3* to 2*
- ❖ The Directorate still has to meet the authority's targets for employees from BME groups and low turnover.
- ❖ A lack of resources prevented the updating of the major emergency response plan

(iib) KEY ISSUES FOR THE DEPUTY CHIEF EXECUTIVES OFFICE TO ADDRESS IN 2008 AND BEYOND

- ❖ Driving consistent and sustainable improvement in performance, particularly for the Council's and Herefordshire partnership priorities, including the new Local Area Agreement
- ❖ Which is all at the heart of preparations for the CAA performance regime
- ❖ As is embedding the new national indicator set in the work of the Council and its partners, including establishing adequate benchmarking and
- ❖ Systematic pursuit of value for money as part of our performance improvement cycle, including budget setting.
- ❖ Demonstrating that the Council continues to take steps to increase the quality of its data in line with national standards.
- ❖ The Local Government and Public Involvement in Health Act
- ❖ The review of Overview and Scrutiny arrangements in the light of Police and Justice Act

- ❖ Supporting the establishment of public service arrangements
- ❖ The Herefordshire Partnership's governance arrangements are being reviewed to ensure it is fit for purpose in relation to the new LAA. The review should be completed by September.
- ❖ The development and implementation of a full performance improvement framework for the Partnership
- ❖ Work is underway with the Resources Directorate to decide how the Area Based Grant should be distributed for 2009 onwards.
- ❖ The PACT's arrangement is currently being re-examined following the recent Councillors seminar.

- ❖ The current LPSA2 is coming to an end and enables us to draw down 'reward grant' where we have achieved the targets. Half the targets are already completed and there remains a focus on the rest. We should be able to claim approximately 60% of the total reward funding available.
- ❖ Raising levels of user satisfaction across the Council's services, through clear service standards and routine feedback from Citizens that we use to improve services continuously.

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- ❖ Increasing demands on research including the statutory Joint Strategic Needs Assessment with the PCT.
- ❖ Making better use of current resources by developing a joint research team with the PCT
- ❖ Strengthening our routine ability to find out what our residents want, particularly where they are disadvantaged.
- ❖ The need to engage with our diverse communities and enable local people to have greater influence on how their public services are planned and delivered
- ❖ Conducting a strategic consultation with the public to inform future Council and PCT budgets and priorities.

- ❖ Evidencing the value for money of the Deputy Chief Executive's Office
- ❖ Making sufficient / adequate provision for corporate records (through storage at MRU and archives)
- ❖ Recruiting an emergency planning officer for health
- ❖ Preparing joint emergency response and business continuity plans
- ❖ Obtaining resources (budgets and trained staff) to meet the demands of the Civil Contingencies Act 2004.

- ❖ Leading the work towards IIP accreditation
- ❖ Delivering an ICT-based corporate performance management system through the Herefordshire Connects programme
- ❖ Developing a joint approach to equality and diversity between the PCT and the Council.

(iic)WHATS CHANGING FOR THE DEPUTY CHIEF EXECUTIVE'S OFFICE

- ❖ Public service arrangements including the establishment of a single management structure and potential changes to the governance arrangements of the Council
- ❖ The progressive development of joint objectives and programmes between the Council and the PCT.
- ❖ The change from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA)
- ❖ Filling the most important gaps in our knowledge and understanding identified by the initial, baseline Joint Strategic Needs Assessment, and using the results to re-shape services and deliver better outcomes for people and communities
- ❖ The central role Government envisages for customer perceptions of the Council's services
- ❖ The need to improve scrutiny and the role of frontline members

- ❖ Responding to local calls for action and 'place shaping' initiatives generally
- ❖ Developing the role of the Herefordshire Partnership, particularly in relation to accountability and governance
- ❖ Reviewing and refreshing the customer services strategy
- ❖ Increased area based grant to £9million in 2008/2009 and agreeing a distribution mechanism
- ❖ Changes to Standards Committee work, local filtering & the work of other committees as a result of the Local Government Involvement in Public Health Act 2007

- ❖ The emerging local development framework
- ❖ Changes to the corporate programmes service, strengthening the programme and project management service as a corporate resource and developing best practice

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

Human Resources**JULY 2008****PERFORMANCE IN 2007/08
CHALLENGES FOR 2008 AND BEYOND****1. Context: What does HR do? Background to Human Resources**

We are working to develop an HR function that is efficient and effective in delivering services that provide the framework for developing and sustaining excellent recruitment, employment and retention practice, in relation to all our employees. We aim to be an easily accessible service where people can readily find employment information /advice to support them in their roles. We have real enthusiasm for growing and developing both the Council and the PCT workforce.

The aim of the Human Resources Service is to provide both strategic HR & OD support at a corporate level and operational HR support to service directorates, enabling them to plan and deliver high quality services to the people of Herefordshire. We will be further developing the areas of joint working already initiated with the PCT HR Team e.g. moving to a joint recruitment service, etc. as part of the evolution of the partnership arrangements between the Council and the PCT.

We provide services to ensure that:

- We recruit, develop and retain a workforce with the requisite skills, knowledge and experience to deliver high quality services that meet service user/client/patient needs.
- We support the development of a performance management culture, along with the change management processes required to develop the partnership between Herefordshire Council and the PCT.
- Staffing levels and the management of employees is undertaken within corporate and partnership priorities and in line with legal requirements/best practice.
- We are building on and strengthening the workforce planning undertaken within the Council, to develop a Corporate Workforce plan, working in conjunction with the PCT.

The Services we provide:

- **Employee Relations and Reward:** We develop HR policies and procedures that reflect corporate, national and statutory requirements. We carry out impact assessments on all new and revised policies and procedures to ensure they are non discriminatory and accessible to all employees. We oversee the job evaluation process to ensure pay equity. We provide advice, guidance, support and interventions to assist the effective management and promotion of occupational health and safety including confidential counselling, physiotherapy and risk assessment support.
- **Learning and Development:** Offers a service to implement development activities defined by the corporate plan and individual SRD processes. Within this we also offer a specific service to the Adult and Community Services and Children and Young People's Directorates, supporting them in ensuring they meet legal, registration and operational learning and development requirements.

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- **Operational HR:** This service covers all Directorates. It supports operational services providing advice and guidance to Directors, Heads of Service, Managers, Governors, Head Teachers and employees and within the PCT to the Provider Services where the majority of staff are located
- **Organisational Development:** Working with the PCT there is a new emphasis on organisational development, with all the organisational learning needed to create OD confidence and capability
- **Recruitment Centre:** The Recruitment Team offers a comprehensive service across all Directorates. The team provide an expert resource to managers, on all aspects of recruitment, including employment legislation, and will handle administration from advertising, through to appointment. The team also work with Directorates to find cost effective solutions to short term staffing gaps. There are increasing moves to integration with the PCT recruitment staff
- **Data Management:** We compile both manual and electronic data information systems and provide management information across the Council's operations.

We maintain and are building our links with the HR Team at the PCT. This is aligned with increasing collaboration on recruitment between the two organisations and the support we offer to joint initiatives. We are increasingly supporting the establishment of Integrated Teams for those functions where working jointly will offer benefits to service users and providers. Work is also underway to explore further possibilities for joint working between the two HR functions, which will add value to the services we provide, by offering better, more cost efficient, streamlined HR services based on more unified, effective policies, procedures and HR advice.

2. The Human Resources Function: 2007/08

HR and Change

It goes without saying that 2007/2008 has been a year of significant change. Human Resources, by its nature both lead and respond to large-scale organisational change. As a function HR has continued to provide expert and professional support while it has participated in a range of corporate developments to facilitate the delivery of services across the Council and increasingly the Primary Care Trust

A year of two halves

At the end of September 2007, the HR function experienced the loss of the incumbent Head of HR, David Johnson, to a new post with the West Midlands Fire Service. Within a short time the Deputy to David, Amanda Attwood, left to take up a promotion to head up the HR function in Cheltenham. The Primary Care Trust simultaneously lost its Assistant Director HR, (the Head of the Function).

Up until that period the HR agenda across the Council had focussed on the continuing development of the Pay and Workforce Strategy, the delivery of operational HR services and some minimal partnership work with the Primary Care Trust in establishing an HR framework around the (then) anticipated Public Services Trust (PST). This work was carried out under the aegis of the Steering Group.

Plus:

- An Investors in People (IIP) pre assessment during this period confirmed that the Council was not yet ready to move towards a full assessment with the aim of gaining IIP accreditation
- The full establishment of a central recruitment team who simultaneously developed a Master Vendor arrangement with the aim of creating more efficient and cost effective arrangements re agency staff

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

- Another successful employee opinion survey was undertaken, that was the product of real teamwork in respect of research, communications and HR

A major issue was the absence of progress relating to the 'Herefordshire Connects' initiative. This situation remains the same and continues to throw into sharp relief the vulnerabilities of the HR function in respect of poor systems that continue to demand double or triple handling of data. Managing this situation is particularly resource intensive and pulls staff away from more constructive and often more demanding work

Before he left, David Johnson provided valuable HR support to the recruitment process surrounding the successful appointment of the joint Chief Executive, Chris Bull

From November through to April 2008

From mid October 2007, an interim Head/Director of HR was appointed to manage the function across the PCT and the Council. Since that time, the emphasis across HR has been on developing links across the two teams, where little had previously existed. From this point much of what is described below incorporates members of both the Council and the PCT HR teams.

The focus of the HR function over the six-month period has been:

- Adjusting to a leadership across the joint function that has been comprised of three interim senior managers. This has worked well, but it must be acknowledged that the instability will have affected the various teams across both organisations
- Compounding this, the fact that the Head/Director of the function continues to devote a great deal of time to the very high level organisational development and restructuring processes associated with the development of the Partnership.
- Stabilising the HR senior management tier in respect of reducing the many 'acting up' arrangements and ensuring the right people are in the right jobs
- The development of a Service Plan for the period 2008-2011, involving a range of staff in establishing a document that is coherent and comprehensive and which reflects a realistic set of aspirations in supporting the corporate priorities of the growing Partnership
- Reviewing the HR (Council) Learning and Development teams to establish a more co-ordinated approach with more integrated teams under one manager
- Working across and with the PCT HR function, which was recognised as needing significant and immediate support and development
- The establishment of a major organisation development programme which has increasingly involved HR staff in working with Directorates re preparing for reorganisation and restructuring. This will continue, and demands significant input and management from the Head/Director of the function.

Plus

- The difficult period in respect of the 'Crookall' Inquiry and Report resulted in a range of recommendations that have placed great demands upon the HR function, and in particular the teams responsible for the establishment of Policies and Procedures. To work through a challenging workload, a work programme defining priorities against the comparative urgency of responses has been drawn up

3. Key Issues for Human Resources in 2008 and beyond

Strategic HR

Given the complexity and nature of the changes driven by the establishment of the Partnership, there is a requirement for the HR function to further establish its strategic credentials and capabilities

This is already happening in respect of:

- Initiating an HR strategy which describes a range of mid-term and strategic changes in commissioning and service provision that will require an HR function that can both lead and support anticipated changes in staffing, skill mix and integration across teams
- Initiating the development of a Corporate workforce strategy, that incorporates the PCT workforce strategy, the adult social care workforce planning process and the children and young people's workforce strategy. This will facilitate the identification of workforce trends, gaps and future needs in a way that has not been previously undertaken

Operational HR

The development of the HR teams across the PCT and the Council will continue to represent a major priority. Development encompasses the recognition of potential and a positive aim of internal promotion and career development across the HR teams

Operational or transactional HR will always demand a high proportion of the team's time and effort. Case management and ensuring the maintenance of a strong relationship with Directorates, including schools, will continue to be a priority

Immediate priorities

Policy Development

In relation to both the Council and the PCT, there is a significant amount of 'catch-up' needed, where Policies and Procedures need updating, rewriting or in some cases developing for the first time:

- The Crookall requirements drive some of this, i.e. a new policy on 'Close Working Relationships'
- The need to support organisational change by re-establishing policies on 'Flexible Working'.....and a lot more

Plus

- Determining and establishing a much more defined, consistent approach to the management of CRB checks and associated processes, led by the HR team

Herefordshire Connects

- Work is currently underway, led by the Deputy Interim Chief Executive, to re-initiate the key elements of this significant initiative, which will be now much more connected to the PCT. HR both welcomes and needs this development, since this will help us deliver:
 - Improved performance management processes
 - Faster, better data handling which will impact on key processes like CRB and associated checking/validation processes
 - Better support to managers
 - A significant step change in relation to efficiency

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

New Developments

- Corporate Induction : we have nearly completed
- The establishment of a change management and communications working group which is linking the major change initiatives through its membership across the Council and the PCT: this is also focussing on developing internal OD capability
- The initiation of an HR functional restructuring.... currently under development, but which will need to be consulted upon over the next few months
- The increasing development of integrated teams, where we have developed comprehensive guidance applicable to managers and their teams across the Partnership. This is supplemented by guidance and support from the HR teams, on an ongoing basis
- Accommodation: from September through to end of October those HR teams that are currently located in Blackfriars and Belmont (the PCT) will all be co-located in Plough Lane with the existing HR/OH/Training and Development staff

What's changing for Human Resources?

A lot will continue to change, namely:

- A new appointment of an Assistant Chief Executive, HR, which will consolidate the changes already introduced and will bring new perspectives and ideas
- There will be a joint HR team fully restructured and established over the next twelve months. It may take less time as much of the groundwork is already underway
- This will mean that services are delivered more coherently across the Partnership
- The HR function will play significantly into the preparation for the CAA: this includes the development of the Corporate Workforce Plan
- This can be dovetailed with work to achieve our IIP accreditation: this will also involve working with the PCT, but the Council will need to pursue accreditation on its own account
- HR will need to work closely with those within the Council and the PCT regarding the Commissioning agenda. World Class Commissioning, whilst being driven from the Department of Health, impacts hugely on the Council in relation to the integration of the Commissioning agenda. HR support and involvement in aspects of reconfiguration, in relation to change management and staff development will be essential
- The Provider Services Review will undoubtedly initiate a range of demands regarding the need to ensure that the workforce has the skills and capability (predominantly clinically focussed) to deliver and adapt. This will include the transfer of the management responsibility for staff providing services across the Partnership, over the short to mid term
- Organisation Development, including Leadership and Management Development will become more pre-eminent as the capability and capacity to deliver OD support across the Partnership is developed internally. Work however will continue with external expert partners who will continue to support the change agenda

ICT SERVICES

(v) KEY ISSUES FOR ICT TO ADDRESS IN 2008 AND BEYOND

ICT Services continues to provide support to the Council and its partner organisations across a wide range of activities. The issues can be broadly separated into:

- Internal – work required to run the service effectively.
- Service priorities – as indicated by Directorates and services.
- Corporate ICT Strategy – activities required to deliver the Corporate ICT Strategy signed off by Cabinet July 2007.

Internally ICT Services will be focusing on:

- Responding to the issues raised within the S151 and Crookall reports.
- Fully implementing the ICT Value for Money indicator process (as recommended by the Audit Commission and invigilated by CIPFA [Chartered Institute of Public Finance and Accountancy]) to use as the performance management basis for the service. This will cover efficiency, user and commissioner satisfaction and best practice indicators.
- Working with HR to address the continuing recruitment and salary issues.
- Working with services and the Joint Management Team to try to embed ICT into strategic planning to smooth the demands on the service.
- Working to address the current people capacity issues with the service. An estimated 70% of time is spent on operational activities – keeping the existing ICT estate up and running and fit for **current** purpose.

The service priorities that have been indicated to us for 2008/09 are:

- Support for the 10 to date IPG approved business cases involving technology (appendix attached). Highlights include: -
 - CEDAR upgrade and support for disaster recovery
 - Academy (revenues and benefits system) major technology upgrade
 - 14-19 Agenda support
- Support for Herefordshire Connects including:
 - Social care system replacement
 - Ensuring adequate ICT support for corporate performance management
 - Support for printer rationalisation
 - Strategic technology to both the Connects team and Deloitte's.
- Support for the Accommodation Strategy
 - Support Interim Accommodation Strategy through desktop and infrastructure moves and network enabling.
 - Support and help shape the overall Accommodation Strategy.
- Support for Herefordshire Public Services
 - Enabling a new Joint Management Team to work across the Council and PCT locations.
 - Work with our colleagues at Health Informatics (PCT) to begin to scope the technology required for joint team working.
 - Continue to share knowledge and skills with Health Informatics team.

ICT Services delivers improvement in services for its customers through the Corporate ICT Strategy. This focuses on providing the technology base that allows service owners to take advantage of technology in improving services to citizens for their respective service areas.

It is important to note this distinction, ICT can provide the tools, but services must specify what they require to improve their customer's experience.

The Corporate ICT Strategy Programme delivers these new capabilities and concentrates technology requirements into a five year programme of work to ensure that money is invested wisely to provide maximum benefit at the right time at the right cost.

Priorities for 2008/09 are to continue the programme management, development and five year roadmap to deliver Corporate ICT Strategy objectives and capabilities.

Continuing to work with & actively seek links between the ICT Strategy & other change programmes to enable & support their objectives (Accommodation Strategy, Organisational Development, Herefordshire Connects, Flexible Working and Herefordshire Public Services).

The following projects have been identified as priorities for 2008/09 under this programme of work:

Server Virtualisation	Improving performance, stability and support for applications across the authority whilst decreasing ongoing infrastructure and disaster recovery costs.
Standardisation	Standardisation of IT client devices including Personal Computers (PC's), laptops, tablets, smart phones, Blackberries and Personal Digital Assistants (PDA's) to contribute to annual efficiency savings, improve user experience and improve quality of service. Also includes licence pooling and the renewal of the Microsoft Enterprise Agreement to improve efficiencies in software licensing.
Secure Email	Connection to the Government secure intranet to provide secure email services and secure data transfer between the authority and Central Government.
Data Centre Replacement	Both Data Centres are in leased accommodation the Thorn Office data centre, planning to relocate to purpose built HPS shared facilities by end of 2010. There will also need to be consideration for the plough lane data centre.
Geographic Information Systems: Positional Accuracy	Data cleansing across current Geographic Information Systems inline with the Mapping Services Agreement following Ordnance Surveys Positional Accuracy programme to ensure that all mapping data is geographically accurate. This data underpins all location based activities within the Council including land charges, planning and development control.
Herefordshire Public Services Support	Support and develop the formation of Herefordshire Public Services and explore possibilities for joint service delivery and technology support with the Primary Care Trust.
Internet Feed	Increase the bandwidth and performance of the current

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

Upgrade	Internet feed for corporate and schools.
Network Contract Renewal	Current Community Network Upgrade (CNU) contract with Siemens expires March 2010. Scoping required to start now for exit strategy from contract & procurement process to renew.

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

Business Cases Approved by IPG since Jan 2008 – Current status

Business Case Name	Date approved by IPG	Complete	In Progress	
Traffic Management Act Compliant Streetworks System	Feb-08			
Parking Handsets	Feb-08		Corporate Programmes project manager	
Village Halls	Feb-08			
Tallis Assure	Feb-08			
Competent Person Scheme Registration	Feb-08			
Benefits Intervention Software	Mar-08			
Server Virtulisation	Mar-08		Corporate Programmes project manager	
Secure Email	Mar-08			
Driver Feedback Software Signs	May-08			
Engaging Young People in Local Democracy	May-08			
Academy Ingress Upgrade	May-08		Corporate Programmes project manager	
Positional Accuracy Improvement Program	May-08			
Cedar Upgrade	May-08			
Online Recruitment	Jun-08			

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

HEREFORDSHIRE CONNECTS

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1. To advise Strategic Monitoring Committee of the outcome of an options appraisal carried out to inform future implementation of the Herefordshire Connects programme, and to seek the views of the Committee on recommendations arising from the options appraisal prior to consideration by Cabinet on 31st July.

Financial Implications

2. The financial business case is detailed in the accompanying report enclosed separately (Appendix A, paragraphs 7.1 to 7.7), but it is emphasised that programme cost estimates are based on an expected 'worst case', and will require confirmation upon selection of the systems identified in the technology options appraisals.
3. The accompanying report indicates that in 2009/09 and 2009/10, using the assumptions underpinning the model, there will be a need to provide additional resources to meet a shortfall in the project. This can be met by using a combination of reserves and the unallocated capacity in the agreed 2008/09 to 2010/11 Medium Term Financial Management Strategy.

Background

4. Strategic Monitoring Committee will be aware that in February 2008 Cabinet, having considered the recommendations made by Strategic Monitoring Committee following the call-in of Cabinet's decision on the acquisition of preferred technology to replace client systems within both Adult Social Care and Children's Services, authorised the completion of a framework agreement with Deloitte, and confirmed Corelogic Frameworki as the preferred technology in respect of social care.
5. The framework agreement entered into with Deloitte did not commit the council to the totality of the Herefordshire Connects programme or to specific technology solutions for the programme, but provided the vehicle by which the various elements of the programme could be progressed. The first element, replacement of the social care client system, also approved in February by Cabinet is underway and the new Corelogic Frameworki system is scheduled for launch in November as planned.
6. The Audit Commission has been maintaining an overview of the council's progress with Herefordshire Connects, and in its Annual Audit & Inspection Letter recommended that before progressing further elements the council take the opportunity "...to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the council including the costs, benefits and risks

Further information on the subject of this report is available from:
Andrew Williams, Interim Deputy Chief Executive, (01432) 383517

of each option. It should also set out how the programme fits with the new joint working arrangements with the Primary Care Trust.”

7. As a result the Joint Management Team, with strategic partner Deloitte, has undertaken an options appraisal to:
 - ensure the vision for Herefordshire Connects is fit for purpose both now and for the future
 - update the business case to take account of current and future needs and identify those benefits already achieved
 - ensure that governance arrangements are robust and appropriate.
8. The report attached at Appendix A details the outcome of that options appraisal, which is summarised below.

Herefordshire Connects Vision

9. The original vision was found to be still valid, but has been refreshed to reflect the broader change programme, necessary to support the active pursuit of closer partnership arrangements with the Primary Care Trust, to which it contributes. The proposed refreshed vision is:

“Herefordshire Connects is a technology enabled change programme that will support the delivery of high quality, responsive and integrated services by the Council as part of Herefordshire Public Services. It will seek to reduce costs, to help forge a new joint culture of partnership working, rationalise and update systems and infrastructure, and harmonise and improve accessibility and responsiveness of services to both internal and external customers.”

10. This will be achieved by:
 - Improving the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council’s performance rating in core service areas;
 - Delivering productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
 - Aligning organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

Delivery of Herefordshire Connects

11. The above points will be addressed through the creation of three projects:
 - Integrated Customer Services
 - Integrated Support Services
 - Performance Management

Technology Options

12. To ensure that systems are in place to support the delivery of the vision, it is recommended that the number of ICT applications are rationalised to the minimum necessary. This strategy should be complemented by investment in technology to support effective integration. It is therefore recommended that the council selects, through the existing framework agreement and from a set of proven market solutions, the following software applications:
 - Integrated ‘Back Office’ system
 - Integrated Environment & Regeneration system
 - Performance Management system

Further information on the subject of this report is available from:
Andrew Williams, Interim Deputy Chief Executive, (01432) 383517

- Integration tools

Business Case

13. The council has made savings during the period of the 'strategic pause' of some £1.7m which were in the previous Herefordshire Connects Business Case. Based on 'worst case' costings and the revised cashable benefits a revised financial profile has been established (Appendix A, paragraph 7.7). As previously, CAPITA are undertaking an independent review of these figures. The revised profile identifies the need for the council to invest £2.8m in the programme over the first two years, but that the programme begins to be 'cash-positive' by the third year, and by the fifth year will generate recurring cashable savings of £3.4m.

Governance

14. The governance structure has been refreshed (Appendix A, paragraph 8.1) to reflect the newly defined programme and to ensure alignment with the revised senior management structure. Links have also been developed to ensure integration with the wider change agenda.
15. For completeness sake the options appraisal has also reconfirmed the corporate and service resource requirement, in broad terms, to support delivery of the programme.

RECOMMENDATION**THAT Strategic Monitoring Committee:**

- (a) **Notes the outcome of the options appraisal; and**
- (b) **Comments on the recommendations arising from the options appraisal.**

Background Papers

- **None identified**

APPENDICES

Appendix A – "Herefordshire Connects – The Way Forward" Options Appraisal Report

END-OF-YEAR PERFORMANCE REPORT

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1. To report performance for the whole of the operating year 2007-08 against the Annual Operating Plan 2007-08, Best Value Performance Indicators, and the Direction of Travel indicators used previously by the Audit Commission.

Financial Implications

2. None.

Background

3. The end-of-year report is only 1 element of the overall Performance Improvement Framework, which includes external assessments such as the annual assessments of Children's and Adults Services. The structure of this report covers performance against:
 - the council's priorities, as contained in the Annual Operating Plan (AOP) 2007-08 (paragraphs 5-8);
 - Best Value Performance Indicators (paragraphs 9-10); and
 - Direction of Travel indicators (paragraphs 11-16).
4. The content of future performance reports is currently being agreed by the Joint management Team, who will be developing the performance improvement culture and systems of the Council, Herefordshire Public Services and the Herefordshire Partnership to meet future requirements in respect of improving services for customers; providing value for money; and, delivering the Local Area Agreement, whilst recognising the requirements of the forthcoming Comprehensive Area Assessment. Service Improvement Plans have been developed for each of the Council's services as the basis for improved performance in 2008-09.

Highlights

- 32% (36 of 111) of Council-lead AOP indicators achieved **target**.
- 36% (40 of 111) of Council-lead AOP indicators failed to achieve **target**.

<ul style="list-style-type: none"> • The number of LPSA indicators marked R is 12 (compared to 6 at the end of January). • The number of LAA indicators marked R is 33 (compared to 17 at the end of January).
<ul style="list-style-type: none"> • 64% of BVPIs improved, compared to 68% in 2006-07.
<ul style="list-style-type: none"> • 63% of Direction of Travel indicators improved compared to 74% in 2007. • 77% of Direction of Travel indicators have improved over the last 3 years, compared to 51% last year.
<ul style="list-style-type: none"> • These figures show that whilst performance against the majority of indicators continued to improve, performance against the targets in the Annual Operating Plan was more mixed. • In terms of two of the Council's top priorities: <ul style="list-style-type: none"> - Older People and Healthier Communities - 88% of indicators used in the Direction of Travel assessment improved, but only 1 of 8 indicators in the AOP achieved target; and - Children and Young People - 81% of indicators improved over the year, but only one-third of AOP indicators achieved target. • Many targets were set with the intention of achieving top quartile performance. Despite the improvement in a large proportion of indicators, the pace of service improvement needs to be increased and sustained to achieve the Council's ambitions and match the expected national pace of improvement for leading councils.
<ul style="list-style-type: none"> • Based on relevant performance indicator outturns, the Comprehensive Performance Assessment (CPA) service judgements for Environment and Culture are expected to remain at a score of 3; the Housing score should improve from a 1 in 2007 to a 3 when confirmed at the beginning of 2009. • The remaining CPA service scores for Benefits, Children and Young People, Social Care (Adults) and Use of Resources are provided by external agencies such as the Benefit Fraud Inspectorate, Ofsted, CSCI and the Audit Commission, and will not be available until later in the year. However, it is not expected that there will be a significant variance from last year's assessments. • The overall CPA judgement for the Council, to be announced in 2009, is predicted to show maintenance of a 2* rating (out of 4) for the Council.

Council Priorities (The Annual Operating Plan) 2007-08

5. The Council's Corporate Plan 2007-10 set out the Council's objectives, priorities and targets. The Annual Operating Plan (AOP) was the detailed action plan for the first of these years, 2007-08, and was updated to include the indicators in the Local Public Service Agreement (LPSA), Local Area Agreement (LAA) and Herefordshire Community Strategy (HCS).

6. It should be noted that the a 'zero tolerance' approach has been taken in the assessment of performance for these indicators, judgement being made purely on the basis of whether or not targets have been achieved; if they haven't they are marked **R**. This does not necessarily mean that performance has deteriorated. Indeed, for a number of indicators there has been significant improvement in the past 12 months, and this would have been reflected in the direction of travel summary.
7. **Appendix 1** shows outturn for each of the AOP indicators on which the Council leads. The increase in the number of indicators marked **R** and **G** reflects the availability of year-end data allowing for a more accurate judgment of performance. 19 of the indicators have been judged Amber at year-end; these are perception / satisfaction indicators, for which there was no significant variance over the period, so it is not possible to say with any confidence whether or not the target had been achieved.
8. The table below shows performance against each of the Council's priorities for 2007-08.

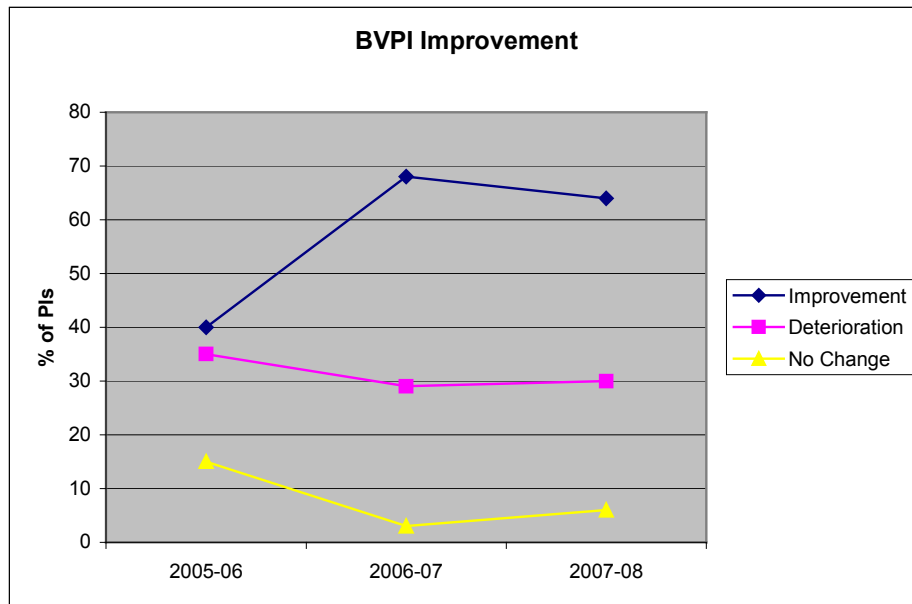
Priority	No. of Indicators	Judgement			n/a ¹
		Red	Amber	Green	
Securing the essential infrastructure for a successful economy	3	0	0	2	1
Giving effective community leadership	1	0	0	0	1
Improving transport and the safety of roads	9	3	1	5	0
Maximising the health, safety, economic well-being, achievements and contribution of every child	30	17	0	10	3
Sustaining thriving communities	36	6	16	7	7
Reshaping adult social care to enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes	8	6	1	1	0
Protecting the environment	10	2	0	4	4
Understanding the needs and preferences of service users and Council Tax-payers, and tailoring services accordingly	2	0	1	1	0

¹ 16 indicators have been considered as not suitable for awarding a judgement, essentially because they are either tracker indicators (indicators that are unlikely to be affected by actions over a short period, such as climate change) or indicators that require a baseline to be set during the year.

Priority	No. of Indicators	Judgement			n/a ¹
		Red	Amber	Green	
Recruiting, retaining and motivating high quality staff	4	3	0	1	0
Embedding corporate planning, performance management and project management systems	3	0	0	3	0
Promoting diversity and community harmony	4	2	0	2	0
Ensuring that essential assets are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies	1	1	0	0	0
Total number of indicators (with last report's judgements in brackets)	111	40 (25)	19 (43)	36 (27)	16 (16)

Best Value Performance Indicators (BVPIs)

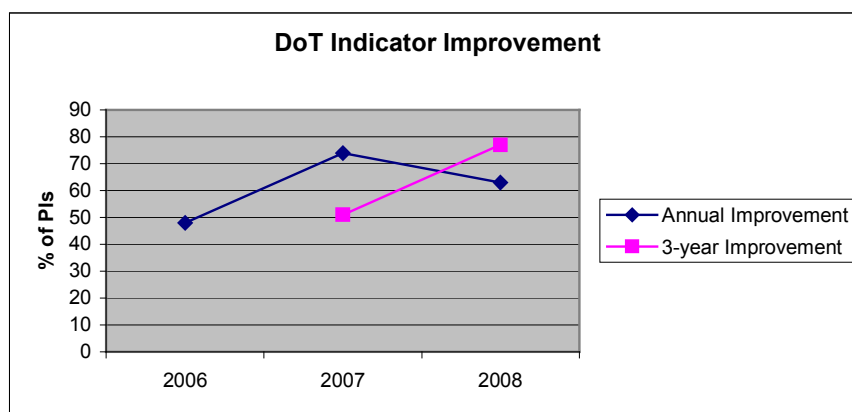
9. **Appendix 2** shows outturns for 2007-08. 64% of BVPIs have improved in the past year, compared to a 68% improvement in 2006-07.
10. The graph below shows the levels of improvement for BVPIs over the last 3 years.



Further information on the subject of this report is available from Steve Martin, Corporate Policy and Research Manager on 01432 261877 or David Powell, Head of Financial Services on 01432 383173

Direction of Travel

11. Each year, as part of the Comprehensive Performance Assessment, the Audit Commission issues a Direction of Travel assessment for each local authority, an important part of which is based on the Council's improvement compared with the previous year against a selection of performance indicators. The direction of travel assessment is intended to reflect a council's progress towards achieving improvement in the services it delivers to the public. It is reported alongside the council's CPA category.
12. 63% of indicators have improved in the last 12 months, compared to 74% in 2007. This rate of improvement lies within the 60.8-63.2% average of single-tier authorities in 2007.
13. The graph below shows the levels of improvement over 12 months and 3 years.



14. Over a 3-year period, there has been a considerable rise, from a comparatively low base, in the proportion of indicators improving: 77% compared to 51% in 2007. The average for single-tier authorities in 2007 was 61.9-64.1%.
15. **Appendix 3** shows the indicators used in previous Direction of Travel assessments, on which the above assessment has been made. It indicates which indicators have improved, deteriorated or stayed the same. The areas of Corporate Health, Regulation and Sustainable Communities & Transportation have seen a slight dip in performance. In respect of the latter two areas, the fall in performance is against particularly high levels of performance achieved in 2007.
16. The areas of Older People and Healthier Communities, and Children and Young People each have a large number of indicators that are part of the direction of travel set. The disproportionately high level of improvement in these areas enabled the Council to achieve a decent overall improvement figure (63%). If these areas are taken out of the equation, the percentage improvement would be only 54%.

Risk Management

The main risk is that the key points to emerge from this report will not be addressed, that further improvement will not be achieved (particularly as regards the Council's new Corporate Plan priorities), and that this will be reflected in adverse judgements under the Comprehensive Area Assessment in 2009.

This will be avoided if directors ensure that the issues are picked up and addressed within their respective areas, updating service improvement plans accordingly. This will be tested as part of the upcoming review meetings between the Leader, Chief Executive, lead Cabinet members and directors.

RECOMMENDATION

THAT

- (i) performance in 2007-08 be noted; and**
- (ii) agrees that directors should ensure that the issues are addressed within their respective areas, including the updating of service improvement plans.**

BACKGROUND PAPERS

- None

KEY										
G	Achieved or on target									
A	Some progress/data not yet available so not possible to determine trend									
R	Target missed or likely to be missed									
Tracker indicator										Actions over a 12 month period will have little or no impact on this indicator, but data will be monitored annually to show the rate of progress towards a longer term objective
n/a										Either there is no mechanism for measuring performance this year or no target is required
Performance Indicator Reference	Performance Indicator	Plan indicator is from	Baseline as per AOP	AOP target	IPR judgement against target Red, Green or Amber (see KEY above)					
Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement (LPSA2G)	Second generation (LPSA2G)	Baseline	Target	Outturn	Judgement	
Maximise the health, safety, economic well-being, achievements and contribution of every child										
30	HCS	% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)	✓	✓	✓	92.80%	=>96%			
The indicators are listed under each council priority in turn. Indicators led by partners are listed at the end of the appendix.										

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
Secure the essential infrastructure for a successful economy								
1	HCS Ratio of earnings compared to West Midlands Region	✓			0.94:1	Tracker Indicator	0.89:1	n/a
2	HCS No. of VAT registered businesses	✓	✓		8,520	2% increase	4.1% (8,870)	G
3	HCS No. of people employed in technology and knowledge intensive industries	✓	✓	✓	9,339 (2003)	=>10,286	10,923 (2006)	G
Give effective community leadership								
12	HCS % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	✓			47%	No survey was planned	-	n/a
Improving transport and the safety of roads								
52	HCS No. of people (all ages) killed or seriously injured on Herefordshire roads	✓	✓	✓	119	<=134	133	G
99	HC No. of people slightly injured in road traffic collisions				663	<=788	713	G
6	HCS The percentage of adult residents in Herefordshire that usually travel to work for their main job by driving a car or van - on their own (Method of Travel to Work)	✓			61%	<=57%	58%	A
7	HCS Index of annual average daily traffic (AADT) volumes into Hereford City	✓	✓		100.63	<=108	99.39	G
7	HCS Index of annual average daily traffic (AADT) volumes on principle rural road networks	✓	✓		100.63	<=109	99.39	G
72	HC Indexed number of cycling trips				118.99	=>118	110.86	R
76	HC No. of passenger journeys per year on public buses in Herefordshire (thousands)				3,433,043	=>3,948,000	3,355,000	R
83a	HC Principal Roads condition				14%	<=5%	6%	R
83b	HC Non Principal Roads condition				21%	<=19%	11%	G
Maximise the health, safety, economic well-being, achievements and contribution of every child								
13	HCS Average length of stay in B&B accommodation for homeless households	✓			15	0 weeks	5 weeks	R
24	HCS No. of schools with National Healthy Schools status	✓	✓		70	=>78	74	R
26	HCS % of children on the child protection register that are re-registrations	✓			14.50%	<=15%	14%	G
29	HCS Expenditure on family support services per capita aged under 18	✓	✓		£35	£29	£41	R
30	HCS % of pupils achieving 5 or more GCSEs at grades A* - G or equivalent including Maths and English (LEA schools)	✓	✓	✓	88.1% (2004)	=>96% (LPSA target is 96.5% in 2008 exams)	93.60%	R

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
31	HCS % of pupils achieving 5 or more GCSEs at grades A* - C or equivalent including Maths & English (LEA schools)*	✓	✓	Local Public Service Agreement - second generation (LPSA2G)	48.20%	=>51.6%	51.70%	G
40	HCS % of 16-18 year olds NOT in education, employment or training		✓		7.20%	<=5.3%	5.40%	R
66	HC % of 3 year olds who have access to a good quality free early years education place				85%	=>85%	99.20%	G
89	HC No. of referrals for children in need				266	=>280	236	R
89	HC Completion rate of initial assessments of children in need within 7 working days of referral				58.70%	=>68%	75%	G
89	HC Completion of core assessments for children in need within 35 working days				61%	=>66%	75%	G
22	HCS Measure of healthy lifestyles for 11-15 year olds: Smoking rates	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: obesity	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: alcohol consumption	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: drug use	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: scores for mental health	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
28	HCS % of 11-15 year olds who stated they have been bullied in the last 12 months	✓			No baseline	Baseline to be established through Youth Survey	24%	n/a
33	HCS % of half day sessions missed by children in primary schools	✓	✓	✓	5.2% (2003-04)	<=4% (in 2007-08 academic year)	5.1% (2006-07 academic year)	G

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
34	% of half day sessions missed by children in secondary schools		✓	✓	7.8% (2003-04)	<=6% (in 2007-08 academic year)	7.9% (2006-07 academic year)	R
35	No. of looked after children who missed a total of 25 days or more schooling		✓	✓	14 @ September 2004	7 in 2008	16	R
35	No. of half day sessions missed by looked after children as % of total number of sessions in primary schools		✓	✓	3.49%	<=4.25%	3.85%	G
35	No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools		✓	✓	5%	<=7%	9.04%	R
37	No. of 11-15 year olds volunteering	✓	✓		No baseline	Baseline to be established through Youth Survey	35%	n/a
38	% of young people that feel that they can influence decisions affecting important local services		✓		No baseline	Baseline to be established through Youth Survey	31%	n/a
41	No. of young people looked after in 17th year in education, training or employment at age 19	✓	✓	✓	16/19 (2005/06) 14/14 (2006/07)	46 (cumulative)	16/17	G
84	The percentage annual increase in the number of schools with an approved school travel plan (STP)		✓		54%	=>68%	86%	G
85	Conception rate below age 18 (per 1,000 girls age 15-17)		✓		-15.70%	<=-19%	-29.60%	G

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
91	HC No. of schools that have a functioning school council				No baseline	100%	95%	R
Sustain thriving communities, including by securing more efficient, effective and customer-focused services, tackling homelessness and effective emergency planning								
14	HCS No. of people accepted as homeless & towards whom the council has a full statutory duty	✓	✓		149	<=160	207	R
54	HCS % of streets and public areas falling below Grade B for cleanliness (litter)	✓	✓	✓	34% (2003-04)	<=17%	14%	G
92	HC Proportion of relevant land and highways from which unacceptable levels of graffiti are visible				2%	<=2%	2%	G
93	HC Proportion of land and highways from which unacceptable levels of fly-posting are visible				1%	<=1%	0%	G
94	HC Grade for the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' (Grading 1 - very effective; 2 - effective; 3 - good; 4 - poor)				Grading 1 (very effective)	1	3	R
96	HC % of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle				99%	100%	97.83%	R
59	HCS c % of respondents finding it easy to access: Library	✓	✓		69%	4% improvement by 2009	70%	A
59	HCS d % of respondents finding it easy to access: Sports/leisure centre	✓	✓		64%	4% improvement by 2009	69%	G
59	HCS e % of respondents finding it easy to access: Cultural/recreational facility e.g. theatre, cinema	✓	✓		47%	4% improvement by 2009	52%	G
60	HCS a Net perceived improvement rating over the last 3 years for QoL factors (adults): Activities for teenagers	✓	✓		-32%	4% improvement by 2009	-31%	A
60	HCS b Net perceived improvement rating over the last 3 years for QoL factors (adults): Affordable decent housing	✓			-50%	4% improvement by 2009	-57%	R
60	HCS c Net perceived improvement rating over the last 3 years for QoL factors (adults): Job prospects	✓	✓		-42%	4% improvement by 2009	-40%	A
60	HCS e Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of traffic congestion	✓	✓		-77%	4% improvement by 2009	-70%	G
60	HCS f Net perceived improvement rating over the last 3 years for QoL factors (adults): Wage levels and local cost of living	✓			-56%	4% improvement by 2009	-64%	R
61	HCS a % of adult residents who feel that they can influence decisions affecting their local community	✓	✓	✓	35% (2005)	=>40% in 2008 survey	33%	A
61	HCS b % of adult residents who feel that they can influence decisions affecting their local area	✓	✓		29%	=>33% in 2009 survey	30%	A

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
62	HCS % of adult residents who engaged in formal volunteering for an average of 2 hrs a week or more over the previous year	✓	✓	✓	17% (2005)	=>22% in 2008 survey	17%	A
63	HCS % of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	✓			74%	=>77% in 2009 survey	76%	A
64	HCS % of adult residents who are satisfied with their local community as a place to live		✓	✓	80%	=>87% in 2008 survey	79%	A
65	HCS % of adults who use: Sports and Leisure facilities at least once a month		✓		25%	=>30% in 2008 survey	30%	A
65	HCS % of adults who use: Libraries at least once a month		✓		32%	=>34% in 2008 survey	29%	R
65	HCS % of adults who use: Museums or galleries at least once every 6 months		✓		19%	=>21% in 2008 survey	24%	A
65	HCS % of adults who use: Theatres or concert halls at least once every 6 months		✓		32%	=>36% in 2008 survey	32%	A
65	HCS % of adults who use: Parks, open play areas and other recreational facilities at least once a month		✓		49%	maintain baseline	50%	A
70	HC % of adult residents that feel the Council does enough to give them opportunity to influence important decisions about local services				26%	=>28% (in 2009 survey)	28%	A
79	HC Compliance with Civil Contingencies Act, Data Protection and Freedom of Information				Compliant	Compliant	Compliant	G
86	HCS % of people who feel that parents in their local area are made to take responsibility for the behaviour of their children		✓		35%	=>39% (in 2009 survey)	35%	A
87	HCS the percentage of people who feel that people in their area treat them with respect and consideration		✓		45%	=>49% (in 2009 survey)	44%	A
95	HC % of people satisfied with the cleanliness standard in their area				66%	=>66%	63%	A
90	HC Adult perceptions of improvement in facilities for young children				-5%		-2%	n/a
97	HC Adult perceptions of improvement in CLEAN STREETS				-23%		-28%	n/a
97	HC Adult perceptions of improvement in EDUCATION PROVISION				15%		11%	n/a
97	HC Adult perceptions of improvement in PUBLIC TRANSPORT				-24%	Tracker Indicators	-18%	n/a
97	HC Adult perceptions of improvement in RACE RELATIONS				-13%		-17%	n/a
97	HC Adult perceptions of improvement in ROAD AND PAVEMENT REPAIRS				-51%		-56%	n/a
97	HC Adult perceptions of improvement in THE LEVEL OF POLLUTION				-42%		-40%	n/a
Reshape adult social care to enable vulnerable adults to live independently and to enable many more older people to continue to live in their own homes								

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
16	No. of people aged 65+ helped to live at home (per 1,000 population)		✓		81.1	=>83	81.3	R
74	No. of adults with learning difficulties helped to live at home (per 1,000 population)				2.9	=>3	2.9	R
74	No. of adults with mental health difficulties helped to live at home (per 1,000 population)				4.1	=>4.4	4.3	R
74	No. of adults with physical difficulties helped to live at home (per 1,000 population)				6	=>6	4.8	R
17	Satisfaction with homecare services provided through Social Care via direct payments (65+)		✓	✓	58%	=>66% (in 2009 survey)	56%	R
18	No. of people in receipt of Pension Credit	✓	✓	✓	7596 (2004-05)	=>8,138	8,070 to November (year-end not available until November)	A
18	No. of people in receipt of Attendance Allowance	✓	✓	✓	5874 (2004-05)	=>6,702	6,880 to November (year-end not available until November 2008)	G
18	No. of people in receipt of Council Tax Benefit aged 60 or over**	✓	✓	✓	6862 (2004-05)	=>8,061	7,561	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
Protect the environment, producing much less waste, recycling much more of what remains and reducing carbon emissions								
56	HCS a Amount of household waste collected per person per annum	✓	✓	Local Public Service Agreement - second generation (LPSA2G)	505.82kg	<=505kg	483.33 kg	G
56	HCS b % of household waste going to landfill	✓	✓		72.85%	<=68.5%	69.57%	R
56	HCS c % of municipal waste (excluding household waste) recycled	✓	✓		0%	0%	0%	G
56	HCS d % of municipal waste (excluding household waste) landfilled	✓	✓		100%	100%	100%	G
56	HCS e % of household waste recycled	✓	✓		18.71%	=>23.97%	22.80%	R
55	HCS % of Sites of Special Scientific Interest (SSSIs) in favourable condition	✓			22%		Not yet available	n/a
57	HCS No. of key species	✓			No baseline	Tracker Indicators	Not yet available	n/a
58	HCS Environmental/Climate change measure (Carbon per head)	✓			No baseline		Not yet available	n/a
67	HC % of Council-owned or managed land without a nature conservation designation, managed for biodiversity				13.42%	=>15%	25.30%	G
102	HC Council carbon dioxide equivalent emissions					Tracker Indicator	Not yet available	n/a
Understand the needs and preferences of service users and Council-Tax payers								
68	HC % of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall				36%	=>50% (in 2009 survey)	27%	A
69	HC % of young people that feel the Council does enough to give them opportunity to influence important decisions about local services				19.2% (2005)	28% by 2008	31%	G
Recruit, retain and motivate high quality staff								
71	HC Average number of working days lost due to sickness absence per member of council staff				8.41	<=8	8.58	R
77	HC Staff turnover				9%	<=9%	8% @ end-of-November	G
103	HC SRD completion rates				94%	100%	97%	R
73	HC Investors in people accreditation				Not accredited	Accreditation by October 2007	Not accredited	R
Embed corporate planning, performance management and project management systems								
78	HC Status of Best Value Performance Plan				Unqualified	Unqualified	Unqualified	G
81	HC Number of BVPIs qualified				0	0	0	G
82	HC Outcome of key process audit				Compliant	Compliant	Compliant	G
Promote diversity and community harmony and strive for equal opportunities								
80	HC Equality Standard				2	=>3	3	G
100	HC a % of employees from black and ethnic minorities				0.64%	=>0.8%	0.73%	R

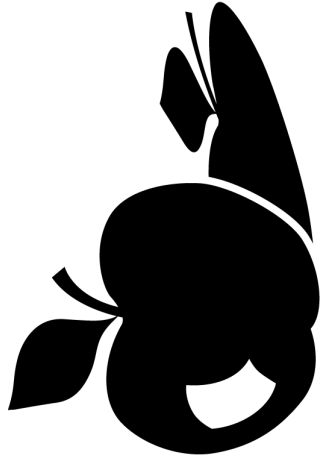
Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
100	% of employees from black and ethnic minorities who are amongst the top 5% of wage earners				2.14%	=>2.85%	2.36%	R
100					% of employees declaring a disability			
Ensuring that essential assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies								
101	Use of Resources score				3	3	2 (reflects the 2006-07 judgement made in the CPA rating in February 2008)	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
PARTNER LED								
HEREFORDSHIRE INFRASTRUCTURE CONSORTIUM								
51	HCS a No. of calls to the Herefordshire Women's Aid Helpline		✓		860 (2005-06)	=>654	678	G
LEARNING & SKILLS COUNCIL								
4	% of working age population qualified to at least Level 4 (% of working age population with higher level qualifications)	✓			26% (2005) 44% (2005)	Tracker Indicators	29% 47%	n/a
4	% of working age population qualified to at least Level 3 (% of working age population with higher level qualifications)							
4	No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering		✓	✓	35 (2003-04)	=>57	206	G
4	No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)		✓	✓	1,738 (2003-04)	=>1,872	2,215	G
4	No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering		✓	✓	26 (2003-04)	=>44	121	G
4	No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)		✓	✓	825 (2003-04)	=>878	879	G
5	HCS Measure of basic skills (Train to Gain)	✓				Establish baseline	Not yet available	n/a
PRIMARY CARE TRUST								
10	HCS No. of deaths per annum from chronic diseases (per 100,000)	✓	✓		169.6 (2003-05)	<=174.7 (2005-07)	150 (2004-06)	G
15	HCS No. of emergency unscheduled hospital bed days occupied by a person 75 and over		✓	✓	34,691 (2003-04)	<=31,222	32,051	R
20	HCS % of babies born who are breastfed at 6 weeks	✓			48% (2005-06)	=>43%	37.30%	R
21	HCS a % of babies born to teenage mothers who are breastfeeding at 6 weeks		✓	✓	15.1% (2003-04)	=>30%	15.10%	R
21	HCS b % of babies born to mothers in S.Wye area who are breastfeeding at 6 weeks		✓	✓	25.4% (2003-04)	=>40%	30.5% (still needs validating)	R
23	HCS Measure of sexually transmitted infections for young people	✓			No baseline	Reduction of 1% per annum	Not yet available	A
46	HCS No. of people in drug treatment		✓		632 (2005-06)	=>720	599 @ end-of-November	A
47	HCS Measure of Drugs Intervention Programme		✓		No baseline		100%	G
53	HCS Mortality rate from accidents (per 100,000)	✓			21.26 (2003-05)	To be set	22 (2004-06)	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
8	Mortality rate from cancer for people aged under 75 (per 100,000)	✓			104.2 (2003-05)	<=93	103.2 (2004-06)	R
9	Mortality rate from circulatory diseases for people aged under 75 (per 100,000)	✓			81.4 (2003-05)	<=77	72.5 (2004-06)	G
11	Gap in all-age, all-cause morality between deprived areas and Herefordshire as a whole	✓			23.7% (2003-05)	<=26% (3 year average)	21% (2004-06)	G
12	The number of adults helped to stop smoking	✓			No baseline	=>1,200	1,201	G
12	% of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	✓			17%	No survey was planned	-	n/a
12	% of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	✓			34%	No survey was planned	-	n/a
59	% of respondents finding it easy to access: Doctor	✓	✓		80%	4% improvement by 2009	79%	A
59	% of respondents finding it easy to access: Local hospital	✓	✓		57%	4% improvement by 2009	59%	A
WEST MERCIA CONSTABULARY								
25	No. of young people (under 25) who are victims of crime in Herefordshire	✓			6,338 (2005-06)	<=6,173	6,453	n/a
42	BCS Comparator crimes		✓		6,002 (2005-06)	<=5,872	6,444	R
42	No. of criminal damage incidents		✓	✓	2,524 (2003-04)	<=2,101	2,696	R
42	No. of all recorded crimes	✓			11,535 (2005-06)	<=10,229	11,504	R
45	No. of violent crimes		✓	✓	2,844 (2003-04)	<=2,553	2,782	R
48	Measure of Priority and Prolific Offenders Scheme		✓		No baseline	15% reduction	Not measured until 2009	n/a
49	No. of domestic burglaries per 1,000 households		✓		372 (2005-06)	<=600	299	G
49	No. of vehicle crimes per 1,000 population		✓		971 (2005-06)	<=1086	890	G
50	No. of Class A drug supply offences brought to justice		✓		33 (2005-06)	=>28	34	G
51	No. of domestic violence incidents reported		✓		462 (2005-06)	=>425	1,112	n/a

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
51	HCS c No. of arrests for domestic violence offences	✓	✓	Local Public Service Agreement - second generation (LPSA2G)	326 (2005-06)	To be set	475	n/a
51	HCS d % of sanction detections for domestic violence		✓		67% (2005-06)	=>55%	55%	n/a
36	HCS % of young offenders re-offending (recidivism rates of young offenders in Herefordshire)	✓	✓		50%	<=45%	47%	n/a
43	HCS a % of people thinking speeding traffic is a problem in their area	✓	✓	✓	70%	<=76% (2008)	74%	G
43	HCS b % of people thinking vandalism, graffiti and other deliberate damage is a problem in their area	✓	✓	✓	52%	<=55% (2008)	61%	R
43	HCS c % of people thinking people using drugs is a problem in their area	✓	✓	✓	60%	<=55% (2008)	61%	R
43	HCS d % of people thinking people dealing drugs is a problem in their area	✓	✓	✓	53%	<=48% (2008)	55%	R
43	HCS e % of people thinking people being drunk or rowdy in public places is a problem in their area	✓	✓	✓	51%	<=48% (2008)	54%	R
43	HCS f Percentage of people with a high level of worry about anti-social behaviour		✓		27%	4% over 3 years	27%	A
44	HCS a % of residents worried about house burglary	✓	✓		30%	4% over 3 years	27%	G
44	HCS b % of residents worried about vandalism or damage to property	✓	✓		28%	4% over 3 years	29%	R
44	HCS c % of residents worried about drunk people causing a problem	✓	✓		21%	4% over 3 years	23%	R
44	HCS d % of residents worried about their car being broken into	✓	✓		18%	4% over 3 years	20%	R
44	HCS e % of residents worried about having their car stolen	✓	✓		12%	Maintain or reduce baseline	13%	R
44	HCS f % of residents worried about being harassed whilst in a public place	✓	✓		12%	Maintain or reduce baseline	15%	R
44	HCS g % of residents worried about hate crime	✓	✓		3%	Maintain or reduce baseline	4%	R
44	HCS h % of residents worried about being assaulted in a public place	✓	✓		9%	Maintain or reduce baseline	9%	G
44	HCS i % of residents worried about being mugged or robbed	✓	✓		11%	Maintain or reduce baseline	10%	G
44	HCS j % of residents worried about crime (other than a-i above)	✓	✓		3%	Maintain or reduce baseline	2%	G

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
48	Number of adults re-offending				No baseline	To be set	Not yet available	A
60	Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of crime	✓	✓		-46%	4% improvement by 2009	-46%	A
98	the percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area.		✓		20%	4% improvement by 2009	20%	A



**HEREFORDSHIRE
COUNCIL**

Best Value Performance Indicators 2007 -08

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BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Level 1	Actual	All England Top Quartile	Target	Actual	
<u>Corporate Health</u>									
2a	The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	High		Level 1	Level 2			Level 3	△
2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	High	68%	68%	79% Q2	84%	79%	79%	◁▷
3	The percentage of citizens satisfied with the overall service provided by their Local Authority	High		Not applicable	43%	58%		Survey not required this year	
4	The percentage of complainants satisfied with the handling of their complaint	High		Not applicable	36%	37%		Survey not required this year	
8	The percentage of invoices for commercial goods & services paid by the Local Authority within 30 days of receipt or within the agreed payment terms	High		92.33%	92.67% Q3	97%	100%	91.9%	▽
9	The percentage of council tax collected by the Local Authority	High		97.7%	98.34%		98.6%	98.62%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	in the year			Q2	98.48%			
10	The percentage of non-domestic rates collected	High	97.4%	98.9% Q3	99.3%	99.1%	98.63%	▽
11a	The percentage of the top-paid 5% of Local Authority staff who are women	High	40.57%	38.57% Q2	43.56%	42%	40.94%	△
11b	The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	High	1.89%	2.14% Q2	4.53%	2.85%	2.36%	△
11c	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	High	0%	0.71% Q3	5.49%	1.4%	0.79%	△
12	The number of working days/shifts lost to the Local Authority due to sickness absence	Low	10.5 FTE	8.41 FTE Q2	8.09 FTE	8 FTE	8.58 FTE	▽
14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Low	0.31%	0.16% Q1	0.18%	0.14%	0.28%	▽
15	The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total	Low	0.38%	0.14% Q2	0%	0.13%	0.16%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
	workforce								
16a	The percentage of Local Authority employees with a disability	High	0.39%	0.69% Q4	4.43%	0.75%	0.86%		△
16b	The percentage of the economically active population in the Local Authority area who have a disability	N/a	7.8%	7.8%		7.8%	13.53%		
17a	The percentage of Local Authority employees from ethnic minority communities	High	0.3%	0.64% Q4	5.2%	0.8%	0.73%		△
17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the Local Authority area	N/a	0.8%	0.8%			Indicator Deleted		
156	The percentage of Local Authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	High	45.9%	63.8%		70%	80%		△
Education									
221a	Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of	High	47%	58.2% Q2	63%	60%	82.9%		△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	young people in the Local Authority area							
221b	Youth Work – The percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the Local Authority area	High	32%	33.4% Q1	30%	30%	54%	△
38	The percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs at grades A*-C or equivalent	High	58%	61.8% Q2	61.9%	66%	62%	△
39	The percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs or equivalent at grades A*-G including English and Mathematics	High	88%	92.80% Q1	91.5%	96%	93.6%	△
40	The percentage of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the Key Stage 2 Mathematics test	High	76%	75.5% Q2	78%	82%	77%	△
41	The percentage of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the Key Stage 2 Mathematics test	High	81%	80.6% Q2	81.3%	83%	81%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	Education Authority achieving Level 4 or above in the Key Stage 2 English test							
43a	The percentage of proposed statements of Special Educational Need issued by the Local Authority in a financial year and prepared within 18 weeks excluding exceptions	High	56.5%	100% Q1	100%	100%	100%	△
43b	The percentage of proposed statements of Special Educational Need issued by the Local Authority in a financial year and prepared within 18 weeks including exceptions	High	44.1%	100% Q1	98.5%	100%	100%	△
45	The percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	Low	7.4%	7.9% Q3	7.4%	6%	7.9%	◁▷
46	The percentage of half days missed due to total absence in primary schools maintained by the Local Education Authority	Low	5.1%	5.67% Q2	5.34%	4%	5.1%	△
181a	The percentage of 14 year old pupils in schools maintained by the Local Education Authority	High	76%	76.5% Q2	76.55%	83%	80.5%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
181b	achieving Level 5 or above in the Key Stage 3 test in English The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Mathematics	High	79%	79.8% Q2	80%	83%	79.2%	▽
181c	The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Science	High	72%	77.50% Q1	76.95%	84%	79.3%	△
181d	The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in ICT	High	74%	72% Q2	75%	84%	75.2%	△
222a	The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority with a qualification at Level 4 or above	High	24%	29.24% Q3	42%	34.9%	36.89%	△
222b	The percentage of leaders of integrated early education and childcare settings funded or	High	20%	100% Q1	100%	100%	100%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	part-funded by the Local Authority which have input from staff with graduate or post graduate training in teaching or child development							
194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	High	29%	31% Q3	35%	33%	35%	△
194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	High	32%	30.2% Q3	35%	35%	34%	△
<u>Social Care & Health - Children</u>								
49	The percentage of Looked After Children at 31 March with three or more placements during the financial year	Low	5.77%	8.9%		8%	5%	△
50	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grade A*-G or a GNVQ	High	92%	76.5%		90%	80%	△
161	The percentage of those young people who were looked after on 1 April in their 17 th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people	High	1.06	1.25		0.99	1.06 provisional	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
162	in the population who were engaged in education, training or employment at the age of 19 The percentage of child protection cases which were reviewed regularly, out of those cases which should have been reviewed during the year	High	100%		100%		100%	93%	▽
163	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	High	10.8%		4.1%		8%	11.8%	△
197	The percentage change in the number of conceptions amongst 15-17 year olds	Low	1.4%		-15.6% Q2		-19%	-29.6%	△
<u>Social Care & Health - Adults</u>									
53	The number of households receiving intensive home care per 1,000 population aged 65 or	High	5.67		6.7		8.10	7.5	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	over							
54	Older people helped to live at home per 1,000 population aged 65 or over	High	81.61	81.1		83	81.3	△
56	The percentage of items of equipment delivered and adaptations made within 7 working days	High	94%	96%		96%	96.4%	△
195	For new older clients (that is over 65 years of age), the average of (i) The percentage where the time from first contact to beginning of assessment is less than or equal to 48 hours, and (ii) The percentage where the time from first contact to completion of assessment is less than or equal to 4 weeks	High	70.1%	83.6%		90%	89.6%	△
196	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks	High	79.1%	76%		85%	84.7%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
201	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	High	78	88			100	97.6	△
<u>Housing</u>									
64	The number of non-Local Authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the Local Authority	High	54	52 Q2	95		55	115	△
<u>Homelessness</u>									
183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	Low	11 weeks	15 weeks Q4	1 week				Indicator Deleted
183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Low	29 weeks	26 weeks Q4	0 weeks		6 weeks	27 weeks	▽
202	The number of people sleeping rough on a single night within the area of the Local Authority	Low		0 Q1	0		< 3	0	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
203	the area of the Local Authority								
	The percentage change in the average number of families placed in temporary accommodation	Low	26.1%	-19.47% Q2	-26.12%			Indicator Deleted	
213	The number of households who considered themselves as homeless, who approached the Local Housing Authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	High	1	3.12 Q2	5	4	4		△
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Local Housing Authority within the last 2 years	Low	2.88%	5.40% Q4	0%			Indicator Deleted	
<u>Housing Benefit & Council Tax Benefit</u>									
76a	The number of housing benefit claimants in the Local Authority area visited, per 1,000 caseload	N/a	158.42	265				Indicator Deleted	
76b	The number of fraud investigators employed by the Local Authority, per 1,000	N/a	0.26	0.29		0.28	0.34		

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	caseload							
76c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	N/a	56.61	40		35	37	
76d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	N/a	9.24	7.5		8	12	
78a	The average processing time taken for all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	Low	52.2 days	29.8 days Q3	24.5 days	26 days	27.08 days	△
78b	The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Local Authority	Low	42.6 days	15.6 days Q4	7.8 days	15 days	13.26 days	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
79a	The percentage of cases within a random sample for which the Local Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct	High	98.2%	98.4% Q2	99.2%	98.8%	98.4%	◁▷
79b i	The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	High	61.9%	66.58% Q2	80.61%	66%	62.3%	▽
79b ii	Housing Benefit (HB) overpayments recovered during the period as a percentage of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	High	38.79%	51.24% Q1	38.38%	55%	48.9%	▽
79b iii	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments	N/a	5.45%	4.78%		9%	6.09%	

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	identified during the period							
80a	Satisfaction with the Benefit Service – contact with the office	High	Not applicable	73%	82%	Survey not required this year		
80b	Satisfaction with the Benefit Service – service in the office	High	Not applicable	77%	84%	Survey not required this year		
80c	Satisfaction with the Benefit Service – telephone service	High	Not applicable	69%	79%	Survey not required this year		
80d	Satisfaction with the Benefit Service – staff in the office	High	Not applicable	79%	84%	Survey not required this year		
80e	Satisfaction with the Benefit Service – forms	High	Not applicable	56%	65%	Survey not required this year		
80f	Satisfaction with the Benefit Service – speed of service	High	Not applicable	68%	75%	Survey not required this year		
80g	Overall Satisfaction with the Benefit Service	High	Not applicable	76%	82%	Survey not required this year		
<u>Waste & Cleanliness</u>								
82a i	The percentage of household waste arisings which have been sent by the Local Authority for recycling	High	17.46%	18.59% Q3 Q3	24.19% 21.71%	23.97%	22.8%	△
82a ii	Tonnage of household waste arisings which have been sent by the Local Authority for	High	16,231.4 t	16,877.08 t Q1	16,862.25 t	22,444.11 t	19,706.03 t	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	recycling							
82b i	The percentage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6.61%	7.33% Q3	15.53%	6.85%	7.63%	△
82b ii	The tonnage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6,148.21 t	6,657.02 t Q2	10,795.86 t	6,413.94 t	6,594.37 t	▽
82c i	The percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	0%	1.31% Q2	11.66%	1.05%	0%	▽
82c ii	The tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	0t	1,188.83t Q2	25,480.64t	983.16t	0 t	▽
82d i	The percentage of household waste arisings which have been landfilled	Low	76.1%	72.72% Q4	55.63%	68.5%	69.57%	△
82d ii	The tonnage of household waste arisings which have been landfilled	Low	70,599 t	66,012.79 t Q2 Q3	49,145.76 t 38,193.41 t	63,792.96 t	60,634.73 t	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
84a	The number of kilograms of household waste collected per head of the population	Low	521.7 kg	507.7 kg Q4	395 kg	505 kg	483.33 kg	△
84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	Low	1.42%	-2.69% Q1	-1.78%	-0.15%	-4.45%	△
86	The cost of household waste collection per household	Low	£44.69	£47.71 Q2	£42.04	£52.13	£55.01	▽
87	The cost of waste disposal per tonne of municipal waste	Low	£78.99	£73.91 Q4	£40.45	£82.33	£86.48	▽
89	The percentage of people satisfied with the cleanliness standard in their area	High	Not applicable	66%	73%	Survey not required this year		
90a	The percentage of people satisfied with household waste collection	High	Not applicable	82%	85%	Survey not required this year		
90b	The percentage of people satisfied with waste recycling	High	Not applicable	70%	75%	Survey not required this year		
90c	The percentage of people satisfied with waste disposal	High	Not applicable	86%	85%	Survey not required this year		
91a	The percentage of households resident in the Local Authority's area served by a kerbside	High	62.3%	69.4% Q4	100%	70%	73%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	collection of recyclables							
91b	The percentage of households resident in the Local Authority's area served by a kerbside collection of at least 2 recyclables	High	60.3%	69.4% Q4	100%	70%	73%	△
199a	The proportion of relevant land and highways (expressed as a percentage) that is expressed as having combined deposits of litter and detritus that fall below an acceptable level	Low	18%	17% Q4	7%	15%	14%	△
199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	Low	3%	2% Q2	1%	2%	2%	◁▷
199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	Low	2%	1% Q4	0%	1%	0%	△
199d	The year-on-year reduction in the total number of incidents and increase in the total number of enforcement actions taken to deal with 'fly-tipping'	Low	Grading 1	Grading 1 Q1	Grading 1	Grading 1 (Very Effective)	Grading 3	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
<u>Transport</u>								
223	The percentage of the Local Authority principal road network where structural maintenance should be considered	Low	21%	14% Q4	6%	5%	6%	△
224a	The percentage of the non-principal classified road network where maintenance should be considered	Low	49.5%	21% Q4	9%	19%	11%	△
224b	The percentage of the unclassified road network where structural maintenance should be considered	Low	22.2%	24.28% Q4	10%	19%	32%	▽
99a i	The number of people killed or seriously injured (KSI) in road traffic collisions	Low	141	147 Q3	77	< 134	119	△
99a ii	The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	-3%	4% Q3	-14%	-28%	-19%	△
99a iii	The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-43%	-41% Q2	-44%	-46%	-52.2%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
99b i	The number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	Low	8	13 Q2	10	< 15	10	△
99b ii	The percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	33%	63% Q4	-31.6%	-7%	-23.1%	△
99b iii	The percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-64%	-41% Q3	-60.6%	-30%	-54.5%	△
99c i	The number of people slightly injured in road traffic collisions	Low	783	732 Q2	654	< 788	663	△
99c ii	The percentage change in the number of people slightly injured in road traffic collisions since the previous year	Low	9	-6% Q2	-10%	5%	-9.4%	△
99c iii	The percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average	Low	9%	2% Q4	-24.8%	10%	-7.8%	△
100	The number of days of temporary traffic control or	Low	0	0		0	0	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road			Q1	0.1			
102	The number of local bus passenger journeys originating in the Local Authority area undertaken each year	High	3,248,935	3,433,043 Q4	24,014,677	3,948,000	3,355,213	▽
103	The percentage of users satisfied with the local provision of public transport information	High	Not applicable	48%	60%	Survey not required this year		
104	The percentage of users satisfied with local bus services	High	Not applicable	49%	68%	Survey not required this year		
165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	High	75.6%	92% Q3	99.9%	100%	92%	◁▷
178	The percentage of the total length of rights of way in the Local Authority area, that are easy to use by the general public	High	52%	48% Q4	90.7%	50%	39%	▽
187	The percentage of the category 1, 1a and 2 footway network where structural maintenance	Low	31%	31% Q4	17%	27.5%	11.2%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	should be considered							
215a	The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Low	10.33 days	8.78 days Q4	3.07 days	5 days	6.61 days	△
215b	The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Low	47.1 days	57.16 days Q4	14.83 days	30 days	9.5 days	△
<u>Environment & Environmental Health & Trading Standards</u>								
166a	Score against a checklist of best practice for Environmental Health	High	45%	98.75% Q3	100%	100%	100%	△
166b	Score against a checklist of best practice for Trading Standards	High	78.8%	100% Q1	100%	100%	100%	△
216a	The number of 'sites of potential concern' [within the Local Authority area], with respect to land contamination		5,910	2,896		5,841	2,892	
216b	The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of	High	0	0.2 Q4	10	2	0.04	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	all 'sites of potential concern'							
217	The percentage of pollution control improvements to existing installations completed on time	High	95%	96.8% Q3	100%	96.80%	97.90%	△
218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	High	83%	98% Q2	98.55%	100%	94.74%	▽
218b	The percentage of abandoned vehicles removed within 24 hours from the point at which the Local Authority is legally entitled to remove the vehicle	High	90%	99% Q1	97.87%	100%	97.83%	▽
<u>Planning</u>								
106	The percentage of new homes built on previously developed land	High	71.3%	76.7% Q3	96.92%	60%	74.6%	▽
109a	The percentage of major applications determined within 13 weeks	High	56%	76.56% Q2	80.65%	76%	68%	▽
109b	The percentage of minor applications determined within 8 weeks	High	67%	84.24% Q1	83.38%	85%	79%	▽
109c	The percentage of 'other' applications determined within 8 weeks	High	78%	90.98%		93%	89%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	weeks			Q2	92.46%			
111	The percentage of applicants and those commenting on planning applications satisfied with the service received	High	Not applicable	76%	80%	Survey not required this year		
200a	Did the Local Planning Authority submit the Local Development Scheme (LDS) by 28 March 2006 and thereafter maintain a 3-year rolling programme?	N/a	Yes	Yes		Yes	Yes	
200b	Has the Local Planning Authority met the milestones that the current Local Development Scheme (LDS) sets out?	N/a	Yes	Yes		Yes	Yes	
200c	Did the Local Planning Authority publish an annual monitoring report by 31 st December of the last year?	N/a	Yes	Yes		Indicator Deleted		
204	The number of planning appeal decisions allowed against the Local Authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Low	28%	22% Q1	25.6%	21%	36%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
				Actual	All England Top Quartile	Target	Actual	
205	The Local Authority's score against a 'quality of planning services' checklist	High	94%	94% Q3	100%	94%	94%	◁▷
<u>Culture & Related Services</u>								
118a	The percentage of library users who found a book to borrow	High	Not applicable	89%	90%	Survey not required this year		
118b	The percentage of library users who found the information they were looking for	High	Not applicable	83%	80.5%	Survey not required this year		
118c	The percentage of library users who were satisfied with the service they received overall	High	Not applicable	90%	94.3%	Survey not required this year		
119a	The percentage of residents satisfied with the Local Authority's sports / leisure facilities	High	Not applicable	58%	63%	Survey not required this year		
119b	The percentage of residents satisfied with the Local Authority's libraries	High	Not applicable	70%	77%	Survey not required this year		
119c	The percentage of residents satisfied with the Local Authority's museums / galleries	High	Not applicable	45%	51%	Survey not required this year		

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
119d	The percentage of residents satisfied with the Local Authority's theatres / concert halls	High	Not applicable	48%	53%	Survey not required this year		
119e	The percentage of residents satisfied with the Local Authority's parks and open spaces	High	Not applicable	69%	78%	Survey not required this year		
170a	The number of visits to/usages of Local Authority funded or part-funded museums and galleries per 1,000 population	High	774	876 Q2	1,067	880	749	▽
170b	The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population	High	693	689 Q1	620	720	680	▽
170c	The number of pupils visiting museums and galleries in organised school groups	High	3,810	6,491 Q2	8,866	6,500	4,467	▽
219a	The total number of conservation areas in the Local Authority area	N/a	64	64	Indicator Deleted			
219b	The percentage of conservation areas in the Local Authority area with an up-to-date	High	1.56%	12.5% Q3	43.63%	26.56%	25%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
	character appraisal								
219c	The percentage of conservation areas with published management plans	High	0%	0% Q4	23.2%			Indicator Deleted	
220	Compliance against the Public Library Service Standards (PLSS)	High	2	1			3	1	▽
<u>Community Safety & Well-Being</u>									
126	Domestic burglaries per year, per 1,000 households in the Local Authority area	Low	4.9	4.2 Q1	5.8		4.2	3.9	△
127a	Violent crime per year, per 1,000 population in the Local Authority area	Low	14.7	15.1 Q2	13.1		14.7	15.6	▽
127b	Robberies per year, per 1,000 population in the Local Authority area	Low	0.2	0.4 Q2	0.3		0.4	0.2	△
128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	Low	5.5	5.1 Q1	7		5.1	5.0	△
174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	Low	88.5	28.33			57	32.62	▽
175	The percentage of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	High	100%	100%			100%	100%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	incidents reported to the Local Authority that resulted in further action			Q1	100%			
225	Actions against domestic violence	N/a	63.6%	81.8%		81.8%	81.8%	◁▷
226a	The total amount spent by the Local Authority on advice and guidance services provided by external organisations	N/a	£413,399	£195,232		£195,232	£184,375	
226b	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	N/a	17%	12%		12%	11%	
226c	The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the Local Authority to the public	N/a	£319,715	£756,997		£756,997	£767,967	
198	The number of drug users in treatment per 1,000 population aged 15-44	High	79.98	11			Indicator Deleted	

[Statement on Contracts](#)

Contracts awarded during the past year comply with the Code of Practice on Workforce Matters where applicable

Not comparable - appears when the improvement calculation cannot be made. This could be for various reasons, for example either the PI was not collected in one or both of the years under comparison, or the council was not required to provide the PI in one or both years, or one or more data items used for the calculation was qualified.						
Shaded areas for 2006 and 2007 show which indicators were included in the PIP; 2008 is based on 2007, except that satisfaction indicators have been removed.						
	2006 Performance Information Profile	2007 Performance Information Profile		2008	1-year improvement	3-year improvement
		1-year improvement	3-year improvement			
Corporate Health						
BVPI 2b Duty to promote race equality	▲	▲	▲	▲	◄	▲
Ombudsman: average number of days to respond to complaints	▲	▲	▲	▲	Data not yet available	
BVPI 8 Percentage of invoices paid by agreed date or within 30 days	▲	▲	Not comparable	▲	▼	▲
BVPI 9 Percentage of Council Tax collected	▼	▲	▼	▲	▲	▲
BVPI 10 Percentage of NNDR collected	▼	▲	▼	▲	▼	▲
BVPI 78a Housing benefit claims: Average time to process new claims (days)	▼	▲	▲	▲	▲	▲
BVPI 78b Housing benefit claims: Average time to process changes of circumstances (days)	▼	▲	▼	▲	▲	▼
BVPI 79a Housing benefit claims: Cases processed correctly	▼	◄	◄	▲	▲	▲
BVPI 79b i The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments.	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 79b ii Housing Benefit overpayments recovered as a percentage of the total amount of HB overpayment debt.	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 11a Ratio of percentage of top 5% of earners who are women to percentage of women in the population	▲	▼	▼	▲	▲	▲
BVPI 11b Ratio of percentage of top 5% of earners from BME communities to percentage of working age population from BME communities	▲	▲	▲	▲	▲	▲
BVPI 17 Percentage of staff from BME communities as a ratio of percentage of people of working age in the population from BME communities	▼	▲	Not comparable	▲	▲	▲
BVPI 11c Ratio of percentage of top 5% of earners with disabilities to percentage of working age population with a disability	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 16 Percentage of staff with disabilities as a ratio of percentage of people of working age in the population with a disability	▼	▲	Not comparable	▲	▼	▼
BVPI 178 Percentage of footpaths that are easy to use	▲	▼	▲	▲	▼	▼
BVPI 157 Percentage of interactions with public which are capable of electronic service delivery	▲					
BV 3 Overall satisfaction with the council		Not comparable	▼			

BVPI 4	Percentage of user satisfaction with complaints handling		Not comparable	◄			
BVPI 12	Average number of days lost to sickness absence		▲	Not comparable		▼	▲
BVPI 14	Percentage of employees retiring early (excluding ill health retirements)		▲	▼		▼	▼
BVPI 15	Percentage of employees retiring on grounds of ill health		▲	▼		▼	▼
BV 187	Condition of footways: Percentage in need of repair (CPA indicator E18)		◄	▲		▲	▲
BV 165	Percentage of pedestrian crossings with facilities for disabled people (CPA indicator E16)		▲	▲		◄	▼
BV 223	Condition of principal roads		▲	Not comparable		▲	Not comparable
Regulation							
BVPI 166a	Score against a checklist of enforcement best practice for environmental health	▼	▲	▲		▲	▲
BVPI 166b	Score against a checklist of enforcement best practice for Trading Standards	▼	▲	▲		▲	▲
BVPI 109a	Percentage of major planning applications determined within 13 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 109b	Percentage of minor planning applications determined within 8 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 109c	Percentage of other planning applications determined within 8 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 204	Planning appeals: percentage allowed	▼	▲	Not comparable		▼	▼
BVPI 205	Planning: Quality of service checklist (also under Sustainable Communities and Transport)	▲	◄	Not comparable		◄	▲
BV 111	Satisfaction of applicants with planning service (CPA indicator E3)		Not comparable	◄			
Local environment							
BVPI 84a	Household waste collection (kilograms per head)		▲	▼		▲	▲
BVPI 91a	Percentage of households served by a kerbside collection of recyclables		▲	▼		▲	▲
BV 82a & 82b	Actual recycling & composting rate (CPA indicator E6)		▲	▲		▲	▲
BV 86	Cost of waste collection per household		▼	▼		▼	▼
BV 87	Cost of waste disposal per tonne of municipal waste		▲	▼		▼	▼
BV 91b	Percentage of population served by kerbside collection of recyclables (two recyclables) (CPA indicator E45)		▲	Not comparable		▲	Not comparable
BV 90a	Satisfaction with waste collection (CPA indicator E8A)		Not comparable	▼			
BV 90b	Satisfaction with recycling- adjusted for deprivation (CPA indicator E8B)		Not comparable	◄			
BV 90c	Satisfaction with Waste Disposal (CPA indicator E8c)		Not comparable	◄			

BV 199a Percentage of land littered to a significant or heavy extent (CPA indicator E4)		▲	▲	▲	▲	▲	▲	▲	▲
BV 199b Percentage of relevant land and highways from which unacceptable levels of graffiti are visible.		▲	▲	Not comparable	▲	Not comparable	▲	▲	▲
BV 199c Percentage of land from which unacceptable levels of fly-posting are visible		▲	▲	Not comparable	▲	Not comparable	▲	▲	▲
BV 89 Satisfaction with cleanliness of public space - adjusted for deprivation (CPA indicator E38)		Not comparable	Not comparable	Not comparable	◀▶	◀▶	◀▶	◀▶	◀▶
Percentage of residents that felt that abandoned or burnt out cars in their local area was a very big or fairly big problem. (BVPI user survey)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	▶
BV 106 Percentage of new homes built on previously developed land. (CPA indicator E23) (also under Sustainable Communities and Transport)		▲	▲	▲	▲	▲	▲	▶	▲
Percentage of Brownfield land that is derelict (NLUD) (also under Sustainable Communities and Transport)		▲	▲	▲	▲	▲	▲	▲	Data not available until year-end
Housing									
BVPI 64 Number of non-LA-owned vacant dwellings returned to occupation or demolished during the year as a direct result of action by the authority (also under Sustainable Communities and Transport)			▶	▶	▶	▶	▶	▶	▶
BVPI 183a Average length of stay in B&B accommodation (in weeks)		▶	▶	▶	▶	▶	▶	▶	▶
BVPI 183b Average length of stay in hostel accommodation (in weeks)		Not comparable	▶	▶	▶	▶	▶	▶	▶
Percentage change in the number of households in temporary accommodation at 31st March		▶	▶	▶	▶	▶	▶	▶	▶
HIP Percentage of private sector homes vacant for six months or more - adjusted for deprivation (CPA indicator H18) (also under Sustainable Communities and Transport)		▶	▶	▶	▶	▶	▶	▶	Data not yet available
HSSA Hse1ba Percentage of homelessness acceptances that are repeat applications (HSSA e1b&a)		Not comparable	Not comparable	Not comparable	Not comparable	Not comparable	Not comparable	Not comparable	Data not yet available
Culture									
BV 119a Satisfaction with sports and leisure facilities (CPA indicator C5)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	▶
BV 119e Satisfaction with parks and open spaces (CPA indicator C9)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	▶
Participation in sport and active recreation – from the Sport England active people survey (CPA indicator C17)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	Data not yet available
Volunteering in sport and active recreation – from the Sport England active people survey (CPA indicator C18)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	Data not yet available
Leisure facilities - choice and opportunity the percentage of the population that are within 20 minutes travel time (urban - walking; rural - driving) of a range of 3 different sports facility types (taken from the Sport England active places database) (CPA indicator C19)		▶	▶	▶	▶	▶	▶	▶	Data not yet available
BV 119c Satisfaction with museums and galleries (CPA indicator C7)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	▶
BV 119d Satisfaction with theatre & concert halls (CPA indicator C8)		Not comparable	Not comparable	Not comparable	▶	▶	▶	▶	▶

BV 119b Satisfaction with library facilities (CPA indicator C6)			Not comparable	◄►				
BV 219b Preserving the special character of conservation areas: character appraisals (also under Sustainable Communities and Transport)			▲	Not comparable			▲	Not comparable
Sustainable communities and transport								
BVPI 64 Number of non-LA-owned vacant dwellings returned to occupation or demolished during the year as a direct result of action by the authority (also under Housing)	▲		▼	▲			▲	▲
BVPI 204 Planning appeals: percentage allowed (also under Regulation)	▼		▲	Not comparable			▼	▼
BVPI 205 Planning: Quality of service checklist (also under Regulation)	▲		◄►	Not comparable			◄►	▲
BVPI 109a Percentage of major planning applications determined within 13 weeks (also under Regulation).	Not comparable		▲	▲			▼	▲
BVPI 109b Percentage of minor planning applications determined within 8 weeks (also under Regulation).	Not comparable		▲	▲			▼	▲
BVPI 109c Percentage of other planning applications determined within 8 weeks (also under Regulation)	Not comparable		▲	▲			▼	▲
Percentage of economically active population aged 16+ in employment (LFS)	▲							
BV 103 Satisfaction with passenger transport information			Not comparable	◄►				
BV 104 Satisfaction with bus services			Not comparable	◄►				
BV 219b Preserving the special character of conservation areas: character appraisals (also under Culture)			▲	Not comparable			▲	Not comparable
BV 175 Percentage of racial incidents reported to the council that resulted in further action (CPA indicator H19)			▲	Not comparable			▲	▲
BV 39 Percentage of pupils achieving 5 or more GCSE's or equivalent at grades A* to G (Inc English & Maths) (also under Children and Young People)			▲	▲			▲	▲
HIP Percentage of private sector homes vacant for six months or more - adjusted for deprivation (CPA indicator H18) (also under Housing)			▼	Not comparable			Data not yet available	
BV 106 Percentage of new homes built on previously developed land. (CPA indicator E23) (also under Local Environment)			▲	▲			▼	▲
Percentage of Brownfield land that is derelict (NLUD) (also under Local Environment)			▲	▲			Data not yet available	
Safer and stronger								
BVPI 224a Condition of non principal classified roads: Percentage in need of repair	Not comparable							
BVPI 224b Condition of non principal unclassified roads: Percentage in need of repair	Not comparable							
CDRP: Domestic burglaries per 1,000 households	▲							
CDRP: Robberies per 1,000 persons	▼							
CDRP: Theft of a motor vehicle per 1,000 persons	▲							

CDRP: Theft from a motor vehicle crimes per 1,000 persons	▲								
CDRP: Violence against the person per 1000 persons	▲								
CDRP: Sexual Offences per 1000 population	▼								
YOT: Percentage change in reoffending rate (24 months) since 2001 cohort baseline	▼								
BVPI 174 Number of racial incidents involving the council and recorded by the council per 100,000 population	▼								
Percentage reduction in the number of people slightly injured on the road incidents (3 year average DFT) compared to the 1994-98 average	Not comparable	▲	▲	▲	Not comparable	▲	▲	▲	▲
Percentage reduction in the number of people killed or seriously injured on the road incidents (3 year average DFT) compared to the 1994-98 average	Not comparable	▲	▲	▲	Not comparable	▲	▲	▲	▲
PAF Percentage of children looked after aged 10 to 17 given a final warning, reprimand, cautioned or convicted in year									
BV 175 Percentage of racial incidents reported to the council that resulted in further action (CPA indicator H19) (also under Sustainable Communities and Transport)		▲	▲	▲	Not comparable	▲	▲	▲	▲
BV 99ai Number of people killed or seriously injured in the road		▼	▼	▼	Not comparable	▼	▼	▼	▼
BV 99bi Number of casualties - children killed or seriously injured (also under Children and Young People)		▼	▼	▼	Not comparable	▼	▼	▼	▼
BV 99ci Road accident - Number of casualties - All slightly injured		▲	▲	▲	Not comparable	▲	▲	▲	▲
Older people and healthier communities									
BV 54/PAF C32 Older People (aged 65 and over) receiving support from social services to live independently in their own homes per 1,000 population aged 65 and over		▼	▼	▼	▼	▼	▼	▼	▼
BV 56/PAF D54 Percentage of items of equipment delivered within 7 working days		▲	▲	▲	▲	▲	▲	▲	▲
PAF C29 Adults with a physical disability helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▲	▲	▲
PAF C31 Adults with mental health problems helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▲	▲	▲
BV 195/PAF D55 Percentage of new assessments of older people where waiting time was within standard		▲	▲	▲	▲	▲	▲	▲	▲
BV 196/PAF D56 Percentage of new care packages for older people where waiting time was within standard		▼	▼	▼	▼	▼	▼	▼	▼
BV 53/ PAF C28 Intensive Home Care per 1000 population aged 65 or over		▲	▲	▲	▲	▲	▲	▲	▲
PAF C30 Adults with a learning disability helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▲	▲	▲
Children and young people									
BV 38 Percentage of 15 year olds achieving five or more GCSE's grade A* to C		▲	▲	▲	▲	▲	▲	▲	▲
BV 39 Percentage of pupils achieving 5 or more GCSE's or equivalent at grades A* to G (Inc English & Maths) (also under Sustainable Communities and Transport)		▲	▲	▲	▲	▲	▲	▲	▲
BV 40 Percentage of pupils achieving level 4 or above in the Key Stage 2 Mathematics test		▼	▼	▼	▲	▲	▲	▲	▲
BV 41 Percentage of pupils achieving level 4 or above in the Key Stage 2 English test		▼	▼	▼	▲	▲	▲	▲	▲
BV 181a Percentage of pupils achieving Level 5 or above in Key Stage 3 English test		▲	▲	▲	▲	▲	▲	▲	▲

BV 181b	Percentage of pupils achieving Level 5 or above in Key Stage 3 Mathematics test		▲	▲	▼	▲
BV 181c	Percentage of pupils achieving Level 5 or above in Key Stage 3 Science test		▲	▲	▲	▲
BV 181d	Percentage of pupils achieving Level 5 or above in Key Stage 3 ICT test		▼	▼	▲	▲
BV 194a	Percentage of pupils achieving Level 5 or above in Key Stage 2 Mathematics test		▼	◀	▲	▲
BV 194b	Percentage of pupils achieving Level 5 or above in Key Stage 2 English test		▲	▲	▲	▲
BV 49	Percentage of children looked after with three or more placements in year (PAF A1)		▼	▼	▲	▲
BV 50	Percentage of young people leaving carer aged 16 or over with at least 1 GCSE at grade A* to G or equivalent (PAF A2)		▼	▲	▲	▲
BV 161	Percentage of care leavers engaged in education, training or employment at the age of 19		▲	Not comparable	▼	▲
BV 162/PAF C20	Reviews of child protection cases		▲	▲	▼	◀
BV 163/PAF C23	Adoptions of children looked after		▼	▼	▲	▲
BV 99bi	Number of casualties - children killed or seriously injured (also under Safer and Stronger)		▼	Not comparable	▲	▼
Healthier communities						
	Number of conceptions per 1,000 females aged 15 to 17 - percentage change against 1998 baseline	▼				
		48% improvement	74% improvement	51% improvement	63% improvement	77% improvement

COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME PROGRESS REPORT

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1. To report progress against the Comprehensive Area Assessment Preparation Programme.

Financial Implications

2. None.

Background

3. The Comprehensive Area Assessment Preparation Programme (Appendix 1) is currently being implemented. Judgement has been made against those actions timetabled for completion during the first 6 months of the year on the following basis:
 - **Green** signifies that the action has been achieved;
 - **Amber** signifies that the action is delayed or there is other cause for concern; if remedial action is taken it should be achieved although not necessarily on the original timescale; and
 - **Red** signifies that the action has not been achieved or is not expected to be achieved
4. The majority of actions required to have been delivered thus far have either been achieved and marked **Green**, or are currently on track and marked **Amber**. There are no **Reds**.
5. Those actions currently marked **Amber** are:
 - 1.3 Identify changes needed to data collection and analysis to provide reliable, regular data, e.g. single, shared client data-bases, setting a prioritised timetable for each element;
 - 3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA;
 - 4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership;

- 4.10 Review ICT requirements to deliver this programme;
 - 4.12 Establish strengthened scrutiny arrangements that will make a major contribution to planning and performance management across the Council/PCT and the Herefordshire Partnership;
 - 4.14 Council and PCT workforce development strategy to deliver the programme;
 - 4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme;
 - 4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating them to each individual's role and responsibilities;
 - 4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process;
 - 5.1 Establish shared strategic risk identification and management process for the Council, the PCT and their partners, integrated with performance management systems and reporting;
 - 6.4 Action plan for prioritised improvements in partners' indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010;
 - 7.5 Rationalisation of back-office accommodation; and
 - 8.1 Communications strategy and action plan designed and rolled out.
6. Confirmation of the new CAA framework will be published towards the end of July, together with consultation on its detailed operation. Whatever the details, the Council's and Partnership's success depends on their being able to evidence continuous improvement and the robustness of plans for further improvement.

Risk Management

7. Delivery of the programme will have a significant bearing on the Council's performance for the forthcoming Comprehensive Area Assessment from April 2009.

RECOMMENDATION

THAT

- i. progress made in delivering the Comprehensive Area Assessment Preparation Programme over the first 6 months of 2008 be noted; and
- ii. agrees the need for effective remedial action for the items marked Amber, which are listed in paragraph 5.

BACKGROUND PAPERS

- None

Herefordshire Comprehensive Area Assessment preparation programme: January 2008 to December 2009

Objectives:

- To establish and begin to operate the essential infrastructure in 2008-09
- To be well-prepared for the full introduction of the new system from April 2009
- To be improving well/have promising prospects for improvement in the direction of travel assessment in 2009-10
- To be consistently above minimum requirements, performing well in the use of resources assessment in 2009-10

The elements of the programme:

1. *Understanding the area and its diverse communities, with particular emphasis on the disadvantaged*
2. *Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged*
3. *Using this understanding, engagement and empowerment as the basis for developing the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*
4. *Ensuring that the necessary capacity is in place, including the right skills, knowledge and behaviours, to achieve the vision, priorities and objectives*
5. *Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives*
6. *Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment*
7. *Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment*
8. *Effective communication of the programme to members, staff, partners, stakeholders and the public*

Updated to 30 06 08

Appendix 1 1. Understanding the area and its diverse communities, with particular emphasis on the disadvantaged

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>1.1 Joint Strategic Needs Analysis – JSNA (health and well-being; statutory, comes into effect 1 April 2008)</p> <p>Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)</p>	<p>Apr 08</p>	<p>Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7th July.</p>	<p>In accordance with the Government guidance. Joint programme agreed by the Council and PCT, with involvement of other partners.</p>	<p>Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services (Other directors, Research, Heads of service and partner organisations)</p>	<p>Existing health and social care needs analyses, including the <i>Annual report of the Director of Public Health and The State of Herefordshire Report</i></p>
<p>Carry out the initial programme</p>	<p>Mar 09</p>		<p>Programme completed that provides a sound basis for setting health and social care priorities, objectives and targets, and for commissioning</p>		
<p>1.2 Needs analyses for other aspects</p> <p>Determine overall leadership</p>	<p>Feb 08</p>	<p>Rolled up with JSNA to form a single programme. Leadership by Deputy Chief Executive and the Director of Public Health (managed by Policy and Performance)</p>	<p>Clear leadership</p>	<p>Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services</p>	<p>Existing needs analyses, including <i>The State of Herefordshire Report The Sub-regional Economic Assessment</i></p>

Updated to 30 06 08

Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)</p> <p>Carry out the programme</p>	<p>Apr 08</p> <p>Mar 09</p>	<p>Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7th July.</p> <p>Programme completed that provides a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Joint programme agreed by the Council, the PCT and other partners</p>	<p>(Other directors, Research, Heads of service and partner organisations)</p>	
<p>1.3 Identify changes needed to data collection and analysis to provide reliable, regular data, e.g. single, shared client data-bases, setting a prioritised timetable for each element</p>	<p>Apr 08</p> <p>Mar 09</p>	<p>Timetabled priorities identified in the proposed prioritised programme for JSNA and wider needs analysis (see above), taking account of the Regional Improvement and Efficiency Programme and the implementation of the Data Quality Action Plan</p> <p>Desired data and analysis produced, providing a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Prioritised timetable in place</p>	<p>Tony Geeson (Heads of service, performance improvement managers, Research)</p>	<p>Data Quality Action Plan and Herefordshire Connects</p>
<p>1.4 Place-based mandatory satisfaction survey</p>	<p>Sep 08</p>	<p>Final guidance received from DCLG; fieldwork to take place between 29th September and 19th</p>	<p>In accordance with the statutory requirements</p>	<p>Tony Cramp (Martin Heuter, heads of service)</p>	<p>The Council's annual satisfaction and citizens' panel surveys, and its</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
survey		December.		service)	Community Consultation Strategy
1.5 Equalities impact assessments (EIAs)	Mar 08	Year 4 of 5 year rolling programme completed. 45 EIAs in Children & Young People, Human Resources and Adult & Community Services completed. Quality assured by the Diversity Group.	Provide a sound basis for setting priorities, objectives and targets, and for commissioning	Carol Trachonitis (Heads of service; Research)	The various equalities action plans
Current round Next round	Mar 09	Year 5 started. All DMTs for the 3 directorates under the spotlight this year (Resources, Environment & Culture, and the Deputy Chief Executives office) have had an initial presentation, and training sessions have been delivered for a number of teams. Estimated 51 assessments to be completed this year.			

Updated to 30 06 08

Appendix 1
2. Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>2.1 Meeting the new statutory duty to involve local people in decisions (comes into effect on 1 April 2009), including amendments to the Council's Constitution, complaints process and handling of public petitions</p> <p>Scoping what exists, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged</p> <p>Able to meet statutory duty</p>	<p>Mar 08</p> <p>Apr 09</p>	<p>Initial scoping and gap analysis done. To be completed by July 2008 in the light of expected statutory guidance from Government and the promised community empowerment white paper.</p> <p>Work commenced on identifying any likely changes required to the Council's Constitution.</p>	<p>Measurable improvements in services/outcomes, demonstrably related to local people's involvement</p> <p>Improved public perception ratings of the Council/PCT overall and individual services/factors</p> <p>Improved ratings in respect of the public's perception of involvement and influence</p> <p>Compliance with the statutory duty</p>	<p>Jennifer Watkins, Martin Heuter, Alan McLaughlin (Research, heads of service, consultation staff elsewhere in the Council and in the PCT and partner organisations)</p>	<p>Community Involvement Strategy.</p> <p>PACTs, LINKs.</p> <p>Public consultation team's review of involvement and consultation mechanisms in the county.</p> <p>Public consultation on the <i>Local Development Framework</i></p>
<p>2.2 Systematic collection and understanding of customer feedback and complaints</p>			<p>Measurable improvements in services/outcomes demonstrably related to</p>	<p>Geoff Cole (Heads of service, performance improvement managers,</p>	<p>Current review of Council customer standards</p>

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Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>Council</p>	<p>Mar 08</p>	<p>New customer feedback process launched publicly in January 2008. A new IT system for recording and reporting on complaints and compliments received by the Council is under development, with an expected completion date of June 2008.</p>	<p>feedback/complaints</p>	<p>improvement managers, PCT and other partner organisations)</p>	
<p>More generally</p>	<p>Dec 08</p>	<p>Parishes with outstanding actions from parish plans sent funding literature. Review of parish planning planned for July-September to pick up on the publication of the empowerment white paper. Working with HALC to set up a telephone information line and distributing leaflets to all residents encouraging residents to actively engage and become involved with local government. Community Regeneration developing a database of parish newsletters to improve communication. Co-ordinating response to expected programme of post office closures, and investigating alternative methods of delivering key services previously provided by post offices.</p>	<p>Measurable improvements in services/outcomes demonstrably related to local people's involvement. Improved public perception ratings of the Council overall and individual services/factors. Improved ratings in respect of the public's perception of involvement and influence.</p>	<p>Martin Heuter, Nina Bridges, Robert Blower (Heads of service, Research, Environment)</p>	<p>Early wins from parish plan action plans already made available to services. PACTs, LINKs.</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		As part of the Scrutiny Development Plan 2008-09, the views of Town and Parish Councils will be sought on suggestions for areas for scrutiny.			

3. Using this understanding, engagement and empowerment as the basis for the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.1 New Local Area Agreement (LAA)	Jun 08	LAA approved.	Agreed priorities, outcomes, objectives and targets for Herefordshire on which all partners are agreed and working together to achieve. Ministerial approval. Achievement of the LAA targets.	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research, PCT and other partner organisations)	Council's Corporate Plan and the plans of the PCT and other partner organisations
3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA	Mar 08	Structure and content being developed in the light of the new LAA; no date agreed. Support being provided through the Regional Improvement and Efficiency Programme.	Addresses the main risks to achieving SCS objectives and LAA targets	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers)	

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.3 Review of the SCS in light of the needs analyses and other actions under sections 1 and 2 above	Apr 09	Lessons from the development of the SCS in 2005 currently being pulled together to inform the 09/10 Review.	SCS reviewed to reflect the findings of the needs analyses	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>
3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09		LAA revised, as necessary, to reflect the findings of the needs analyses	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	SCS Review in Section 3.3
3.5 Council's Corporate Plan 2008-11 to deliver its lead elements of the SCS/LAA	Mar 08	Corporate Plan 2008-11 approved by Council.	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA. Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	
3.6 Council's Corporate Plan 2010-13 to deliver its lead elements of the reviewed and rolled forward SCS/LAA	July 09		Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA. Identification and successful management of the risks to achieving	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	Timetable to be determined in the context of decisions on the performance improvement cycle 2008-09 (scheduled for SMC and Cabinet consideration in March

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Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			the targets and key actions.		08)
3.7 Determine prioritised programme of commissioning plans	Dec 08		Prioritised programme for commissioning plans in place	Director of Integrated Commissioning (PCT, other directors, heads of service, performance improvement managers)	Procurement Plan
3.8 Commissioning plans	As agreed under 3.7		Improved services and outcomes for people; and improved value for money	The designated head of service for each commissioning plan (to be agreed under 3.7)	Procurement Plan

4. Ensuring that the necessary capacity is in place to achieve the vision, priorities and objectives

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership	April 08	Initial draft of Partnership Performance Improvement Framework, including the performance improvement cycle, prepared. Will be considered by the Chief Executive's Group and the Herefordshire Partnership Board in July. Main elements of PCT cycle already included in the Council's improvement cycle.	Agreed cycle in place, operating efficiently and effectively. Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements.	Deputy Chief Executive, Tony Geeson (PCT and other partner organisations, including the Alliance, Michael Hainge, Jennifer Watkins, Sonia Rees, David Powell, performance improvement managers, Research)	
4.2 Joint commissioning capacity established with the PCT, including compact principles	Dec 08		Joint Council and PCT commissioning capacity in place. Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations, including the Alliance)	Areas to be determined and prioritised under 3.7 above

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.3 Joint commissioning capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?		Joint commissioning capacity in place across the Partnership (commissioning areas to be determined). Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning (Heads of service, partner organisations, including the Alliance)	
4.4 Joint procurement capacity established with the PCT, including compact principles	Dec 08	The Council will be working with the West Midlands regional Improvement and Efficiency Partnership [WMRIEP] to conduct a piece of work to review the way procurement is performed right across the council and to formulate an action plan for improving this activity and to assess the opportunities for more efficient working. This piece of work will also include the PCT procurement activity. WMRIEP are funding this piece of work. The consultant has now been appointed. Work to commence in July 2008.	Joint procurement capacity established. Better value for money	Dean Hogan (PCT, Eleanor Brazil, other heads of service, the Alliance)	
4.5 Joint procurement capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	As 4.4	Joint procurement capacity established. Better value for money	Dean Hogan (Partner organisations, including the Alliance, heads of service)	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.6 Review Council/PCT and Herefordshire Partnership organisational structures</p>	<p>Mar 08</p>	<p>Director level structures have been reconfigured, so that the new Joint Management Team comprises both PCT and Council employed Directors, together with a Deputy Chief Executive and two Assistant Chief Executives. Work has been undertaken to job-evaluate the Director roles and to appoint to the posts. Recruitment processes are underway for the remaining external recruitments: the Director of Clinical Leadership and Quality, the Deputy Chief Executive and the Assistant Chief Executive HR. Guidance on processes regarding the creation of integrated teams across the PCT and Council structure has been completed. The establishment of a Joint Diversity Team near completion. New or adapted Heads of Service appointments in place in the Environment, Regeneration and Adult Social Care Directorates.</p>	<p>Review completed and prioritised programme in place</p>	<p>Chris Bull, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	<p>Joint emergency planning team established. Joint communications arrangements established. Report on joint research capacity</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		<p>The review of Herefordshire Partnership governance arrangements (see 4.8) is developing options for organisational structures to meet future priorities, for consideration by the LSP Chief Executive's Group and Board in July.</p>			
<p>4.7 Implement new Council/PCT and Partnership organisational structures</p>	<p>To be determined under 4.6</p>	<p>As 4.6.</p>	<p>New structures in place and operating effectively. Integrated planning and performance management arrangements operating efficiently and effectively. Efficient and effective delivery of priorities, objectives and targets</p>	<p>Andrew Williams, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	
<p>4.8 Review Herefordshire Partnership governance arrangements</p>	<p>Jun 08</p>	<p>Review is in progress and engaging with LSP stakeholders to secure their feedback, led by Jennifer Watkins and Oliver Goode (Regional Improvement and Efficiency Partnership (RIEP) Learning to Deliver programme consultant). Reporting to the LSP Board re-launch meeting on 29th July.</p>	<p>Review completed and action agreed</p>	<p>Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Jennifer Watkins)</p>	
<p>4.9 Implement revised Herefordshire Partnership governance</p>	<p>Sep 08</p>		<p>New arrangements in place and operating effectively</p>	<p>Chris Bull, Andrew Williams (Partner organisations,</p>	

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Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
arrangements				Tony Geeson, Jennifer Watkins)	
4.10 Review ICT requirements to deliver this programme	May 08 Sep 08	The <i>Herefordshire Connects</i> programme remains under review.	Initial review completed, early priorities agreed Review finalised, longer-term priorities agreed	Deputy Chief Executive, Head of ICT (Heads of service, performance improvement managers, PCT, other partner organisations)	<i>Herefordshire Connects</i>
4.11 Implement the ICT requirements	To be determined under 4.10		To be determined under 4.10	Head of ICT (Heads of service, performance improvement managers, PCT and other partner organisations)	<i>Herefordshire Connects</i>
4.12 Establish strengthened scrutiny arrangements that will make a major contribution to planning and performance management across the Council/PCT and the Herefordshire Partnership	Mar 08	Informal meeting of Strategic Monitoring Committee held in April. SMC approved a new development plan in June. There are proposals to have an independent peer assessment during the autumn.	Strengthened arrangements in place	Tony Geeson (Alan McLaughlin, Committee Services, PCT and other partner organisations)	The full scrutiny programme
4.13 Operate the strengthened scrutiny arrangements	Sep 08	Has begun.	Strengthened arrangements operating effectively	Tony Geeson (Alan McLaughlin, Committee Services, PCT and other partner organisations)	The full scrutiny programme

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Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.14 Council and PCT workforce development strategy to deliver the programme</p>	<p>Mar 08</p>	<p>Work is beginning to develop an HR strategy for the Council and PCT, drawing on the existing Council Pay and Workforce Strategy. Investors in People continues to be pursued but the pre-assessment was not successful.</p> <p>A Corporate Workforce Planning project plan has now been mapped out and the additional resources identified to undertake the work. Work has started and will encompass the workforce planning underway in Children's Services, Adult Social Care and the PCT.</p> <p>The organisation development programme is underway. To include the development of a leadership framework, an internal change management team and measures to involve the workforce.</p> <p>Strong links are also being forged with Herefordshire Connects, the Member Development Programme (The Leadership Centre), the World Class Commissioning initiative and the Provider Review outcomes.</p>	<p>Initial joint actions agreed and being implemented.</p>	<p>Gi Cheesman</p>	<p>Corporate Plan and directorate/service plans.</p> <p><i>Investor in People</i> accreditation.</p> <p>Existing Council Pay and Workforce Strategy.</p> <p>Joint health and adult social care and children's workforce development strategy being developed.</p> <p>Provider services review.</p>

Updated to 30 06 08

Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Sep 08		Full joint strategy in place and being implemented		
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08 Aug 08	Partnership Chief Executive Group to be asked to commission this work (which will be aligned with the organisational development programme).	Initial programme agreed and in place Medium-term programme agreed and in place (in light of SRD and other analysis). Programmes delivered. Shared understanding of the Partnership vision, priorities and objectives. Shared understanding of each other's organisations, cultures and how to work effectively together to deliver the desired improved services and outcomes.	Liz Wallace (PCT, other partner organisations)	Communications strategy and action plan (see section 8 below)
4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating them to each individual's role and responsibilities	Mar 08	In place for corporate induction from May 08. Actions for directorate and service induction to be addressed by the Induction Working Group and implemented from September.	Induction delivered successfully	Liz Wallace, heads of service (Managers, PCT, other partner organisations)	

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process</p>	<p>Mar 08</p>	<p>Draft training plan produced for the new, joint arrangements for risk management agreed by the Council and PCT. Training in risk management arranged for Council members August 2008. Provided to PCT Board in February 2008. Financial training for managers, which includes risk management, being rolled out through 2008 by Financial Services. To be developed for the wider Partnership as part of the implementation of the Partnership's performance improvement framework (see 4.1 above)</p>	<p>Programme agreed and in place. Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear. Successful management of the identified risks. Favourable joint annual risk assessments by the inspectorates.</p>	<p>Andrew Rewell (Tony Geeson, PCT)</p>	
<p>4.18 <i>Member Development Programme</i> to include what is needed to equip members to play a fully effective role in the CAA preparation programme</p>	<p>Mar 08</p>	<p>Two members' seminars have taken place. Another is scheduled, to which non-executives in partner organisations will be invited. Currently working with the leadership centre, part of which includes member development. More such events will be programmed, first, for when the CAA framework has been confirmed (expected in late July) and, subsequently, once the detailed arrangements are announced early in 2009.</p>	<p>CAA elements included in the <i>Member Development Programme</i></p>	<p>Alan McLaughlin (Tony Geeson, PCT, other partner organisations))</p>	<p><i>Member Development Programme</i>, taking account of the Crookall Report</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Dec 08 Dec 08 Mar 09		Programme implemented Better mutual understanding between members, partners and stakeholders Effective member contribution to CAA preparations		
4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA	Mar 09	It is now too late as the final authorities have just completed their assessments. However, the member development policy group has asked for a report on projects sponsored by the regional improvement and efficiency partnership at their next meeting. It will be recommended that they consider greater involvement in IDEa sponsored peer work in future.	Some members and senior managers participate in peer reviews of other local authorities	Tony Geeson	
4.20 Revise the standardised core agenda for the quarterly Leader and Chief Executive's performance review meetings with individual lead Cabinet and JMT members	July 08	Proposals will be with the Deputy Chief Executive by 7 th July.	Reviews implemented from end-of-July	Tony Geeson (Performance Improvement Managers)	

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5. Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>5.1 Establish shared strategic risk identification and management process for the Council, the PCT and their partners, integrated with performance management systems and reporting</p>	<p>Mar 08</p>	<p>Joint risk management strategy, policy and toolkit for use by the Council and PCT approved by PCT Board in March and Cabinet in May. Also approved was the use of an Assurance Framework for joint reporting of all extreme risks. The performance improvement framework for the Partnership will include the arrangements for the management of its risks (see 4.1 above). The possibility of an integrated performance and risk management system in the near future will become clearer once the Herefordshire Connects option appraisal and recommendations are presented to Cabinet on 31st July.</p>	<p>Sound basis for the identification and successful management of risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear</p>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>
<p>5.2 Documented corporate process, including named lead officers, in place and operating for the handing of the annual risk assessment and other inspections</p>	<p>Sep 08</p>	<p>The need for this will be considered when the Audit Commission have announced in late July the CAA Framework and proposals for its detailed operation.</p>	<p>Agreed process understood by key managers across the Council, PCT and principal partner organisations. Agreed process operating effectively. Favourable joint annual</p>	<p>Tony Geeson, Andrew Rewell, Wendy Huxley-Marko (Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			risk assessments and other judgements by the inspectorates	improvement managers)	
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	See 5.1	Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear. Successful management of the identified risks. Favourable joint annual risk assessments by the inspectorates.	Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)	
5.4 Partnership working risks identified and managed	Dec 08	Training in the management of partnership risks identified in the draft training plan. Participation in Herefordshire Council's Risk Strategy underway, to ensure that an agreed approach is adopted by the Partnership..	Risks identified in the Audit Commission's national report on partnership working managed successfully. Annual audit letter confirms this. Favourable joint annual risk assessments by the inspectorates	Andrew Rewell, Jennifer Watkins (Michael Hainge, Tony Geeson, PCT, other partner organisations)	Audit Commission summary report on public service trust risks (Nov 07)

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6. Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
6.1 Identify priority areas for improvement against the mandatory national local authority indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Main areas of concern identified in the Direction of Travel monitoring throughout 2007-08 were in the areas of Corporate Health, Regulation and Sustainable Communities & Transportation.	Priority areas identified	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 Pls performance, which will be the prime factor in the February 2009 Direction of Travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11
6.2 Identify priority areas for improvement against partner organisations' indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Main areas causing concern during 2007-08 were in respect of a number of the indicators led by the PCT and West Mercia Constabulary.	Priority areas identified	Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)	Herefordshire Sustainable Community Strategy. The new Local Area Agreement.
6.3 Action plan for prioritised improvements in local authority indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	Mar 08 Mar 09 Mar 09 Feb 10	Areas identified in 6.1 above are included in relevant service plans and will be monitored throughout the year as part of the proposed new corporate performance reports.	Action plan in place, with the relevant elements included in directorate/service plans Action plan implemented Improved performance against indicators Higher assessment rating	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 Pls performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>6.4 Action plan for prioritised improvements in partners' indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010</p>	<p>Mar 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Feb 10</p>	<p>Proposals made for the management of the new national indicator set, with each indicator having an identified Council lead to ensure focus is maintained. These arrangements will be included in the Partnership performance improvement framework (see 4.1 above).</p>	<p>Action plan in place</p> <p>Action plan implemented</p> <p>Improved performance against indicators</p> <p>Higher assessment rating</p>	<p>Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)</p>	<p>Herefordshire Sustainable Community Strategy. The new Local Area Agreement.</p>
<p>6.5 Evidence-based Direction of Travel self-assessment for the Council and the Partnership.</p> <p>Initial self-assessment based on CPA Key Lines of Enquiry and current proposals for CAA.</p> <p>Subsequent self-assessments based on proposed CAA Framework (due for publication in July, and finalised in January)</p>	<p>Sept 08</p> <p>Jan 09</p> <p>Mar 09 (and quarterly thereafter)</p>	<p>Trawl for evidence of outcomes has begun.</p>	<p>Higher assessment rating in CPA Direction of Travel</p> <p>Sound CAA rating (to be defined clearly in light of the final CAA arrangements)</p>	<p>Kevin Lloyd (Directors, heads of service, performance improvement managers)</p>	

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Appendix 1

7. Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.1 Identify priority areas for improvement against the proposed new use of resources assessment criteria, with particular emphasis on improving value for money through improved systems and procedures	Mar 08	<p>The new Use of Resources assessment was anticipated to apply to 2008 but is not now to be introduced until 2009.</p> <p>In the interim, the Head of Financial Services has joined the County Treasurer's VFM Network, and is contributing to the collection of national data on VFM. The initial returns are currently being analysed.</p> <p>The Head of Financial Services is in regular discussion with the Audit Commission about the forthcoming changes.</p> <p>Heads of service received a presentation on the new assessment on 12th June.</p>	Priority areas identified and reflected in an updated action plan	Sonia Rees, David Powell (Directors, Gi Cheesman, Alan McLaughlin, other heads of service, performance improvement managers)	Medium Term Financial Management Strategy. Corporate Plan 2008-11. Action plan already in hand to improve performance in 2007-08; should improve the assessment in February 2009; being updated in the light of the latest Audit Commission criteria and common themes in the Director of Resources' special report, the <i>Crookall Report</i> and feedback from the <i>Investor in People</i> informal assessment
7.2 Action plan for prioritised improvements against the proposed new use of resources assessment criteria, including milestones that could improve the Council's rating	Mar 08 Mar 09 Feb 09 & Feb 10 Feb 09 & Feb 10	See 7.1 above.	Action plan in place Action plan implemented Improved performance against the criteria Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	As for 7.1 above

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.3 Evidence-based Use of Resources self-assessment for the Council	Jan 09 Mar 09 (and quarterly thereafter)		Improved performance against the criteria Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	
7.4 Data quality policy, action plan and procedures	Mar 08	Data Quality Policy approved by Cabinet in April. Action plan in place and being implemented. Annual audit commences in July.	Meet a) the Audit Commission best practice criteria and b) ISO standards for data quality and security	Tony Geeson, John Pritchard (Heads of service, performance improvement managers, Anthony Sawyer)	Data sharing policy and procedures being developed by Anthony Sawyer

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
8.1 Communications strategy and action plan designed and rolled out	Mar 08	<p>Initial draft of action plan prepared. Covers Council, PCT and Partnership improvement as a whole, not just in respect of this CAA preparation programme. To be finalised in the light of the confirmed CAA framework and proposed detailed arrangements. Seminars held for Council members and officers. Partners, officers and non-executives will be invited to future seminars.</p> <p><i>First Press, Team Talk</i> and other Council and PCT media used to raise awareness. Regularly discussed in heads of service group, so messages can be cascaded.</p>	<p>Strategy and action plan in place</p>	<p>Robert Blower (Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)</p>	<p>The wider programme in respect of the Council's and the <i>Herefordshire Partnership's</i> reputation management</p>
	Mar 08		<p>The programme and its constituent parts are understood by the relevant audiences</p>		
	Sep 08		<p>Committed and motivated members, staff and partner organisations</p>		

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Dec 08		Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving Improved public satisfaction rating for the Council overall		
	Mar 09				

**UPDATE ON REVIEW OF CONSULTANCY
EXPENDITURE 2007/08****Report By: Director of Resources****Wards Affected**

County-wide.

Purpose

1. The purpose of this report is to:
 - a. Update Strategic Monitoring Committee on progress to date around the requested review of the use of consultants in the council during 2007/08.
 - b. Invite Strategic Monitoring Committee to agree a proposed definition of the term "consultancy" for the purpose of this exercise.

Financial Implications

2. The report provides some financial information, but no implications arise from the content.

Background

3. At its meeting on 18 February 2008 the Strategic Monitoring Committee (SMC) requested information on the council's use of consultants.
4. The regular financial reports to SMC provide budget monitoring information as part of the Integrated Performance Report. In the early stages of the 2007/08 financial year the reports and the accompanying presentations outlined the pressures being faced by the council and corrective action to address projected overspends.
5. One area that came to light was in ICT services. Subsequent effective management action reduced a projected overspend on the trading account and this was partly achieved by reducing the number of people employed as "consultants". In the case of ICT services the term was used to cover interim management arrangements.
6. Other parts of the council also use consultants, but this tends to be for specific, focussed pieces of work. Using consultants in this way is accepted practice in local government where expertise is purchased to help with specific projects.

Definition of Consultancy

7. The work to date indicates a lack of consistency around the term consultancy. In some cases interim management arrangements have been viewed as consultancy. Consequently the coding of such payments has been made against the consultancy heading on the financial system.

Further information on the subject of this report is available from
David Powell, Head of Financial Services on tel: (01432) 383173.

8. In order to ensure that the exercise produces comparable information across the council as agreed and then consistently applied, a definition of consultancy is needed. It is proposed that the following is used:

“Consultancy is the purchase of advice to clarify a particular situation or problem with the intention of producing focussed advice on possible options. Consultancy does not cover interim arrangements to fill existing posts or longer term contracted arrangements with the Council’s partners.”

Next Steps

9. This interim report will be followed up by a final report to SMC in the autumn. It is proposed that this will include analysis of the 2007/08 expenditure using the definition provided in this report. It will also indicate the significant areas of consultancy by directorate.

RECOMMENDATION

THAT:

- (a) The definition of consultancy stated in this report is agreed as the basis for further analysis; and**
- (b) A final report is presented to Strategic Monitoring Committee in autumn 2008.**

BACKGROUND PAPERS

- None identified.

SCRUTINY ACTIVITY REPORT

Report By: Assistant Chief Executive – Legal and Democratic

Wards Affected

County-wide

Purpose

1. To consider the work being undertaken by the Scrutiny Committees.

Financial Implications

2. None

Background

3. This report summarises the matters considered by the Scrutiny Committees since the last report by this Committee to Council. It is intended to help keep Council aware of the work being undertaken.
4. The work of the Committees is analysed below in accordance with the following two roles for scrutiny based on a University of Birmingham categorisation.

Holding the Executive to Account	Developing Policy
Questioning members of the Executive	Pre-Decision Scrutiny – commenting on decisions about to be made
Call-ins – Scrutinising decisions before they take effect	Policy Reviews and Development
Scrutinising decisions after they are made	External Scrutiny
Management of Performance	Health Scrutiny
Ensuring Corporate Priorities are Met	
Budget Scrutiny	
Community and Area Scrutiny	

5. The business considered by the Scrutiny Committees is set out below. Each Committee has also considered and rolled forward its work programme.

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

	Holding the Executive to Account	Developing Policy
<p>Adult Social Care and Strategic Housing</p> <p>24 July 2008</p>	<p>Presentation by Cabinet Member (Environment and Strategic Housing)</p> <p>Revenue Budget Outturn 2007/08 and the Budget 2008/09</p> <p>Adult Social Services Performance Monitoring</p> <p>Strategic Housing Performance Monitoring</p> <p>Strategic Housing Service Plan</p> <p>Contract Monitoring Arrangements with Shaw Healthcare</p>	<p>Strategic Review of Provider Services</p> <p>Scrutiny Review of the modernisation of day opportunities for older people</p> <p>Scrutiny Review of Transition from leaving Care to Adult Life</p> <p>Scoping Statement for a Review of Support to Carers.</p>
<p>Children's Services</p> <p>7 July 2008</p>	<p>Presentation by Cabinet Member.</p> <p>Review of Directorate and Service Plan / Performance Monitoring.</p> <p>Youth Service Update: Targeted Youth Support and Positive Activities.</p> <p>Capital Budget Outturn Report 2007/08.</p> <p>Revenue Final Outturn Report 2007/08.</p> <p>Racist Bullying "MeWe" Video.</p>	<p>Review of Behaviour and Discipline Management in Herefordshire Schools.</p>
<p>Community Services</p> <p>17 July 2008</p>	<p>Presentation by Cabinet Member</p> <p>Directorate and Service Plans</p> <p>Revenue Budget outturn and the Budget 2008/09</p> <p>Environment and Cultural Services performance Indicators</p>	<p>Scrutiny Review of the Findings of the Scrutiny Review of the Agreement with Halo Leisure Trust</p> <p>Scoping Statement for Scrutiny Review of the Community And Safety Drugs Partnership.</p> <p>Scoping Statement for Scrutiny Review of</p>

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

	Scrutiny Review Action Plans Monitoring Broadband Provision	Herefordshire's Future Economic Policy
Environment 9 June 2008	Cabinet Member Presentations Reports by Directors Review of the Service Delivery Partnership Capital Budget Monitoring. Revenue Budget Monitoring Performance Monitoring.	Scrutiny Review of Planning Services.
Health 18 June 2008		Public Health Issues – Stroke Services Public Health Issues – Sexual Health West Midlands Ambulance Service NHS Trust – Response Times GP-Lead Walk-in Health Centre Development Cancer Services Intermediate Care Services Changes in the Management of Mental Health Services Audiology Services

Issues of particular note:

- **Environment**

6. On scrutinising the Capital Budget outturn the Committee expressed regret concerning the continual underspend on sustainable transport budgets, particularly cycling initiatives, as opposed to overspends on car management and road building. The Committee have requested that all officers delivering the Local Transport Plan should make every effort to ensure that budgets for sustainable modes of transport will be fully committed in 2008/09.
7. The Committee considered and agreed the terms of reference for a Scrutiny Review of Planning Services and agreed the membership of the Review Group.

- **Children's Services**

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

8. While discussing the Committee work programme the Chairman proposed that the Committee consider appointing each of the Councillors on the Committee as either a Champion or Vice-Champion for one of each of the five outcome areas of the Every Child Matters agenda (Be Healthy; Stay Safe; Enjoy and Achieve; Make a Positive Contribution and Achieve Economic Well-being.) Champions and Vice-Champions would be encouraged to take a more proactive role by shadowing and observing appropriate meetings to enable them to hear first hand some of the issues that have to be addressed. The involvement of the Champions would be governed by terms of reference.

9. The Committee agreed the proposal and **RECOMMENDED** that Strategic Monitoring Committee consider the proposal when it considers a report on the future structure of scrutiny arrangements.

BACKGROUND PAPERS

- None

WORK PROGRAMMES

Report By: Assistant Chief Executive – Legal And Democratic

Wards Affected

County-wide

Purpose

1. To consider the Scrutiny Committees' current and future work programmes.

Background

2. A report on the Scrutiny Committees' current work programmes will be made to this Scrutiny Committee quarterly. A copy of this Committee's own work programme will be made to each of its scheduled meetings. Copies of the current work programmes are attached.
3. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT the current Work Programmes serve as a basis for further development, subject to any comment the Committee wishes to make.

BACKGROUND PAPERS

- None

Strategic Monitoring Committee – work programme 2008/09

	To Be Scheduled
	<ul style="list-style-type: none"> Review Of The Service Delivery Partnership With Amey Wye Valley Limited
	September 2008
	<ul style="list-style-type: none"> IPFR (four month April-July report) Extent, costs, purposes and value for money of the Council's use of consultants in 2007/08.
Scrutiny Review	<ul style="list-style-type: none"> ICT Services
	October 2008
	<ul style="list-style-type: none"> Updated MTFMS IPFR(six month April-September report) or to November see below Monitoring of Comprehensive Area Assessment Preparation Programme
	November 2008
	<ul style="list-style-type: none"> IPFR (six month April-September report) Confirmation of LG settlement Accommodation Strategy
	January 2009
	<ul style="list-style-type: none"> IPFR (8 month April-November) CPA Assessments Use of Resources Judgment CAA details confirmed (or Feb) Report on place survey and public consultation Local Government Settlement confirmed. Monitoring of Comprehensive Area Assessment Preparation Programme
	February 2009 (budget)
	<ul style="list-style-type: none"> Direction of Travel Judgment CAA details confirmed Draft 2009/10 Operating Statement Strategic Options and Challenge (provisional) Updated MTFS IPFR(10 month April-January report)
	April 2009
	<ul style="list-style-type: none"> IPFR(10 month April-January report) see above?

	<ul style="list-style-type: none"> • Strategic Options and Challenge • IPFR (end-of-year report) • Monitoring of Comprehensive Area Assessment Preparation Programme
<p>Other issues</p> <ul style="list-style-type: none"> • User Satisfaction Surveys. • Gender Equality Scheme Monitoring (reported March 2007 6 month/annual). • Comprehensive Equality Scheme Action Plan monitoring. • Scrutiny of Police/Crime and Disorder Reduction Partnership. • Electoral Registration issues - polling station reviews • Elections Action Plan - Monitoring • Communications Strategy Monitoring • Smallholdings Policy (Outcome of Executive Review) • (Item referred by Audit and Corporate Governance Committee – (30 November 2007) – “ that Strategic Monitoring Committee be requested to review the control of asset management processes and procedures and actions which are taken against officers who do not adhere to these rules” • Monitoring of Comprehensive Area Assessment Preparation Programme (July and October 2008 and January and April 2009.) • Post Office Closures • Comprehensive Equality Policy • Rose Bank Garden Scheme - reviewing its value for money and whether there were any lessons to be learned for future schemes. • Analysis of Complaints to the Ombudsman – Planning • Pay and Workforce Development Strategy (Replacement) • Herefordshire Public Services – possible consideration of effectiveness of working arrangements – (9 months on) 	

Further additions to the work programme will be made as required

Adult Social Care and Housing Scrutiny Committee Work Programme 2008/09

(Subject to Review at the Committee's meeting on 24 July.)

24th July 2008	
Items	<ul style="list-style-type: none"> • Presentation by Cabinet Member (Environment & Strategic Housing) • Budget • Performance Monitoring • Service Plans • Strategic Review of Provider Services • Adult Social Care Fairer Funding – update • Contract Monitoring Arrangements with Shaw Healthcare • Scoping Statement for Review of Support to Carers
Scrutiny Reviews	<ul style="list-style-type: none"> • Transition from leaving care to adult life (final report) • The modernisation of day opportunities for older people (final report)
3rd October 2008	
	<ul style="list-style-type: none"> • Monitoring of progress in integrating ICT systems (See 19 March Recommendations) • Update from Chief Executive of Herefordshire Housing Ltd • Executive's Response to review of transition from leaving care to adult life • Progress Reports arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities. • Workforce Improvements to implement recommendations arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire Home Point Housing Allocations Policy • Scoping Statement – Transfer from hospital to Home
19th December 2008	
	<ul style="list-style-type: none"> • Implementation of Social care ICT solution – progress report (see 19 March resolution) • Joint Commissioning – progress report (see 19 March resolution) • Monitoring of Progress Against Executive's Action Plan in response to Review of Transition From Leaving Care to Adult Life
Other issues	
	<ul style="list-style-type: none"> • Home Care Services • Progress report on implementing recommendations arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities as a whole.

Further additions to the work programme will be made as required

Children's Services Scrutiny Committee - Work Programme 2008/09 for consideration at its meeting on 7 July 2008

29 September 2008	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	
8 Dec 2008	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	
30 March 2009	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	

Possible future items on:

- Extended Schools.
- Early Years provision.
- School transport particular reference to Yellow Bus scheme.
- Issues around statemented or banded funding.
- Delivery plans to be submitted to Committee for the Children and Young People Plan.
- Acquisition and disposal policy for temporary school buildings.
- The 14 – 19 Strategy
- Foundation and Academy schools.
- Governance arrangements for the Children's Trust and partnership arrangements.
- Review of provision of school places – the way forward. Following Cabinet Member discussion/consideration in Dec 2009.
- Stay Safe – reduce the impact of domestic abuse on the lives of children – Update. Report requested on latest position following lack of clear reporting.

In consultation with the Chairman and Vice-Chairman the Director of Children's Services is working up a programme of open seminars for Committee Members based on defined themes.

**Community Services Scrutiny Committee –
(Subject to Review at the Committee’s Meeting on 17 July 2008)**

17th July 2008	
Items	<ul style="list-style-type: none"> • Annual Presentation by Cabinet Member (Economic Development and Community Services) • Directorate and Service Plans • Budget • Performance Monitoring • Action Plans Monitoring: Cultural Services Inspection; Review of how to retain 18-35 yr olds in Herefordshire; Review of Hereford City Partnership; Review of Museums and Heritage Centres. • Broadband provision to the County – Update report. • To consider the Scoping statement for a review of Herefordshire’s Future Economic Policy • To report the findings of the scrutiny review of the agreement with Halo Leisure Trust
Scrutiny Reviews	<ul style="list-style-type: none"> • Scrutiny review of Community and Safety Drugs Partnership
6th October 2008	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Parish Agreement (as recommended by SMC) • Edgar Street Grid – Update • Consider the Executive’s response to the Scrutiny Review of Tourism • Action Plans Monitoring
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire’s Future Economic Policy • Scrutiny review of Community and Safety Drugs Partnership

Further additions to the work programme will be made as required.

ENVIRONMENT SCRUTINY COMMITTEE WORK PROGRAMME
– Considered and agreed at 9 JUNE 2008

9.30am Monday 15 September 2008	
Officer Reports	<ul style="list-style-type: none"> • Household Waste – Consideration of issues following a Members Seminar on the subject. (an extra meeting may be called prior to September to consider this subject) • Service Delivery Review – update. • Good Environmental Management (GEM) – End of Year Report. • Herefordshire Travellers' Policy: Executives Response to Scrutiny Review. • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Committee Work Programme.
Scrutiny Reviews	<ul style="list-style-type: none"> • On-Street Parking Review • Planning Services Review.
9.30am Monday 24 November 2008	
	<ul style="list-style-type: none"> • Service Delivery Review – update. • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Committee Work Programme
	<ul style="list-style-type: none"> • On-Street Parking Review • Planning Services Review.
9.30am Monday 23 March 2008	
	<ul style="list-style-type: none"> • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Committee Work Programme

Items for consideration as the programme is further developed:

- Scrutinising progress with the Local Transport Plan (LTP2) and any associated issues.
- The effect on Herefordshire of changes to the Single Farm Payments system (e.g. hedge cutting, drainage ditch clearance)
- Implications arising from the 'Better Regulation Agenda' (concerning regulatory inspections and enforcement – within the context of this Committee).
- Any specific issues arising from Council Strategies or Plans.
- Contribute to policy development of LTP3.
- Consideration of revised/reviewed Flood Defence Policy.
- Safety on the A49 and A465 trunk roads – the Director will update the Committee as appropriate.

Health Scrutiny Committee Work Programme 2008/09

September 2008	
	<ul style="list-style-type: none"> • Presentations By Chief Executives of Health Trusts • Presentation on the structure of the Local Involvement Network and its work programme. • Monitoring of LINK Performance • Strategic Review of Provider Services • Update on the response to the Committee's review of Communication • Joint Commissioning Strategy for physical disabilities and updated version of the Joint Commissioning Strategy for mental health services. (with implementation progress reports then to be scheduled). • Workforce plan including training, recruitment and retention issues for the Primary Care Trust, social care and provider organisations in the independent sector
Scrutiny Reviews	<ul style="list-style-type: none"> •
To be scheduled	
	<ul style="list-style-type: none"> • Elderly Falls Review – Report • Proposals for rolling forward the Local Delivery Plan beyond 2008/09 as prepared for consultation following the publication of the Darzi review. • Provision of services for children with special needs. • Reconfiguration of Mental Health Services
Scrutiny Reviews	<ul style="list-style-type: none"> • Access to Healthcare in the South Wye – To consider appropriate health care in the South Wye Area in view of the fact of the lower health outcomes for this area and the expanding population. • Access to health 1) for ethnic minorities – Scoping Statement • Access to Health 2) Scoping Statement
Other issues	
	<ul style="list-style-type: none"> • Councillors' potential role in managing public expectation within their constituencies
	<ul style="list-style-type: none"> • Proposal to look at the long-term implications for people in the county of having an inappropriate diet.

Further additions to the work programme will be made as required

