

# AGENDA

## Strategic Monitoring Committee

Date: **Wednesday 15 July 2009**

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Time: **9.30 am**

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

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

For any further information please contact:

**Tim Brown, Committee Manager Scrutiny**

Tel: 01432 260239

Email: [tbrown@herefordshire.gov.uk](mailto:tbrown@herefordshire.gov.uk)

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# Agenda for the Meeting of the Strategic Monitoring Committee

## Membership

<b>Chairman</b>	<b>Councillor PJ Edwards</b>
<b>Vice-Chairman</b>	<b>Councillor WLS Bowen</b>
	<b>Councillor PA Andrews</b>
	<b>Councillor ME Cooper</b>
	<b>Councillor AE Gray</b>
	<b>Councillor KG Grumbley</b>
	<b>Councillor TM James</b>
	<b>Councillor RI Matthews</b>
	<b>Councillor PM Morgan</b>
	<b>Councillor AT Oliver</b>
	<b>Councillor PJ Watts</b>

## **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. A Councillor who has declared a prejudicial interest at a meeting may nevertheless be able to address that meeting, but only in circumstances where an ordinary member of the public would be also allowed to speak. In such circumstances, the Councillor concerned will have the same opportunity to address the meeting and on the same terms. However, a Councillor exercising their ability to speak in these circumstances must leave the meeting immediately after they have spoken.

## AGENDA

		Pages
1.	<b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
2.	<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest by Members in respect of items on the Agenda.	
3.	<b>MINUTES</b> To approve and sign the Minutes of the meeting held on 16 March 2009.	1 - 6
4.	<b>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b> To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
5.	<b>FINAL REVENUE AND CAPITAL OUTTURN 2008/09</b> To consider the final revenue and capital budget outturn for 2008/09.	7 - 30
6.	<b>INTEGRATED CORPORATE PERFORMANCE REPORT</b> To report end-year performance for 2008-09 against the Council's key indicators from the Corporate Plan 2008-11, the Local Area Agreement and the Herefordshire Community Strategy, and any other indicators where data is available against which a RAG rating or direction of travel judgement can be made.	31 - 96
7.	<b>PRESENTATION BY THE LEADER OF THE COUNCIL</b> To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.	
8.	<b>PRESENTATION BY CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES)</b> To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.	97 - 110
9.	<b>PRESENTATION BY CABINET MEMBER (RESOURCES)</b> To outline the key elements of the Resource portfolio, progress to date and the challenges for the future.	111 - 126
10.	<b>PRESENTATION BY CABINET MEMBER (ICT, EDUCATION AND ACHIEVEMENT)</b> To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.	127 - 132
11.	<b>ASSET MANAGEMENT AND PROPERTY SERVICES</b> To consider the review of Asset Management and Property Services and the proposed alignment of the work with the emerging Shared Services activity.	133 - 140
12.	<b>SCRUTINY ACTIVITY REPORT</b> To consider the work being undertaken by the Scrutiny Committees.	141 - 144

**13. WORK PROGRAMMES**

145 - 156

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

## **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**

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You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

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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Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(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 minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- 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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- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.



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## **HEREFORDSHIRE 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 Monday 16 March 2009 at 9.30 am**

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

Councillors: PA Andrews, KG Grumbley, TM James, RI Matthews and AT Oliver

**In attendance:** Councillors JP French (Cabinet Member - Corporate and Customer Services and Human Resources) and PD Price (Cabinet Member – ICT, Education and Achievement).

**65. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors WU Attfield, PM Morgan, SJ Robertson and JK Swinburne. Apologies were also received from Councillor RJ Phillips – Leader of the Council.

**66. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**67. MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 16 February 2009 be confirmed as a correct record and signed by the Chairman.

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

There were no suggestions from members of the public.

**69. REVIEW OF INFORMATION COMMUNICATION AND TECHNOLOGY SERVICES – CABINET’S RESPONSE**

The Committee considered Cabinet's response to the recommendations made to it in the Scrutiny Review of Information, Communication and Technology (ICT) Services.

The review had been approved by the Committee in November 2008 and Cabinet had considered its response to the findings on 19 February 2009.

The interim Head of ICT Services (IHICT) presented the report. He informed the Committee that since Cabinet had approved its response to the review, advice had been received from Human Resources on review recommendations v and w relating to recruitment of staff and reimbursement of training costs by employees who left the Council. Conditions in the job market had changed since the review had been published making it easier to recruit to some posts. Market supplements continued to be applied where that was necessary. A study leave policy was being prepared that would address the issue of reimbursement of training costs.

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

- Asked about the encryption of laptops and memory sticks the IHICT confirmed that it was intended to encrypt all mobile ICT devices. Tests were currently being carried out prior to implementing the policy. At this stage he could not confirm an implementation date but would inform the Committee of this, once agreed.
- Replying to a question about progress in joint working between health and social care the IHICT said that it was a complex national issue. There was no single ICT system available that would adequately cater for all health and social care requirements, however, standard “message sets” for exchanging information between systems were being defined and developed at national level and were planned to be in place by April 2010. Locally, direct access to health care systems and social care systems for professionals from either organisation was available arranged on a case by case basis.
- Asked about links with Welsh ICT systems given the number of cross-border patients the IHICT said that these were less than ideal and although there are some high-level working groups on this subject, it is not an immediate priority on either side of the border. However, the work on the national message sets should be transferable.
- Assurance was sought on the appropriateness of the arrangements for information sharing between health and social care having regard to failures in Haringey that had led to the death of “baby P”. The IHICT observed that human interaction was more important than a technological solution and the development of integrated health and social care teams under the Herefordshire Public Services partnership provided grounds for reassurance.
- In reply to a question about progress in providing Broadband to the Rotherwas Industrial Estate the IHICT said that discussions were continuing with British Telecom (BT). Wales and the West Midlands formed one BT region and at the moment provision in Herefordshire was seen as the second highest priority in that region. However, BT was a commercial organisation and determined its investment priorities on that basis. The Council would, however, have the opportunity to press its case.
- Asked if the review had identified any issues of which the ICT Service had been unaware the IHICT said that the review had been useful in producing a report that consolidated the many issues facing the service. It had also been right to highlight the critical importance of the two key infrastructure projects: the replacement Data Centre and the Community Network Upgrade. He agreed to update Members of the Committee on progress with the replacement Data Centre on which he received weekly updates.
- The resilience of the proposed data centre arrangements and business continuity planning was discussed. The IHICT said that the proposed arrangements were in line with other similar Health and Local Government authorities.
- A question was asked about implementation of two of the recommendations from the 2006 scrutiny review of ICT Services, progress against which had been reported as part of the 2008 review. The first related to the transfer of responsibility for management of all ICT staff within the authority. The IHICT said that some staff with ICT responsibilities continued to be line managed within the Children’s Services directorate. However, discussions continued with the

Children's Services directorate to ensure ICT related work was viewed corporately.

The second related to the enforcement of procurement policies and procedures. The Director of Resources said that management training had addressed issues of compliance. The procurement section was small and work continued with the West Midlands Centre for Excellence and the Primary Care Trust to develop capacity. Interim postings were currently being used. He was satisfied, however, that the arrangements in place were fit for purpose. The IHICT added that a recent review by the Internal Audit Service had found arrangements to be satisfactory.

- It was asked whether the ICT needs of the electoral registration service were being met. It was noted that a procedure was in place requiring a business case to be made for any ICT requests.

**RESOLVED:**

- That**
- (a) Cabinet's response to the findings of the review of the support for ICT Services be approved; and**
  - (b) a further report on progress in response to the Review be made after six months with consideration then being given to the need for any further reports to be made.**

**70. ELECTORAL REGISTRATION SERVICES**

The Committee considered an update on the Parish and Council by-elections undertaken by Electoral Registration Services over the last 12 months.

The Assistant Chief Executive – Legal and Democratic (ACELD) presented the report. He highlighted the improved processes and procedures that had been implemented in accordance with the action plan developed following the May 2007 elections: improved communication arrangements; training provided in preparation for the forthcoming European elections and the performance standards introduced for electoral registration officers. The action plan produced following the May 2007 elections showing progress made against the recommendations was appended to the report.

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

- Some of the arrangements for the Aylestone Ward by-election for the City Council were criticised and the hope expressed that these issues would be remedied before the next Unitary Council elections.
- Assurance was sought that steps had been taken to ensure that the difficulties encountered with postal votes in the May 2007 elections would not be repeated. The Electoral Registration Services Manager reported that the Council would produce the paperwork in-house for the next elections. It was considered that the external supplier had been responsible for many of the difficulties that had been encountered in May 2007.
- Arrangements for billing Parish and Town Councils for elections were discussed. The ACELD said that discussions were taking place with Herefordshire Association of Local Councils (HALC) to try to simplify costings and make clearer the costs councils could expect to bear. He added that his advice to HALC was that councils should make provision in the precept for the cost of one by-election.

It was added that costings for the various actions associated with the elections had been agreed with HALC.

- It was requested that the electoral registration service should keep parish and town councils informed of communications it sent to the electorate.
- A Member questioned whether the cost of writing to every elector notifying them of parish council elections was justified.
- Performance against the performance standards for electoral registration officers was noted, highlighting the Electoral Commission's comment on the need for written evidence to demonstrate that measures to improve performance against the standards were in place.

The Committee noted the report.

## **71. PRESENTATION BY THE ELECTORAL COMMISSION**

Mr Adrian Green, Regional Manager – South West gave a presentation on the Electoral Commission's work. He described the Commission's structure noting that its two main functions were to regulate party and election finance and set standards for well-run elections. This included registering parties and regulating finances, reporting on the conduct of elections and referendums, setting performance standards, advising on electoral law and procedures and providing public information and awareness.

He emphasised that the Commission did not make the rules or run elections or register electors. Its role was to issue advice and guidance and make recommendations to government on election reporting.

He commented that many of the concerns expressed in the discussion of the previous agenda item on Electoral Registration Services had been shared regionally and nationally. The 2007 elections had been very difficult because of the introduction of new legislation shortly beforehand and in particular the collection and checking of personal identifiers.

Key findings from the 2008 local elections were that they had generally run smoothly, election rules had been unchanged from 2007, the Electoral Administration Act was bedding down in England and Wales, there were a very small number of electoral fraud incidents, more people were voting by post, the majority of Returning Officers were checking 100% of postal voting identifiers (PVI), and there was overall elector satisfaction with voting process

Key issues included concerns, if there were a general election, over the tightness of the electoral timetable, the higher number of late registration applications, the higher number of postal votes (printing, processing, checking PVI) with possible capacity issues for suppliers, handling postal votes on cross local authority boundaries, and more postal votes being handed into polling station – with the consequent effect on the start of the count

Recommendations to government had included that there should be a six-month period between legislation and the date of scheduled elections, standardisation of the electoral timetable for all elections to 25 working days, enabling independent candidates to have equal access to the register, the mandatory 100% checking of PVI (whilst the legal minimum was 20% the Commission firmly believed it should be 100%), greater clarity on waiver rules and provision for refreshing personal

identifiers, and mandatory standards for personal identifier storage, maintenance and exchange.

He added that the Political Parties and Elections Bill contained provisions for individual registration for electors in place of household registration.

Recommendations for electoral administrators had included that they should continue to hold briefings with candidates and agents, check 100% of PVI statements, write to electors whose signature or date of birth did not match, continue to provide training for all polling station staff (to a level equivalent to that of the presiding officer, as many problems seemed to occur in the temporary absence of the presiding officer), and provide better communication at counts for candidates and agents.

He commented also on the performance standards for electoral registration officers and the draft performance standards for returning officers.

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

- A question was asked about arrangements for delivery of postal votes. Mr Green said that guidance was issued to Royal Mail about the process. The Returning Officer should make clear when postal votes would enter the system so that political parties could plan their campaigns accordingly.
- Asked about the Council's plans to print postal voting forms in-house Mr Green said that there was no national guidance covering this issue but the Commission was seeking to establish a standard way of holding postal voting identifiers so that the information could be transferred if needed.
- The role of the Boundary Committee was discussed in the light of concerns of some Members that there were some anomalies in ward boundaries, with, for example, parts of a village being registered in different wards. Mr Green said the principal aim was to secure equality of representation, although the Boundary Committee did have some discretion. When a periodic review of the Unitary Authority was undertaken the Committee would publish draft proposals and it was at that stage that objections could be raised. It was noted that Parish Councils or a specified proportion of the relevant electorate could petition the Unitary Authority to conduct a boundary review.
- In response to comments about the storage of postal votes, and disclosure of information about them, officers confirmed that postal votes were stored securely and taken to the Count. Agents and Candidates were notified of when postal votes were to be counted. Lists of those who had requested a postal vote could be made available to candidates on request

The Chairman thanked Mr Green for attending the meeting.

## **72. WORK PROGRAMME**

It was noted that consideration of the work programme would form part of the informal meeting on 7 April.

The meeting ended at 11.25 am

**CHAIRMAN**





**FINAL REVENUE AND CAPITAL OUTTURN 2008/09**

**Report By: Director of Resources**

**Wards Affected**

County-wide.

**Purpose**

1. To consider the final revenue and capital budget outturn for 2008/09.

**Financial Implications**

2. As set out in the attached Cabinet report.

**Background**

3. The report to Cabinet on 4 June is appended. Cabinet approved the recommendations as printed in the report.

**RECOMMENDATION**

**THAT the report be noted, subject to any comments the Committee wishes to make.**

**BACKGROUND PAPERS**

- None.



# FINAL REVENUE AND CAPITAL OUTTURN 2008/09

## PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

4 JUNE 2009

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### Wards Affected

County-wide.

### Purpose

The purpose of this report is for Cabinet to consider and approve:

- a. The final outturn position for 2008/09.
- b. The creation of new reserves in the 2008/09 accounts.

### Key Decision

This is not a Key decision.

### Recommendations

**That the Cabinet approves:**

- (a) the final outturn for 2008/09.**
- (b) the movements to new reserves outlined in the report.**

### Reasons

1. Whilst work continues on the range of tasks necessary to prepare the council's statutory statement of accounts for 2008/09, it is sufficiently advanced for Cabinet to consider the final outturn for the revenue account.
2. On 19 June 2009 the full Statement of Accounts for 2008/09 will be presented to the Audit and Corporate Governance Committee for formal approval. This will ensure that the council meets the statutory deadline for the approval of accounts.

## Considerations

### BUDGET OUTTURN POSITION FOR 2008/09

3. An overall summary of the outturn position for directorate budgets is as follows:

<b>Directorate outturns 2008/09</b>	<b>£000 Over/ (Under)</b>
Adult Services	750
Children & Young People's Services	(533)
Deputy Chief Executive	137
Environment and Culture	(118)
Regeneration	162
Central Services	(160)
Resources	(280)
<b>Net directorate underspend</b>	<b>(42)</b>

4. The above table shows that the final outturn position for 2008/09 was an underspend of £42k on directorate budgets. The explanation of significant variances is included in the summary covering each directorate.
5. The final overall revenue outturn of the council also includes corporate items such as treasury management and reserves transfers. The following table gives the overall position after allowing for transactions not under the control of directorates:

	<b>£000 Over/ (Under)</b>
<b>Net directorate outturn 2008/09 – an underspend</b>	<b>(42)</b>
Additional income from financing transactions	(483)
Reduction in borrowing costs	(246)
Additional dividend income from West Mercia Supplies	(56)
Unbudgeted income from the Local Authority Business Growth Incentive scheme	(346)
Former local authority debt	(34)
Amey review reserve	112
Waste disposal reserve	500
Economic development reserve	346
<b>Net revenue underspend</b>	<b>(249)</b>

6. The overall position is an underspend of £249k on the council's 2008/09 revenue account. This is very close to the forecast outturn for the year of a £238k underspend in the December, 2008, Budget Monitoring report.

7. The overall position includes additional investment income against budget. Savings were also achieved on borrowing due to slippage in the capital programme, delaying external borrowing by using internal reserves and the application of a new capital regulation allowing the delay of minimum revenue provision (MRP) until the year following that in which the asset being purchased using capital funding is operational.
8. The overall position includes a number of transfers to and from revenue reserves. This included £500k transfer to the waste management reserve in accordance with the council's medium term financial strategy. The medium term financial model includes an annual addition to the base budget pending the finalisation of the renegotiated contract. In the interim period, this allows capacity to build up a specific reserve to offset future increased costs. The closing balance on the waste reserve was £2.77million.
9. During the year, £200k of investment income surplus was earmarked to cover the Amey review. Not all of the £200k was required and the balance of £112k has been carried forward in a specific reserve.
10. The council received a further allocation of Local Authority Business Incentive Scheme grant, which has been transferred to a reserve to be used in mitigation of the economic downturn.
11. A summary of the key variations between outturn and budget for each directorate is provided in the following paragraphs.

## **ADULT SERVICES DIRECTORATE**

### **Final Outturn Summary**

	<b>December 2008 Net over or (under)spend £000</b>	<b>Outturn 2008/09 Net over or (under)spend £000</b>
Adult Social Care	680	818
Supporting People	31	37
Modernisation	(41)	(34)
Commissioning and Improvement	(161)	(71)
<b>TOTAL</b>	<b>509</b>	<b>750</b>

12. The outturn position for Adult Social Care was an overspend of £750k. The overspend position was evident early in the 2008/09 financial year. It was covered by the social care contingency held on the council's balance sheet. However, given the overall underspend on the general fund, it has been decided not to use this source of funding that is in place to cover overspends.

### **Adult Social Care**

13. The main area of overspend was Learning Disabilities (£727k) where several different factors impacted on the outturn position. The amount of expenditure assessed as meeting Continuing Healthcare criteria has been included in the accounts. This is based on the application of agreed assessment criteria. There were 17 new residential packages agreed, as well as increases in homecare and supported accommodation costs. These increases were partly offset by transport and vacancy savings and increased client contributions.
14. Older People overspent by £313k, due to increased domiciliary costs, partly as a result of the 'red alert' in hospitals during December and January when patients were discharged earlier than normal. There were also cost increases, due to more complex care needs and an increase in the level of 'top-up' payments. The review of outstanding income indicated some costs could not be recovered.
15. There was an overspend for the Emergency Duty Team of £127k due to a change in accounting arrangements where the previous contract was paid in arrears.
16. There were one-off overspends on management costs of £54k due to interim arrangements whilst the new structure was implemented.
17. Section 75 arrangements overspent by £187k, mainly due to the final resolution of an issue with a nursing care provider, where the council and PCT jointly met the cost of writing off invoices.
18. Mental Health underspent by £503k due to additional income received from client contributions, grant funding, one-off property income and supporting people funding.
19. Physical Disabilities underspent by £30k due to reductions in residential packages.
20. There was an underspend of £39k within Prevention Services due to savings in the project team.

### **Supporting People**

21. There was an overspend of £37k on operational costs due to the reduction in the administration grant. This grant is now part of the area based grant.

### **Modernisation**

22. There was slippage within a number of modernisation projects which resulted in an underspend of £34k.

### **Commissioning & Improvement**

23. The £71k underspend was due to vacancy savings and the use of grant funding to cover some ICT costs.

## CHILDREN & YOUNG PEOPLE'S SERVICES

### Final Outturn Summary

	<b>December 2008 Net over or (under) spend  £'000</b>	<b>Outturn 2008/09 Net over or (under) spend  £'000</b>
Safeguarding Vulnerable Children	(30)	96
Planning, Performance & Development	(35)	(356)
Inclusion & Improvement	(240)	(573)
Grants (inc ABG)	0	37
Central Directorate	179	288
Community Operations	(10)	(25)
<b>Total</b>	<b>(136)</b>	<b>(533)</b>

24. The Budget Monitoring Report to Cabinet on 18<sup>th</sup> February 2009, based on expenditure to 31<sup>st</sup> December 2008, forecast that the Children's revenue budget would be underspent by £136k. Further budget analysis and improvements in forecasting provided a later report to Scrutiny Committee in March 2009 and, based on expenditure to 28<sup>th</sup> February 2009, the Directorate projected a surplus of £567,000. This is in line with the final outturn position contained in this report.

#### **Safeguarding Vulnerable Children**

25. External agency residential placements were underspent by £209k because there were 3 less placements than at the start of the year. Looked After Children over spent by £298k because there were 12 more children in agency fostering than at the start of the year. Other variances included additional advertising costs resulting in a net overspend of £96k.

#### **Planning, Performance & Development**

26. The underspend on the transport budget was £494k. This is across a number of areas of transport provision. Significant factors producing this underspend includes the reductions in diesel fuel prices since the beginning of the financial year compared to those forecast, and the continuing annual route reviews which release savings. Work has taken place this financial year between the Directorate and Financial Services to provide a more effective monitoring system. This has enabled the Directorate to release £100k as part of the council's Performance Improvement Cycle (PIC) process. The Directorate's ICT budget has overspent by £145k due ICT Service Level Agreement costs and expenditure on ICT system

licenses which were previously funded from Standards Fund grants. Other smaller underspends of £7k contributed to a net £356k underspend for the service.

### **Inclusion & Improvement**

27. The Inclusion and Improvement Service budget position has underspent by a total of £573k comprising of a number of underspends on individual services e.g. the Joint Agency Management (JAM) budget of £206k due to fewer children with complex special needs, an underspend on the Early Years budget due to a contribution of £220k mainly due to use of the Early Years & Childcare Grant for the Hollybush Children's Centre and underspend of £148k on the Psychology and SEN teams. Smaller underspends were achieved on management costs of £54k due to staff retirements and the Youth Offending Service (provided jointly with Worcestershire). In terms of JAM a projected deficit of £54k has already been indicated for this financial year.
28. The underspends listed above were offset by overspends on the School Improvement Service of £49k due to reduced income from in-service training courses for schools and the Youth Service staffing of £34k.

### **Grants**

29. Grant income in excess of £20 million is received by the Directorate and includes General Surestart Grant (£3.4m) and Standards Fund of £13.2m which is largely devolved to schools. There was a small net overspend of £37k largely caused by an overspend of £33k on ICT due to the ending of the Standards Fund grant. The Area Based Grant of £3.8m is managed by the Children's Trust and contains a range of activities traditionally delivered or commissioned by the Directorate. Work is ongoing with the Children's Trust as one of the Herefordshire Partnership Policy and Delivery Groups to ensure that the money is targeted in the most effective way for children and young people. For the financial year 2008/2009, alongside other partnership groups, the Children's Trust continued with the previous years spending areas whilst the effectiveness of each service area was reviewed.

### **Central Directorate**

30. Efficiency Savings of £200k were realised during the year, but not allocated to specific budget areas. Additionally there was an overspend on interim management costs of £54K and recharges of £31k resulting in a net overspend of £288k.
31. The number of redundancies in schools contractually agreed by 31<sup>st</sup> March, 2009, was less than in previous years due to the shift to more compulsory redundancies which are more complex and longer to process. Because the number of redundancies in total is not any less than in previous years, it is proposed by the Director of Resources to establish a reserve of £294k to ensure that funds are available to meet the continuing redundancy costs in schools due to falling rolls.

### **Community Operations**

32. There was an underspend of £25k. This was due to reduced expenditure on staffing budgets arising from delayed appointments, to enable expenditure to be available for the development of new posts, and offsetting the budget for parenting classes against external grants applied for and won by the council.

### **Dedicated Schools Grant (DSG)**

33. An underspend in Dedicated Schools Grant (DSG) of £1.5m has been carried forward to 2009/10 as required by the grant regulations.



34. Underspends on central services to pupils were as follows:
- a. Banded Funding (£332k) due to reduced applications from schools prior to delegation from April 2009.
  - b. Early years (£300k) due to the use of £217k of general surestart grant to support the budget that was not planned for when the budget was originally set
  - c. Savings on the Joint Agency Management budget and other budgets for pupils with complex needs of £268k due to fewer pupils than expected
35. Underspends on the Individual Schools Budgets were:
- a. Rates rebates for 2008/09 received for voluntary aided schools of £186k
  - b. Additional income in DSG due to extra pupils of £279k
  - c. Unused contingencies of £225k
  - d. Additional income from the Learning Skills Council of £55k
36. Additionally an overspend of £123k on the Schools Music Service has been carried forward and will be recovered in 2009/10 mainly by increased charges to schools and efficiencies in the service. The overspend has arisen in part due to the reduced level of standards fund grant carried forward from 2007/08 not being reflected in the charges made to schools and also the lack of funding allocated from end of year underspends.
37. In total rates rebates of £1,054,205 have been received for charitable rates relief for voluntary aided schools going back to 2000. This rates relief has also been received by other local authorities with education responsibilities. The rebates (£186k) relating to 2008/09 have been carried forward as part of the DSG underspend and the remaining £868,537 is to be carried forward as a reserve.
38. Due to the complexity of Dedicated Schools Grant, introduced in April 2006 and the previous passporting regulations prior to 2006, The Department for Children, Schools and Families (DCSF) have advised that the council should seek a legal opinion on how the rates underspend can be used prior to making any decision. This opinion has not yet been received, and once available Schools Forum will be consulted on the use of all the underspends within the Dedicated Schools Grant. This will then help inform the use of the reserve.

## DEPUTY CHIEF EXECUTIVE DIRECTORATE

### Final Outturn Summary

	December 2008 Net over or (under) spend £000	Outturn 2008/09 Net over or (under) spend £000
Herefordshire Connects	1,387	456
<b>Less:</b> Reserves (Hereford Connects)	(1,387)	(456)
Herefordshire Partnership	(10)	6
Communications	(10)	18
Director and Administration	(20)	11
Emergency Planning	0	(1)
Legal and Democratic	180	442
INFO	(50)	(45)
Policy & Performance	(10)	(25)
Information Services	0	6
Corporate ICT Projects	(50)	168
ICT Services	0	(300)
Corporate Programmes	(20)	(70)
Community Network Costs	(10)	(65)
Human Resources	0	(8)
<b>TOTAL</b>	<b>0</b>	<b>137</b>

39. The overall outturn position for the Deputy Chief Executive's Directorate was an over spend of £137k.
40. Slippage on the Herefordshire Connects programme resulted in less reserves being drawn on in 2008/09.
41. The most significant variance relates to Legal and Democratic Services. A shortfall in local land charges income of £200k was caused by the general downturn in the property market and also due to more competitive pricing in the private sector. Member Services over spent by £110k due to additional staff costs. The Coroner's service experienced an increase in post mortem and mortuary fees of £40k. There

were also a number of other overspends within electoral and legal services.

42. Corporate ICT Projects over spent by £168k due to the cost of equipment for the new data centre. However this was mitigated by underspends within ICT operations due to vacancies and software maintenance savings.

## ENVIRONMENT & CULTURE DIRECTORATE

### Final Outturn summary

	<b>December 2008 Net over or (under) spend £000</b>	<b>Outturn 2008/09 Net over or (under) spend £000</b>
Highways	1,343	1,593
Less: Restoration fund	(429)	(429)
Bellwin threshold reserve	(464)	(505)
Sub-total	450	659
Environmental Health & Trading Stds	0	(76)
Waste Management	(450)	(824)
Culture & Leisure	200	323
General reserve contribution to HALO Job Evaluation	(200)	(200)
Directorate Management & Support	0	0
<b>Total</b>	<b>0</b>	<b>(118)</b>

43. The overall outturn position for Environment & Culture was an underspend of £118k.
44. In 2008/09 agreement had been given that an additional £200k of costs to support the service delivery review would be met from increased corporate investment income. In 2008/09 these costs totalled £88k and the remaining funds have been put into reserves to meet further costs in 2009/10.

### Highways

45. The position for the service was assisted by the non-recurring funding available in 2008/09 with the council's £429k Restoration Fund allocation being applied to meet costs associated with the 2007 floods.
46. Following the floods in September and November 2008 Highways incurred total emergency repair work of £1.285m. The council successfully applied for funding of £726k in relation to this work under the Bellwin scheme. The first £433k and 15% of remaining claim amount of any claim must be funded by the council. After applying the specific reserve of £505k to meet the costs incurred up to the threshold, there was a net overspend of £54k.
47. There was an overspend on winter maintenance of £836k. This reflects the additional costs for the year following a reported 'coldest December for 30 years' and on-going 'cold snap' into 2009.

48. The de-trunking of the A465 has seen a £140k grant allocated to the council for road maintenance in 2008/09 and this was required in full to fund additional winter maintenance costs.
49. Although parking income was expected to increase in 2008/09 following the introduction of parking fee increases on 1 June 2008, the overall income for the year was £200k below target. The assessment is that the recession has affected the level of income. There was a further overspend of £50k in relation to electricity charges.
50. There was pressure on the Highways budgets in relation to contract inflation on roads maintenance and street cleansing. Whilst every effort was made to manage these pressures within budget, street cleansing over spent by £90k.
51. A saving of £50k through staff vacancy management was achieved due to the recruitment freeze pending the service delivery review. Further savings were made on employee and public liability insurance of £35k.
52. Overall there was a net overspend of £1,593k on highways before taking account of transfers from reserves and one-off funding from the Restoration Fund.

### **Environmental Health & Trading Standards**

53. The outturn for Environmental Health and Trading Standards for 2008/09 was an underspend of £76k.
54. Income from the Crematorium was some £110k above target. Earlier only a £50k excess had been predicted, but receipts in the last few months exceeded expectation.
55. The loss of rental income at Hereford Market Hall and budget pressures in street trading resulted in markets and fairs overspending by £135k.
56. The Anti Social Behaviour Team over spent by £84k due to temporary staff costs incurred in setting up the team and on-going salary costs. A structural re-alignment across the service helped contain the level of overspend.
57. In addition to the surplus produced by the crematorium, overspends were mitigated through vacancy management within services. Income from air pollution, licensing, trading standards and commercial environmental health also exceeded targets.

### **Waste Management**

58. The net underspend on Waste Management was £824k. This overall position includes contract inflation increases on the Waste Collection contract of £310k. This is mitigated by the underspend on waste disposal and increased income of £100k for commercial waste.
59. There is additional overspend in relation to consultation costs and project costs in relation to the renewal of the waste collection contract.
60. The final outturn from Worcestershire County Council (WCC) of the waste disposal contract costs meant an underspend of £1.14m on Herefordshire's waste disposal budget for 2008/09 and this is included in the overall outturn. This reflects the credits received for the 'Waste electrical and electronic equipment' (Weee) expenditure, following the agreement of the contract variation, and a revised forecast for tonnages which have reduced.

61. The cost of the new waste disposal contract will be considerably higher than at present. In line with the medium term financial management strategy, £500k has been transferred to the Waste Management reserve to meet future financial pressures.
62. There was a risk that if waste growth/reduction between Herefordshire and Worcestershire varied by more than 1% to the detriment of Herefordshire then Herefordshire would need to increase its contract payments by £300k. However, the trigger point was not hit in 2008/09.

### **Culture & Leisure**

63. There was a budget pressure of £200k in relation to the HALO job evaluation costs. The council has a legal obligation to meet in full the financial impact of increases in pay of transferred posts affected by the single status agreement. The original central budget was set based on assumptions that were reasonable at the time about pay grades. Over time funding has become insufficient as staff have progressed through pay grades. For 2008/09 this was met by transferring the sum from reserves at year end. From 2009/10 the amount has been built into the council's base budget.
64. Libraries overspent by £100k. This was mainly due to IT SLA costs including maintenance of the public access PCs resulting an overspend of £80k. Other factors, including shortfalls in income, also affected the position.
65. Tourism over spent by £82k mainly due to staff costs and shortfall of income. There was also an overspend on public rights of way of £30k due to contract inflation on works carried out by Amey Wye Valley Ltd and on Head of Culture & Leisure costs due to staff changes and Director & support team costs totalling £47k.
66. There was an underspend of £170k on parks and countryside in relation to works held back or funded from commuted sums in order to manage budget pressures within the service. The overall position for Culture & Leisure is a net overspend of £123k.

## **REGENERATION DIRECTORATE**

### **Final outturn summary**

	<b>December 2008 Net over or (under)spend £000</b>	<b>Outturn 2008/09 Net over or (under)spend £000</b>
Economic & Community	(53)	(60)
Transportation	0	(38)
Management & Admin	(192)	(151)
Planning	291	255
Strategic Housing	160	156
<b>Total</b>	<b>206</b>	<b>162</b>

67. The overall outturn position for Regeneration was an overspend of £162k.

### **Economic and Community services**

68. The saving on budgeted expenditure of £46k for economic development came from a reduced contribution to the Edgar Street Grid project being required on matched funded costs.
69. Following an evaluation by Government Office for the West Midlands and an external audit report the Action for Regenerating Communities in Herefordshire 'ARCH' European project was completed at a cost to Community Regeneration of £153k and was supported by transfers from specific reserves of £125k giving a net impact of a £30k overspend on the Community Regeneration budgets. Savings on community grants of £16k were also made, resulting in a total saving on budget of £60k.

### **Transportation**

70. The £38k savings on budget was due to staff vacancies during the year.

### **Management**

71. Staff vacancy savings of £56k were achieved and £95k budget from the disaggregation of community services from the Adult Services to Regeneration was set aside to support the shortfall of planning fees. This resulted in a recruitment freeze within the directorate support service.

### **Planning**

72. The levels of income within planning fell short of budget by £340k. This was offset by the receipt of a planning delivery grant of £193k.
73. Additional costs above available budget remained for consultancy, IT and legal fees and resulted in an overall overspend for planning services of £255k.

### **Strategic Housing**

74. The costs of providing temporary accommodation for homeless people exceeded budget by £236k. This overspend was in line with recent predictions and not as high as estimated earlier in the year. Further predicted overspending of £35k occurred in administration and strategy, largely due to service pressures resulting in use of temporary staff. Further measures were taken to manage this overspend within the service which resulted in an underspend on homelessness prevention and rent deposits of £66k.
75. Private sector housing underspent by £42k. This was largely due to the delay of recruitment to staff vacancies contributing to a £28k saving in administration. A sum of £15k earmarked as a contribution towards a demountable home extension as not required in the year.
76. The housing needs development team underspent by £15k compared with budget, due to staff vacancies and lower expenditure on housing needs studies.
77. The ending of the repurchase and reinstatement grants included in the budget resulted in a shortfall of income amounting to £38k but this was contained by savings in administration of £28k due to vacancies.

## CENTRAL SERVICES

### Final outturn summary

	<b>December 2008 Net over or (under)spend £000</b>	<b>Outturn 2008/09 Net over or (under)spend £000</b>
Corporate Budgets	0	(160)

78. The underspend is mainly due to a culmination of smaller underspends on corporate subscriptions, flood levies, pension costs and an unused Invest to Save budget.
79. Following a successful legal case local authorities are now able to recover VAT in relation to historical errors. Worcestershire County Council successfully pursued an overpayment in respect of library related charges, which resulted in a receipt to Herefordshire of £55k in relation to overpayments made prior to local government reorganisation.

**RESOURCES DIRECTORATE**  
**Final Outturn Summary**

	<b>December 2008 Net over or (under)spend £000</b>	<b>Outturn 2009 Net over or (under) spend £000</b>
Asset Management and Property Services	0	609
Audit	20	17
Benefit and Exchequer	(60)	(929)
Financial Services	0	(33)
Central	40	56
<b>TOTAL</b>	<b>0</b>	<b>(280)</b>

80. The overall position is a £280k underspend.

**Asset Management and Property Services**

81. Office accommodation over spent by £325k partly due to increased costs on cleaning, business rates, gas and electricity. There was also increased rental for car parks and service charges at Plough Lane.

82. There was an overspend £350k on corporate maintenance. The underspend on benefits subsidy within the Resources Directorate meant the opportunity was taken to make a revenue contribution of £109k to capital for Legionella works and repairs to Prospect Wall. Also, outstanding costs from prior years on the Amey application were settled and there was an increase in emergency expenditure.

83. Surplus income from Maylord and Industrial Estates has reduced the overspend.

**Audit**

84. Due to higher employee costs with agency staff there was an overspend of £17k.

**Benefit and Exchequer**

85. There was a benefits subsidy surplus of £799k due to two factors:

- 1) the higher number of changes actioned, which increased the amount of recoverable overpayments and associated subsidy; and
- 2) additional local authority error subsidy, because the level of error was below the DWP threshold and so attracts 100% subsidy.



86. The remaining £130k underspend is due to staff vacancies which have now been filled and one off grant income such as Local Housing Allowance from the DWP.

#### **Financial Services**

87. The underspend of £33k is mainly due to staff vacancies which have now been filled.

#### **Central**

88. Due to recruitment costs for the new Director and other consultant costs there was an overspend of £56k.

### **PROPOSALS FOR THE USE OF THE UNDERSPEND**

89. The proposals for use of the underspend on the general fund:

	<b>£000</b>
<b>Total underspend available</b>	<b>249</b>
<b>Less</b> Transfer to social care contingency reserve	(249)
Total underspend to be carried forward	<b>0</b>

90. The additional £249k will bring the social care contingency to £926k. This is an appropriate addition, given the continuing risk to the council's finances due to pressure on Adult & Children's Services budgets.

### **GENERAL RESERVES**

91. Having considered the outturn position for 2008/09 it is now possible to update Cabinet on the level of general reserves as at 31st March 2009.
92. The overall level of general reserve has reduced by £338k to £6.39m. The anticipated reduction of £338k includes the Hereford City grounds maintenance contribution (£138k) and funding for the impact of Job evaluation on HALO.
93. The amount of £6.39m is in excess of council policy contained in the council's medium term financial strategy that sets the minimum level of general reserves at £4.5m.

## SPECIFIC RESERVES

94. The Director of Resources requests that Cabinet approve the following new reserves in the accounts:

<b>Title</b>	<b>£000</b>	<b>Reason</b>
Carbon Reduction	30	To be used for carbon reduction initiatives.
Schools redundancies	294	To be used for continuing redundancy costs due to falling school rolls.
Service delivery review	112	To cover the costs of the Amey review
Schools rates	869	Ring fenced schools' rate rebates.
Economic development	346	To mitigate the effects of the economic downturn.

95. The carbon reduction reserve includes the balance of a £50k fund set up by the Carbon Trust Board to be used for carbon reduction initiatives.
96. The schools redundancies reserve has been created from the underspend on the redundancy costs budget with Children's & Young People's Directorate, in order to fund future redundancies.
97. The slippage on the Amey contract review meant that only £88k was spent out of the approved £200k approved in 2008/09. This will be utilised in 2009/10 when the review will be concluded.
98. The schools rates reserve is for rates refunds to voluntary aided schools dating back to 2000. These have been carried forward in a reserve pending a legal decision on how this money may be spent.
99. Additional LABGI grant of £346k was received and has been transferred to an economic development reserve to be used to fund measures to address the economic downturn.
100. The total amount of specific reserves at 31<sup>st</sup> March 2009, including the above reserves, is £16.06m. This includes ring-fenced school balances reserves of £5.48m.
101. The following table summarises the earmarked reserves held:

<b>Reserve</b>	<b>2007/08 £000</b>	<b>2008/09 £000</b>
Community Buildings	64	0
Commuted sums	78	78
Schools balance in hand	5,657	5,476
Industrial Estates – maintenance	223	333
Support Services & Equipment Renewals	276	80
Schools Balance of Risk	289	85
Winter maintenance	500	500
Planning	24	24
SRB Schemes	51	0
Community Centre	180	180
Waste Disposal	2,274	2,774
LSC	32	32
Herefordshire Connects project	420	0
Wye Valley AONB	79	104
Invest to Save/Initiatives fund	1,115	1,079
Contingent liabilities	300	300
Social care contingency	677	926
Standards Fund	92	0
Modernisation plans	300	454
2008/09 budget capacity	1,500	0
Edgar Street Grid	41	150
Whitecross School PFI	108	202
Bellwin Threshold	505	0
LPSA 2 reward grant	1,148	1,482
Herefordshire Safeguarding Children Board	48	21
Accommodation	591	133
Carbon Reduction	0	30
Schools redundancies	0	294
Service delivery review	0	112
Schools rates	0	869
Economic development	0	346
<b>Total</b>	<b><u>16,572</u></b>	<b><u>16,064</u></b>

## 2008/09 CAPITAL PROGRAMME OUTTURN

### Overall Position

102. The capital outturn for 2008/09 totalled £48.05m compared to the original budget of £57.9m. A summary is provided in the table below. Changes to the capital forecast have been identified and reported to Cabinet throughout the year, the main changes being slippages on the new Hereford livestock market project (£3.6m) and the corporate accommodation programme (£3.25m). It is important to note that no conditional funding resources have been lost

103. The following table summarises the capital outturn and how it was funded;

Directorate	2008/09 Outturn	Supported Borrowing	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	16,876	2,373	311	13,133	152	907
Resources	982	-	659	125	129	69
Deputy Chief Executive	2,859	-	2,667	61	-	131
Adult Social Care	423	-	73	263	-	87
Regeneration	7,370	-	143	2,208	-	5,019
Environment & Culture	19,541	10,378	4,318	4,833	9	3
<b>Total Outturn</b>	<b>48,051</b>	<b>12,751</b>	<b>8,171</b>	<b>20,623</b>	<b>290</b>	<b>6,216</b>
<b>December Forecast</b>	<b>65,754</b>	<b>12,751</b>	<b>18,568</b>	<b>23,419</b>	<b>-</b>	<b>11,016</b>
<b>Original Budget</b>	<b>57,896</b>	<b>12,750</b>	<b>14,911</b>	<b>19,961</b>	<b>170</b>	<b>10,104</b>

104. Details of total capital scheme costs, funding and outturn position for capital schemes with an outturn for 2008/09 exceeding £500k are provided in the table below;

<b>Detail By Directorate</b>	<b>Whole Scheme Cost £'000</b>	<b>Funded by</b>	<b>2008/09 Outturn</b>	<b>Comments</b>
<b>Children's Services</b>				
Devolved Capital Programme	n/a	Grant	4,832	Devolved allocation of capital funding to schools
Minster Replacement School	20,642	Grant	4,562	Work in progress, on schedule
Riverside Amalgamation	8,505	Grant & receipts	1,682	Appointed contractor in liquidation, new contractor to be appointed to complete scheme
Condition property works	n/a	Supported Borrowing	1,242	Annual programme of works at various sites committed on a highest need first basis
National Digital Infrastructure	n/a	Grant	1,077	School broadband expenditure
Hereford City North Children's Centre	923	Grant	720	Widemarsh workshop conversion proceeding
<b>Deputy Chief Executive</b>				
Social Care ICT Solution	1,583	Prudential Borrowing & receipts	1,216	Framework system now in use, final financial completion due soon
Herefordshire Connects	6,683	Prudential Borrowing & receipts	1,151	Cabinet approval to proceed with Agresso, Inphase, Civica and EDRMS.
<b>Environment &amp; Culture</b>				
Road & Footway Maintenance	n/a	LTP allocation	7,265	Programmed works, delayed through prioritised flood works
Ross on Wye Flood Alleviation	10,331	Grant	3,196	Scheme complete, additional funding approved
Rotherwas Access Road	12,830	Grant, receipts, LTP & prudential borrowing	2,142	Road complete and in use, final financial completion outstanding
Crematorium	3,150	Prudential borrowing	1,777	Work on site complete
Bridgeworks	n/a	LTP allocation	929	Annual programme of works
<b>Regeneration</b>				
Affordable Housing Grants	n/a	Capital receipts	2,019	Annual allocation of grants to various schemes
Extra Care Housing Development	6,602	Grant & capital receipts	1,283	Final payment will become due following agreed completion of the scheme

Detail By Directorate	Whole Scheme Cost £'000	Funded by	2008-09 Outturn	Comments
Rotherwas Futures Estate Development Work	4,358	Grant & capital receipts	938	Total scope of scheme to be finalised - part of this budget will be used to meet any additional access road costs
Private Sector Housing	n/a	Grant & capital receipts	765	This budget has been reduced to increase the mandatory disabled facilities grant budget
Mandatory Disabled Facilities Grant	n/a	Grant & capital receipts	764	This budget is under huge demand, a system is being devised to prioritise applications
Woodedge and Archenfield	879	Capital receipts	704	Final payment to be released following successful redevelopment of homes
<b>Total</b>			<b>38,264</b>	
<b>Schemes with a forecast spend in 2008/09 of less than £500,000</b>			<b>9,787</b>	
<b>Total</b>			<b>48,051</b>	

### Prudential Borrowing Outturn

105. A summary of the Prudential Borrowing outturn position is set out below.

	<b>£000</b>
2008/09 Original Prudential Borrowing Allocation	18,334
Add: Slippage from 2007/08	4,609
Less: Slippage into future years	(12,665)
No longer required	(2,107)
Use of Prudential Borrowing in 2008/09	<u>8,171</u>

106. There also remained £2.5m of budgeted prudential borrowing to be allocated to schemes at the end of 2008/09. This was used to fund the capital bids for 2009/10.

### Capital Receipts Reserve

107. The capital receipts reserve totalled £17.558m as at 31<sup>st</sup> March 2009. Commitments over the next three years include funding corporate accommodation, strategic housing, smallholding improvements and the provision of a cattle market.

## Risk Management

108. The council is required to ensure the closure of accounts by 30<sup>th</sup> June. Failure to do so carries a reputation risk for the council in relation to its corporate governance role and a potential impact on our Use of Resources assessment.

## **Consultees**

109. The relevant internal officers have been consulted. No external consultation was considered necessary.

## **Background Papers**

None identified.





## INTEGRATED CORPORATE PERFORMANCE REPORT

**Report By: Deputy Chief Executive (Interim)**

### Wards Affected

County-wide

### Purpose

1. To report end-year performance for 2008-09 against the Council's **key indicators** from the Corporate Plan 2008-11, the Local Area Agreement and the Herefordshire Community Strategy, and any other indicators where data is available against which a RAG rating or direction of travel judgement can be made.

### Financial Implications

2. None.

### Background

3. The financial context for this report is set out in the paper 'Final Revenue and Capital Outturn 2008/09'. The next reporting of risks and their mitigation will form part of the report on progress to the end of June in implementing the Annual Operating Statement 2009/10.
4. The report has been updated since being considered by Cabinet on 4<sup>th</sup> June, to include data made available at that meeting. Cabinet noted performance for 2008-09 and agreed that Directors should ensure that the performance issues arising were addressed within their respective areas.

HIGHLIGHTS
<ul style="list-style-type: none"> <li>- 63 key indicators now judged <b>Green</b> compared to 62 at the end of December; 32 judged <b>Red</b> compared to 24 at the end of December.</li> <li>- 20 of 30 LAA indicators now on track to achieve target, compared to 19 at the end of December; 8 are currently behind target.</li> <li>- 55% of indicators improving compared with 2007-08; was expected to be 63% at the end of December.</li> <li>- A significant increase in the overall number of <b>Red</b> rated indicators (failure to meet target). The main area of increased <b>Reds</b> is for non-achievement of targets for 2008 examination results.</li> </ul>



### Performance against target

5. The overall performance, shown in Appendix 1A, shows a significant increase in the number of indicators that have failed to achieve target. Whilst it is usual to see such

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Further information on the subject of this report is available from  
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an increase at year-end as more data becomes available, the increase in the number failing to achieve target (81 compared with 47 at the end of December) is disproportionate to the increase in the number that achieved target (124 compared with 115 at the end of December). However, comparing 2008-09 with 2007-08, 56% of **key** performance indicator targets were achieved and 29% not, compared with 32% and 36% respectively in the previous year.

#### **Comparison of 2008-09 with 2007-08**

6. In aggregate, 76 indicators (55%) have improved compared with 2007-08 and 55 (40%) deteriorated. This compares with the 60% improvement and 30% deterioration reported in the Direction of Travel Assessment last year.
7. The details of performance are provided in **appendices 2-8**, including directors' commentaries in respect of each Corporate Plan theme.
8. Assessed in terms of the Council's priorities, as set out in the Corporate Plan 2008-11, the highlights are:

#### ***Best possible life for every child***

- Little change in performance of key indicators, but a significant increase in the overall number of indicators judged **Red**, primarily in respect of 2008 examination results.
- In respect of direction of travel, for those indicators where previous year's performance is available, over half deteriorated compared to last year. There is a mixed picture for examination results when compared to last year, with similar numbers improving and deteriorating.
- A number of indicators remain **Amber**, still awaiting validation.

#### ***Reshaped health and social care***

- A positive picture in respect of a wide range of indicators in respect of Older People, although many of the judgements are based on forecasts.
- In Health and Well-being, the number of **Red** rated indicators increased from 16 in December to 19, with a significant rise in the number of indicators deteriorating compared with last year. These include D54 'the percentage of items of equipment delivered and adaptations made within 7 working days' and C29 'the number of adults with physical difficulties helped to live at home'.

#### ***Essential infrastructure for a successful economy***

- A positive direction of travel for those indicators where previous year's performance is available. Whilst performance against target is positive, it should be noted that for many of the indicators the target was to establish a baseline for the future measurement of performance.

***Affordable housing***

- Positive performance in reducing the number of households living in temporary accommodation (NI 156) and increasing the number of affordable homes delivered (NI 155).
- Although at the end of the year there was only one family in bed and breakfast accommodation and none in hostels, the relevant current indicators (BVPIs 183a and 183b) remain **Red** because they measure average length of stay.

***Better services, quality of life and value for money, particularly through partnership with the PCT and other organisations***

- There has been a rise in the number of indicators judged **Red**, mainly the Human Resources indicators relating to the diversity of the workforce. Since these are subject to wide fluctuation as a result of the small numbers involved they are to be replaced by more meaningful indicators in future.
- The percentages of council tax and non-domestic rates collected (BVPIs 9 and 10) were marginally below target and last year's performance.

**RECOMMENDATION****THAT**

- i. **SMC notes performance for 2008-09;**
- ii. **SMC considers whether there are any issues that should be referred to individual scrutiny committees for further investigation; and**
- iii. **that SMC considers whether it wishes to make any comments to Cabinet**

**APPENDICES**

Appendix 1 - Key to the detailed reports against indicators by Corporate Plan theme

Appendix 1A - Summary of overall progress against indicators

Appendix 2 – Children and young people: headlines

Appendix 2A – Children and young people: details

Appendix 3 – Health and well-being: headlines

Appendix 3A – Health and well-being: details

Appendix 4 – Older people: headlines

Appendix 4A – Older people: details

Appendix 5 – Economic development and enterprise: headlines

Appendix 5A – Economic development and enterprise: details

Appendix 6 – Safer and stronger communities: headlines

Appendix 6A – Safer and stronger communities: details

Appendix 7 – Sustainable communities: headlines

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Further information on the subject of this report is available from  
Steve Martin, Corporate Policy and Research Manager on 01432 261877

Appendix 7A – Sustainable communities: details

Appendix 8 – Organisational improvement and greater efficiency: headlines

Appendix 8A – Organisational improvement and greater efficiency: details

Reference Number		Indicator	Lead Directorate	2007/2008 outturn	2008/2009 target	Quarter 1 outturn	Analysis	RAG rating	Direction of Travel
NIS	CP	LAA	HCS	BVPI	PAF				
<p><b>KEY</b></p> <p>Performance Indicator Reference:            NIS = National Indicator Set            CP = Corporate Plan            LAA = Local Area Agreement            HCS = Herefordshire Community Strategy            BVPI = Best Value Performance Indicator (retained for this year only)            PAF = Performance Assessment Framework</p>									
<p>Performance compared to last year</p>									
<p>Commentary, either putting latest outturn into context, or detailing the activity underway that will impact on outturn when reported</p>									
<p>Baseline</p>									
<p>Performance to date</p>									
<p>Performance Indicator</p>									
<p>Judgement against target for Corporate Plan, LAA and HCS indicators. Other indicators are judged against last year's performance only.  <b>Red</b> = data or analysis suggests that target will not be achieved, or there is no evidence of activity taking place  <b>Amber</b> = data/lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken  <b>Green</b> = on target / met target, or, where a baseline is to be set, activity is taking place to establish the baseline and improve performance</p>									



### Overall Performance

For comparison, December's figures are in brackets.

End-of-year outturn is not yet available for all indicators, which is why **Amber** judgements still remain.

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>112<sup>‡</sup></b> (114)	<b>63</b> (62)	<b>17</b> (28)	<b>32</b> (24)
of which				
Local Area Agreement (LAA)	<b>30*</b> (32)	<b>20</b> (19)	<b>2</b> (7)	<b>8</b> (6)
Herefordshire Community Strategy (HCS)	<b>56*</b> (57)	<b>34</b> (32)	<b>11</b> (15)	<b>11</b> (10)
All reported indicators	<b>227*</b> (222)	<b>124</b> (115)	<b>22</b> (60)	<b>81</b> (47)

Direction of Travel		
	December	March
Improving	70	<b>76</b>
No real change	8	<b>6</b>
Deteriorating	33	<b>55</b>
<b>Total</b>	111	<b>137</b>

<sup>‡</sup> \* Reduced number of indicators reflects refreshed LAA and change to a HCS indicator

\* Rise in the overall number of indicators reflects the availability of year-end outturn





## Children and Young People

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>14*</b> (15)	<b>2</b> (4)	<b>5</b> (7)	<b>7</b> (4)
of which				
Local Area Agreement (LAA)	<b>2*</b> (3)	<b>1</b> (1)	<b>0</b> (1)	<b>1</b> (1)
Herefordshire Community Strategy (HCS)	<b>6</b> (6)	<b>0</b> (2)	<b>2</b> (2)	<b>4</b> (2)
All reported indicators	<b>71</b> (63)	<b>27</b> (19)	<b>10</b> (30)	<b>34</b> (14)

Table 2

Direction of Travel		
	December	March
Improving	13	<b>21</b>
No real change	2	<b>2</b>
Deteriorating	19	<b>24</b>
<b>Total</b>	34	<b>47</b>

\* Reduced number of indicators following the refreshed LAA. NI 110 'young people's participation in positive activities' is now only a local indicator

**Headlines**

- The new Frameworki system is still not able to produce data for all indicators connected with Adult and Children's Social Care; judgements have been made for a number of indicators based on previous performance, i.e. to September or December. The transfer of data to Frameworki should mean that indicators should be able to be reported against throughout from the first quarter of 2009-10.
- Changes since December 2008:

**Green** from **Amber**

- NI 51 'effectiveness of child and adolescent mental health (CAMHS) services'
- NI 62 'stability of placements of looked after children: number of moves'
- NI 84 'achievement of 2 or more A\*-C grades in Science GCSEs or equivalent'
- NI 87 'secondary school persistent absence rate'
- NI 93 'progression by 2 levels in English between Key Stage 1 and Key Stage 2'
- NI 97 'progression by 2 levels in English between Key Stage 3 and Key Stage 4'
- NI 101 'children in care achieving 5 A\*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)'
- NI 107 'Key Stage 2 attainment for Black and minority ethnic groups'
- NI 108 'Key Stage 4 attainment for Black and minority ethnic groups'
- BVPI 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'
- 2052SC / KIGS CH44 'percentage of children looked after in residential accommodation'
- 5026SC 'what percentage of children with disabilities aged 14+ had a transition plan to support their move from Children's Services to Adult Services?'

**Green** from not being reported

- NI 100 'children in care reaching level 4 in Maths at Key Stage 2'
- NI 103 'Special Educational Needs – statements issued within 26 weeks'
- NI 104 'Special Educational Needs (SEN)/ non-SEN gap - achieving Key Stage 2 English and Maths'
- BVPI 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'

**Amber** from **Green**

- NI 65 'Children becoming the subject of a Child Protection Plan for a second or subsequent time'
- NI 67 'Child protection cases which were reviewed within required timescales'

### Amber from Red

- NI 64 'Child protection plans lasting 2 years or more'
- 2052SC 'percentage of children looked after in residential accommodation'
- 2016SC 'percentage of referrals that are repeat referrals within 12 months'
- 526SC 'percentage of children with disabilities aged 14+ who had a transition plan to support their move from Children's Services to Adult Services'

### Red from Green

- NI 89 'number of schools in special measures'
- NI 148 'care leavers in employment, education or training'
- BVPI 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'
- BVPI 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'
- BVPI 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'
- 2060SC / DIS 1114 'percentage of looked after children with a named social worker who is qualified as a social worker'

### Red from Amber

- NI 66 'looked after children cases which were reviewed within required timescales'
- NI 73 'achievement at level 4 or above in both English and Maths at Key Stage 2'
- NI 74 'achievement at level 5 or above in both English and Maths at Key Stage 3'
- NI 75 'achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths'
- NI 94 'progression by 2 levels in Maths between Key Stage 1 and Key Stage 2'
- NI 98 'progression by 2 levels in Maths between Key Stage 3 and Key Stage 4'
- NI 102a 'achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2'
- NI 102b 'achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4'

- BVPI 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'
- BVPI 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'
- BVPI 194a 'the percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English'
- BVPI 194b 'the percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics'

**Red** from not being reported

- NI 86 'secondary schools judged as having good or outstanding standards of behaviour'
- NI 99 'children in care reaching level 4 in English at Key Stage 2'
- BVPI 46 'the percentage of half days missed due to total absence in primary schools maintained by the Local Education Authority'

### **Children's and Young People's Director commentary**

*'In relation to the Local Area Agreement, there are concerns about NI 117 (percentage of 16-18 year olds who are not in education, employment or training). The 2008-2009 outturn shows a rise on the previous year, largely as a result of the current economic climate, and it will be a challenge to achieve the LAA target in 2010-2011.*

*The report and resulting action plan of the external review of safeguarding arrangements was published in January 2009. This remains an area of risk. The action plan is wide ranging and is being closely monitored by the Herefordshire Safeguarding Children Board (HSCB). It has resulted in changes to the governance arrangements of the HSCB and changes to practice within the Children and Young People's Directorate. An audit of child protection arrangements was also undertaken in January 2009, overseen by the same external consultant. This concluded that there was sound social work practice on the ground but identified some areas for improvement in relation to internal processes and procedures which are being actioned.*

*Some social care indicators are not yet capable of being reported as they are part of statutory returns to be submitted during May 2009 and are currently subject to validation processes. It is likely, however, that performance in relation to NI 59 (initial assessments completed in 7 working days) will be significantly below anticipated target. Overall, the implementation of the new integrated social care system during the year has impacted on performance as staff have had to become familiar with new ways of working associated with the new case management system. The work over the last three months to refine the reporting capability of the system has enabled year end reporting requirements to be met.*

*The larger survey of children and young people, building on the previous Teenage Lifestyle Survey of 2006, took place in schools and colleges between February and April 2009 and this will provide outturns for a number of the Community Strategy indicators.*

*As reported in the previous Integrated Corporate Performance Report, results for Key Stages 1, 2 and 4 have now been validated by the DCSF. Owing to the problems*

*with marking nationally for Key Stage 3, these results remain unvalidated. Exam results have improved, with the exception of Key Stage 1 and Foundation Stage, over last year outturns, but have not achieved the aspirational targets set by DCSF. The risks around attainment are managed through robust target setting and monitoring at pupil and school level by school improvement partners and contact inspectors.*

*Performance around children in care remains very strong, reflecting a sound infrastructure of carers and support services in place to meet the needs of these children. Placement stability is excellent, with Herefordshire performing ahead of statistical neighbours and England averages. Only 6% of children had more than 2 moves of placement in the last 12 months. Educational attainment for children in care is also strong in comparison to national averages, with 29% of children achieving 5 or more A\*-C grade GCSE's including English and Maths.'*



NIS	Reference				Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVP1   PAF				APA	December	March	December	March		
50					Children & Young People	N/A		December	March			December	March	
51	Yes				Children & Young People	15	15	15	15	A	G		◄▷	Achieved target. Same performance as last year.
59			Yes	2020 SC / DIS 1704	Children & Young People	57.4%	60%	46.4% (195/420)	37.40%	R	R	▽	▽	Latest performance (December) worse than target and last year.
60				C64	Children & Young People	75%	75%	71% (119/168)	69% (158/229)	A	A	▽	▽	Still awaiting validation.
61				2058 SC / DIS 1115	Children & Young People	90%	100%	53.8% (7/13)	50%	R	R	▽	▽	Latest performance (December) worse than target and last year.
62				49 A1	Children & Young People	6.5%	8%	9% @ Q2	6%	A	G	▽	△	Latest performance (September) slightly behind target and worse than last year.
63				D78	Children & Young People	71%	62%	70.2% @ Q2	75%	G	G	▽	△	Latest performance (September) better than target but worse than last year.
64			Yes	C21	Children & Young People	0%	0%	1.3% (1/80)	1.1% (1/90)	R	A	▽	▽	Still awaiting validation.
65		26	Yes	A3	Children & Young People	1.4%	1.4%	13.4% (17/127)	12.80%	G	A	△	△	Still awaiting validation.
66			Yes	C68	Children & Young People	99%	100%	98.5% @ Q2	96%	A	R	◄▷	▽	Latest performance (September) slightly worse than target and comparable to last year.
67			Yes	C20	Children & Young People	93%	100%	100% (73/73)	94.7% (79/84)	G	A	△	△	Still awaiting validation.
68			Yes		Children & Young People	52.1%	65%	55.7% 420/754)	70%	A	A	△	△	Still awaiting validation.
72					Children & Young People	48.9%	53%	42.0%	42%	R	R	▽	▽	Worse than target and last year.

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP					BVP1	PAF	APA	December	March	December	
73			40 41	Achievement at level 4 or above in both English and Maths at Key Stage 2	Children & Young People	N/A	78%	72%	72%	A	R			Worse than target.
74			181a- b	Achievement at level 5 or above in both English and Maths at Key Stage 3	Children & Young People	N/A	74%	68%	68.0%	A	R			Worse than target.
75	31			Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	Children & Young People	51.7%	56%	53%	53%	A	R		Δ	Worse than target but better than last year.
76				Achievement at level 4 or above in both English and Maths at KS2 (Floor)	Children & Young People	N/A		5						
77				Achievement at level 5 or above in both English and Maths at KS3 (Floor)	Children & Young People	N/A		0						
78				Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in GCSE and equivalent including GCSEs in English and Maths (Floor)	Children & Young People	N/A		0						
83			181c	Achievement at level 5 or above in Science at Key Stage 3	Children & Young People	78%	84%	78%	78.2%	A	A			Still awaiting validation.
84				Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	Children & Young People	N/A	58%	61%	63.2%	A	G			Better than target.
85				Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)	Children & Young People	N/A			359					
86				Secondary schools judged as having good or outstanding standards of behaviour	Children & Young People	N/A	88%		79.0%		R			Worse than target.
87				Secondary school persistent absence (PA) rate	Children & Young People	N/A	6.4% (2007-08 academic year) 5.9% (2008-09 academic year)	6.3%	6.3%	A	G			Better than target.
88				Number of Extended Schools	Children & Young People	N/A	58%	79%	80.0%	G	G			Better than target.
89				Number of schools in special measures	Children & Young People	N/A	0	0	2	G	R			Worse than target.
91				Participation of 17 year-olds in education or training	Children & Young People	N/A			79%					



NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVP1   PAF					APA	December	March	December	March		
92					Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Children & Young People	35.0%	33%	37%	37.0%	R	R	▽	▽	Worse than target and last year.
93			Yes		Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Children & Young People		86%	89%	90%	A	G			Better than target.
94			Yes		Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Children & Young People		83%	77%	77%	A	R			Worse than target.
95					Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Children & Young People	N/A	28%	20%	24.7%	A	A			Still awaiting validation.
96					Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Children & Young People	N/A	62%	51%	62.0%	A	A			Still awaiting validation.
97					Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Children & Young People	N/A	54%	60%	61.0%	A	G			Better than target.
98					Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Children & Young People	N/A	35%	28%	28.0%	A	R			Worse than target.
99					Children in care reaching level 4 in English at Key Stage 2	Children & Young People	1/7 - 14.3%	40%		25%		R		△	Worse than target.
100					Children in care reaching level 4 in Maths at Key Stage 2	Children & Young People	1/7 - 14.3%	45%		50%		G		△	Better than target.
101					Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Children & Young People	3/20 15%	16%	29%	29%	A	G		△	Better than target and last year.
102 a					Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Children & Young People	N/A	18%		22%	A	R			Worse than target.
102 b					Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	Children & Young People	N/A	26%		33%	A	R			Worse than target.
103					Special Educational Needs – statements issued within 26 weeks excluding exceptions	Children & Young People		90%	100%	100%	G	G			Better than target.
103					Special Educational Needs – statements issued within 26 weeks	Children & Young People		90%	100%	100%		G			Better than target.

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVP1					PAF	APA	December	March	December	March	
104					The Special Educational Needs (SEN)/ non-SEN gap - achieving Key Stage 2 English and Maths (Threshold)	Children & Young People	N/A	5.4%	December: 54%	March: 54%	December: G	March: G			Achieved target.
106					Young people from low income backgrounds progressing to higher education	Children & Young People	N/A		December: 23.7%	March: 23.7%					
107					Key Stage 2 attainment for Black and minority ethnic groups	Children & Young People	N/A	65%	December: 68.5%	March: 69.80%	December: A	March: G			Better than target.
108					Key Stage 4 attainment for Black and minority ethnic groups	Children & Young People	N/A	47%	December: 57%	March: 57%	December: A	March: G			Better than target.
109					Number of Sure Start Children Centres	Children & Young People		100% (10 centres)	December: 90% (9 centres)	March: 100.0%	December: G	March: G			Achieved target.
110	Local				Young people's participation in positive activities	Children & Young People	N/A	Establish baseline	December: 86%	March: 86%	December: G	March: G			Baseline established.
114					Rate of permanent exclusions from school	Children & Young People	N/A		December: 0%	March: 0%					
115					Substance misuse by young people	Children & Young People	N/A		December: 11.30%	March: 11.30%					
116					Proportion of children in poverty	Children & Young People	N/A		December: 17%	March: 17%					
117	Yes		40		16 to 18 year olds who are not in education, training or employment (NEET)	Children & Young People	5.4%	5.2%	December: 5.9%	March: 5.9%	December: R	March: R	December: ▽	March: ▽	Worse than target and last year.
148			41	161	A4	Care leavers in employment, education or training	Children & Young People	100%	December: 87.40%	March: 87.40%	December: G	March: R			Worse than target and last year.
				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	Children & Young People	67%	December: 68%	March: 68.3%	December: A	March: G			Better than target and last year.
				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	Children & Young People	95%	December: 93%	March: 93%	December: A	March: R			Worse than target and last year.
				46		The percentage of half days missed due to total absence in primary schools maintained by the Local Education Authority	Children & Young People	3.5%	December: 5.1%	March: 5.2%	December: R	March: R			Worse than target and last year.

NIS	Reference			Lead Directorate	Indicator	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP					BVP1	PAF	APA	December	March	December	
	34			45	The percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	7.9%	5.5%	7.4%	7.4%	R	R	Δ	Δ	Worse than target but better than last year.
	60a				Quality of Life - activities for teenagers	-31pp	-22pp (2010 Target)	Not yet available		A	A			Awaiting reporting of outturn.
	221a				Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the Local Authority area	82.9%	60%	37.70%	47.20%	R	R	▽	▽	Worse than target and last year.
	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	54%	30%	28.20%	29.30%	G	R	▽	▽	Worse than target and last year.
	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	100%	100%	100%	98%	G	R	Δ	▽	Worse than target and last year.
	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	100%	100%	100%	98%	G	R	Δ	▽	Worse than target and last year.
	163			C23	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	11.8%	8%	12.3% @ Q2	8.30%	G	G	Δ	▽	Better than target but worse than last year.
	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	75.2%	84%	83%	83.20%	A	R		Δ	Worse than target but better than last year.
	194a				The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	35%	34%	29%	30%	A	R		▽	Worse than target and last year.
	194b				The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	34%	35%	29%	29.0%	A	R		▽	Worse than target and last year.
	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	36.9%	38.7%		39.6%		G		Δ	Better than target and last year.

NIS	Reference				Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVP1   PAF				APA	December	March	December	March	December	
				222b	Children & Young People	100%	100%	100%	100.0%	G	G	Δ	Δ	Achieved target and maintained last year's highest achievable performance.
				B79	Children & Young People	80%	80%	84.4% @ Q2	86.80%	G	G	Δ	Δ	better than target and last year.
				20545C / DIS 1111	Children & Young People	15.8%	16.0%	13% (18/138)	11.50%	R	R	▽	▽	Worse than target and last year.
				20605C / DIS 1114	Children & Young People	98.7%	100%	100%	98.10%	G	R	Δ	▽	Worse than target and last year.
				20245C / DIS 1219	Children & Young People	14.28%	0%	0%	0%	G	G	Δ	Δ	Better than target and last year.
				20355C / KIGS CH10	Children & Young People	18.8	17	21.8 (80/367)	24.9 (90/362)	G	G	Δ	Δ	Better than target and last year.
				20525C/K IGS CH44	Children & Young People	12.3	13%	13.1% (18/137)	10.90%	A	G	▽	Δ	Better than target and last year.
				20165C / KIGS CH142	Children & Young People	22.1%	18%	21.9% (210/960)	19.60%	A	A	Δ	Δ	Still awaiting validation.
				20375C / KIGS CH12	Children & Young People	26.4%	50%	18.3% (15/82)	36.70%	R	R	▽	Δ	Worse than target but better than last year.
				C69	Children & Young People	12%	10%	20% @ Q2	20%	R	R	▽	▽	Worse than target and last year.

NIS	Reference			Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP				BVP1	PAF	APA	December	March	December	
				Children & Young People	97%	100%	90.6% @ Q2	93%	R	R	▽	▽	Worse than target and last year.
				Children & Young People	Up to 90%	Up to 90%	Up to 90%	Up to 90%	A	G	◁▷	◁▷	Achieved target and same performance as last year.
				Children & Young People	£819	£760	£815	£832	R	R	▽	▽	Worse than target and last year.
				Children & Young People	29%	33%	27%	30%	R	R	▽	△	Worse than target but better than last year.
				Children & Young People	18.3	15		15.6	G	G	▽	▽	Better than target but worse than last year.



**Health and Well-being**

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>26</b> (26)	<b>7</b> (8)	<b>6</b> (7)	<b>13</b> (11)
of which				
Local Area Agreement (LAA)	<b>7</b> (7)	<b>2</b> (2)	<b>0</b> (0)	<b>5</b> (5)
Herefordshire Community Strategy (HCS)	<b>16</b> (16)	<b>4</b> (3)	<b>6</b> (6)	<b>6</b> (7)
All reported indicators	<b>38</b> (38)	<b>11</b> (15)	<b>6</b> (7)	<b>19</b> (16)

Table 2

Direction of Travel		
	December	March
Improving	18	<b>14</b>
No real change	1	<b>1</b>
Deteriorating	0	<b>9</b>
<b>Total</b>	19	<b>24</b>

**Headlines**

- Many of the out-turn figures are provisional. In part this is because the new Frameworki system is still not able to produce data for all indicators connected with Adult and Children's Social Care; judgements for some indicators have been based on forecast outturn. The transfer of data to Frameworki should mean that indicators should be able to be reported against throughout from the first quarter of 2009-10.
- Worsening performance in helping adults with physical disabilities or learning difficulties to live at home.
- Changes since September 2008:

**Green from Red**

- NI 120 'all-age all cause mortality rate'

**Green from Amber**

- NI 8 'adult participation in sport'

**Red from Green**

- D54 'the percentage of items of equipment delivered and adaptations made within 7 working days'
- C29 'number of adults with physical difficulties helped to live at home (per '000 of population aged 18 to 64)'
- C30 'number of adults with learning difficulties helped to live at home (per '000 of population aged 18 to 64)'
- D40 'adult and older clients receiving a review as a percentage of those receiving a service'
- C62 'the number of carers receiving a 'carer's break' or a specific carer's service as a percentage of clients receiving community based services'

**Integrated Commissioning Director commentary**

*'End of year figures have been calculated using a mix of data from the former Client Index (CLIX) system, the new Frameworki solution, and other sources. The general picture shows that although some locally set targets have not been met, overall all but two indicators are 3 blob\* rated (out of 5 blobs in the PAF bandings) or better, with 12 of the 20 key indicators being above UK average performance. There are a number of important highlights. Admissions to permanent residential care for both older people and younger adults (C73) and availability of single rooms (D37) have exceeded target and their performance is at the highest five blob rating, which compares favourably with comparators.*

*Adults with a mental health problem helped to live at home (C31) has exceeded target, but significant problems exist in manually manipulating data because mental health staff have inadequate access to technology. This information is currently being reconciled across the two electronic systems and with available manual*

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\* The Commission for Social Care Inspection awards a 'blob' rating for each PAF indicator, from 1 (lowest) to 5 (highest). 5 blobs = excellent performance, 1 blob = a need to investigate.



*information. The number of people receiving a direct payment (C 51) has not met target because Herefordshire is exceeding targets for those receiving self-directed support (NI 130) and has succeeded in moving some people using direct payments to individual budgets. This has enabled a greater degree of choice and control for users and carers.*

*Support for carers (C62) is slightly below target, but will retain the same four blob rating as last year. Outturn information is now available for many of the new National Indicator Set, which will create a baseline for the next period.*

*The recent homecare satisfaction survey has shown a marked increase in the level of satisfaction experienced by users, with 93.7% in the top three ratings. 95.3% of people surveyed felt they had a level of control over their lives.*

*In August 2008 three existing learning disability services were brought together and successfully transferred to Midland Heart, the organisation scored most highly by users and carers. The scheme has been awarded a Community Partnership Award in the Community Care Awards and the 2009 National Health and Social Care Awards.'*



NIS	LAA	HCS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgment
			CP	BVPI	IPAF	APA					December	March	December	March			
8		Yes				Adult participation in sport	Environment & Culture	22.02% (2006)	>22.02%	December	March	A	G		Δ	Better than target and last year.	
53	20					Prevalence of breastfeeding at 6-8 weeks from birth	Children & Young People	N/A	Establish baseline		Not yet available	G	G			Outturn not yet available, but baseline will be established.	
56	22d					Obesity among primary school age children in Year 6	Children & Young People	16.7%	16%	16.20%	16.2%	R	R	Δ	Δ	Worse than target but better than last year.	
57	22b					Children and young people's participation in high-quality PE and sport	Children & Young People		Establish baseline by March		95%	G	G			Baseline established.	
113	23					Prevalence of Chlamydia in under 20 year olds	Children & Young People	N/A	3,350		2200	R	R			Worse than target.	
119	12a-d					Self-reported measure of people's overall health and wellbeing	Adult Social Care		Establish baseline		76	G	G			Baseline established.	
120	11					All-age all cause mortality rate	Adult Social Care	603.4 per 100,000 (2004-06)	<603.4		549.8	R	G		Δ	Better than target and the last year reported.	
121	9					Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	Adult Social Care	59.4 (2007)	57.8 (2009)		63.8	R	R			Worse than target and last year.	
122	8					Mortality from all cancers at ages under 75 per 100,000 population	Adult Social Care	103.2	<103.2		104.8	R	R		▽	Worse than target and last year.	
123	Yes					16+ current smoking rate prevalence per 100,000 population aged 16+ (the reported figure is the number that quit smoking)	Adult Social Care	780.6	808.1		355	R	R		▽	Worse than target and last year.	
130	Yes	Yes				Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) per 100,000 population aged 18+	Adult Social Care	97	107		>107 forecast	G	G		Δ	Better than target and last year.	

NIS	LAA	HCS	CP	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgment
				BVPI	PAF	APA					December	March	December	March	December	March	
132			195	D55		Timeliness of social care assessment	Adult Social Care	89.60%	92%	<92% forecast	86.80%	R	R	Δ	▽	Worse than target and last year. The performance still puts the authority in the second highest band for comparison with other authorities.	
133			196	D56		Timeliness of social care packages	Adult Social Care	84.70%	90%	<90% forecast	88.20%	R	R	Δ	Δ	Worse than target and last year. The performance still puts the authority in the second highest band for comparison with other authorities.	
135	Yes		Yes			Carers receiving needs assessment or review and a specific carer's service, or advice and information	Adult Social Care	12.90%	17.9%	17% forecast	13.3%	R	R	Δ	Δ	Worse than target but better than last year. In comparison with previous indicator covering this area the authority would still perform in at least the second highest band for comparison with other authorities.	
142	Yes		Yes			Number of vulnerable people who are supported to maintain independent living	Adult Social Care	96.73	97.75 (2010-11)		90.5	R	R	▽	▽	Worse than target and last year.	
		10				Mortality rate from chronic diseases	Adult Social Care	150 (2004-06)	<150	Data not yet available.	Data not yet available.	R	R			No data or activity reported.	
		28				Percentage of respondents who said they have been bullied in the previous 12 months	Children & Young People	24%	<24%	Data not yet available.	Data not yet available.	A	A			Outturn not yet available, but action plan being delivered.	
		53				Number of falls/accidents admissions to A&E	Adult Social Care		<22	Data not yet available.	Data not yet available.	R	R			No data or activity reported.	

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgment
			CP	BVPI	PAF					APA	December	March	December	March		
		22a				Percentage of respondents who said they smoked at least 1 cigarette in the last 7 days	Children & Young People	7%	<7%	December	March	A	A			Outturn not yet available, but action plan being delivered.
		22c				Percentage of respondents who said they ate at least 5 portions of fruit and vegetables the previous day	Children & Young People	24%	>24%	December	March	A	A			Outturn not yet available, but action plan being delivered.
		22e				Percentage of pupils consuming 2 or more units of alcohol in the previous week	Children & Young People	18%	<18%	December	March	A	A			Outturn not yet available, but action plan being delivered.
		22f				Percentage of respondents who said they had taken some form of illegal drug in the previous 12 months	Children & Young People	6%	<6%	December	March	A	A			Outturn not yet available, but action plan being delivered.
		22g				Percentage of respondents who said they worry about one problem 'quite a lot' or 'a lot'	Children & Young People	71%	<71%	December	March	A	A			Outturn not yet available, but action plan being delivered.
					1041Y	The referral of juveniles manifesting mental health difficulties to Child and Adolescent Mental Health Services	Children & Young People	100%	100%	December	March	G	G	Δ	Δ	Achieved highest performance possible.
			Yes	56	D54	The percentage of items of equipment delivered and adaptations made within 7 working days	Adult Social Care	96.36%	97%	December	March	G	R	Δ	▽	Worse than target and last year. The performance still puts the authority in the second highest band for comparison with other authorities.
				201	C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	Adult Social Care	97.6	115	December	March	R	R	Δ	Δ	Worse than target but better than last year. There has been a significant uptake of Self Directed Care which cannot be included in this indicator.

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgment
			CP	BWPI	IPAF					APA	December	March	December	March		
		Yes		C29	Number of adults with physical difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	4.8	5	5 forecast	4	G	R	Δ	▽	Worse than target and last year.	
		Yes		C30	Number of adults with learning difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	2.9	3	3 forecast	2.9	G	R	Δ	◁▷	Worse than target but same as last year.	
		Yes		C31	Number of adults with mental health difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	4.3	4.4	>4.4 forecast	4.7	G	G	Δ	Δ	Better than target and last year.	
		Yes			Local indicator: (Safeguarding) Percentage of cases dealt with within 5 days from referral to date of strategy discussion	Adult Social Care		75%		52%	R	R			Worse than target.	
				B11	The number of households receiving intensive home help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care	Adult Social Care	19.75%	22%	22% forecast	22.10%	G	G	Δ	Δ	Better than target and last year.	
				B12	Average gross weekly expenditure per person on supporting adults and older people in residential and nursing care and providing intensive home care	Adult Social Care	£527.92	£500		£551	R	R	◁▷	▽	Worse than target and last year.	
				D37	The percentage of single adults and older people going into permanent residential and nursing care who were allocated single rooms	Adult Social Care	95.60%	96%	96% forecast	99.00%	G	G	Δ	Δ	Better than target and last year.	
				D39	Percentage of people receiving a statement of their needs and how they will be met	Adult Social Care	96.10%	100%	<100% forecast	97.20%	R	R	Δ	Δ	Worse than target but better than last year and still shows the authority as performing in the second highest performance band in comparison to all other England authorities.	
				D40	Adult and older clients receiving a review as a percentage of those receiving a service	Adult Social Care	78.06%	80%	>80 forecast	81.7%	G	G	Δ	Δ	Better than target and last year.	

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn		2008-09 Target		Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgment
			CP	BVPI	IPAF			APA	December	March	78%	83.60%	December	March	December	March	December	
					E82	Assessments of adults and older people leading to provision of service	Adult Social Care	83.60%	78%	>78 forecast	82.68%	G	G	Δ	▽	Better than target but worse than last year.		
					C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care	Adult Social Care	1.5	1.5	<1.5 forecast	0.7	G	G	Δ	Δ	Better than target and last year.		
					C62	The number of carers receiving a 'carer's break' or a specific carer's service as a percentage of clients receiving community based services	Adult Social Care	11.50%	12%	>12% forecast	11.10%	G	R	Δ	▽	Worse than target and last year. The authority still remains in the highest performance band for this indicator in comparison with other authorities.		





## Older People

**N.B.** This section covers performance in respect of indicators that relate wholly or mainly to older people. All-age indicators that are also relevant to performance in respect of older people feature elsewhere, notably under the Health and well-being theme in Appendix 3.

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>8</b> (8)	<b>5</b> (4)	<b>0</b> (2)	<b>3</b> (2)
of which				
Local Area Agreement (LAA)	<b>1</b> (1)	<b>0</b> (1)	<b>0</b> (0)	<b>1</b> (0)
Herefordshire Community Strategy (HCS)	<b>1</b> (1)	<b>1</b> (1)	<b>0</b> (0)	<b>0</b> (0)
All reported indicators	<b>9</b> (9)	<b>6</b> (5)	<b>0</b> (2)	<b>3</b> (2)

Table 2

Direction of Travel		
	December	March
Improving	4	<b>4</b>
No real change	0	<b>0</b>
Deteriorating	1	<b>1</b>
<b>Total</b>	5	<b>5</b>

## Headlines

- Many of the out-turn figures are provisional. In part this is because the new Frameworki system is still not able to produce data for all indicators connected with Adult and Children's Social Care; judgements for some indicators have been based on forecast outturn. The transfer of data to Frameworki should mean that indicators should be able to be reported against throughout from the first quarter of 2009-10.
- Changes since December 2008:
  - Green** from **Red**
  - Local indicator: Number of people using Telecare
  - Green** from **Amber**
  - NI 131 'delayed transfers of care from hospitals per 100,000 population aged 18+'  
**Red** from **Green**
  - NI 136 'people supported to live independently through social services (all ages) per 100,000 population'  
**Red** from **Amber**
  - LPSA indicator 'the gap between the percentage of people 65 and over using home care services provided through Social Care, and people 65 and over who directly purchased services using Direct Payments, who report being satisfied with the help they received from Herefordshire Social Care and perfection (100%)'

## Integrated Commissioning Director commentary

*'End of year figures have been calculated using a mix of data from the former Client Index (CLIX) system, the new Frameworki solution, and other sources. The general picture shows that although some locally set targets have not been met, overall all but two indicators are 3 blob rated (out of 5 blobs in the PAF bandings) or better, with 12 of the 20 key indicators (including those in Health and Well-Being, Appendix 3) being above UK average performance.'*

*The specialist intermediate care services team has been awarded runner up for a regional award for the 'Just Checking' service, which enables people with dementia to remain safely in their own homes, whilst being remotely monitored by the use of telecare systems.'*

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	BVPI	PAF					APA	December	March	December	March		
125		Yes				Adult Social Care		Establish baseline by March 2009	71.80%		G	G			Baseline established.	
131		Yes				Adult Social Care		Establish baseline by March 2009	41 provisional		A	G			Baseline established.	
136	Yes	Yes				Adult Social Care	3095 (2006-07)	3,793	3,793 forecast		G	R	Δ	Δ	Worse than target but better than last year.	
139	18a-c					Adult Social Care		Establish baseline by March 2009	33		G	G			Baseline established.	
						Adult Social Care									Worse than target but better than last year. The successful uptake of both Direct payments and Telecare Service have had an adverse effect on this indicator. If the clients receiving these services could also have been included then the authority would be a high scoring one.	
		Yes	53	C28		Adult Social Care	7.5	9	8.02	8	R	R	Δ	Δ		
			54	C32		Adult Social Care	81.3	83	83 forecast	90.7	G	G	Δ	Δ	Provisional outturn is better than target and last year.	
		Yes		C72		Adult Social Care	53.2	55	<53.2 forecast	53.9	G	G	Δ	▽	Better than target but worse than last year.	
		Yes				Adult Social Care	571	625		715	R	G	▽	Δ	Better than target and last year.	

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	IBVPI	PAF					APA	December	March	December	March		
			Yes			LPSA indicator: The gap between the percentage of people 65 and over using home care services provided through Social Care, and people 65 and over who directly purchased services using Direct Payments, who report being satisfied with the help they received from Herefordshire Social Care and perfection (100%)	Adult Social Care	58% (2006 survey)	66%	December	March	December	March	December	March	Failed to measure indicator.
											Not all questions were asked in the survey	A	R			

### Economic Development and Enterprise

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>14</b> (14)	<b>11</b> (7)	<b>1</b> (6)	<b>2</b> (1)
of which				
Local Area Agreement (LAA)	<b>6</b> (6)	<b>5</b> (2)	<b>0</b> (4)	<b>1</b> (0)
Herefordshire Community Strategy (HCS)	<b>9</b> (9)	<b>7</b> (5)	<b>1</b> (3)	<b>1</b> (1)
All reported indicators	<b>18</b> (18)	<b>15</b> (11)	<b>1</b> (6)	<b>2</b> (1)

Table 2

Direction of Travel		
	December	March
Improving	1	<b>5</b>
No real change	0	<b>1</b>
Deteriorating	0	<b>1</b>
<b>Total</b>	1	<b>7</b>

**Headlines**

- Changes since September 2008:

**Green** from **Amber**

- NI 152 'working age people on out of work benefits'
- NI 168 'principal roads where maintenance should be considered'
- NI 178 'bus services running on time'
- HCS 3 'number employed in knowledge and technology intensive industries'

**Red** from **Amber**

- NI 169 'non-principal roads where maintenance should be considered'

**Regeneration Director Commentary**

*'The Regeneration Directorate has met the majority of targets for 2008/2009 across a range of Local Area Agreement, Herefordshire Community Strategy and Herefordshire Council Corporate Plan indicators for which the Directorate has the lead. It has been a particularly challenging year as the economic downturn has had an impact across all service areas. In particular challenges have been felt in the Housing service where there have been increasing pressures on homelessness; in the local economy where there has been significant impacts on local businesses and in the planning service where there has been a significant reduction in planning applications and therefore in the income generated to support the service. The directorate has led on the development of an action plan to respond to the broader impacts of the downturn.*

*During the year the Directorate continued to work to influence the outcome of the Place Survey, the final results of which are still awaiting publication by the Department of Communities and Local Government. Despite this we have been able to establish baselines and set a number of targets for the forthcoming years that will enable us to measure the improving performance of the Directorate against a number of key performance indicators. This change to the National Indicator set has meant that greater reliance is placed in-year on monitoring services delivering agreed service plan actions and, this year, on establishing baseline data.*

*In addition there are a number of indicators in the new National Indicator Framework where the services are being delivered by other agencies. The Directorate continues to work in partnership with these agencies in order to influence and monitor the performance outcome. We are continually monitoring the current situation in respect of employment and business in Herefordshire and have developed an action plan with the Economic Development Partnership Group to establish an intervention programme. An "action learning set" has been established to work across directorates, services and organisations to working flexibly to instigate activity to support businesses and individuals.*

*Although a number of Economic Development indicators have met target in 2008/09 it is likely that as a result of the economic downturn that these may start to move to a more negative position. As well as addressing short term measures regarding the economic downturn, the directorate is pursuing long term schemes with key funding agency AWM (Advantage West Midlands). However, indications are that AWM funding support is coming under pressure with a higher expectation of delivery on*

*key schemes including Edgar Street Grid (ESG), Rotherwas Futures and the Model Farm.'*

**Environment and Culture Director commentary**

*'Within the themes of economic development and enterprise, safer and stronger communities and sustainable communities outturn data for 2008-09 is now available for most performance indicators. Where baselines have been required for new National Indicators these have been, or are in the process of being, set.*

*Despite significant severe weather events during the year road condition overall has improved. The only disappointment was in relation to classified non-principal roads where roads worse than the condition threshold remained at the same level as 2007-08 (11%), failing to meet the target of 10%. Work is in hand as part of the implementation of the Amey Wye Valley service delivery review to ensure the 2009-10 target of 9% is achieved. Street cleanliness overall has seen an improvement, with only the level of detritus, at 13%, being outside the target (12%).'*





NIS	LAA	HCS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	BVPI	PAF	APA					December	March	December	March			
152	Yes					Working age people on out of work benefits	Regeneration	8.90%	0.5% reduction by 2010-11	December	March	A	G		Δ	On course to achieve end-of-LAA target and better than last year.	
161	5	Yes				Learners achieving a Level 1 qualification in literacy	Regeneration	58	32			A	A			Outturn not yet available, but action plan being delivered.	
162	5	Yes				Learners achieving an Entry Level 3 qualification in numeracy	Regeneration		Establish baseline			G	G			Outturn not yet available, but action plan being delivered.	
163	Yes					Working age population qualified to at least Level 2 or higher	Regeneration		Establish baseline			G	G			Baseline established.	
164	4a					Working age population qualified to at least Level 3 or higher	Regeneration		Establish baseline			G	G			Outturn not yet available, but action plan being delivered.	
165	4a					Working age population qualified to at least Level 4 or higher	Regeneration		Establish baseline			G	G			Outturn not yet available, but action plan being delivered.	
166	1					Average earnings of employees in the area	Regeneration	0.89:1	>0.89:1			R	R		▽	Although wage levels have improved, they have not increased as significantly as the rest of the West Midlands.	
167	7a-b					Congestion – average journey time per mile during the morning peak	Regeneration		Establish baseline			G	G			Baseline will be established even though the outturn is not yet available.	
168	Yes		Yes	223		Principal roads where maintenance should be considered	Environment & Culture	6%	5%			A	G		Δ	Better than target and last year.	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVPI					PAF	APA	December	March	December	March	
169	Yes		Yes	224a		Environment & Culture	11%	10%	December	March	A	R		<D>	Worse than target and same as last year.
171	Yes	2	Yes			Regeneration		Establish Baseline	December	March	G	G			Baseline established.
172			Yes			Regeneration		Establish baseline	December	March	G	G			Outturn not yet available, but action plan being delivered.
178	Yes	7a-b	Yes			Regeneration	67%	69%	December	March	A	G		Δ	Better than target and last year.
182						Environment & Culture		Establish baseline	December	March	G	G			Outturn not yet available, but action plan being delivered.
183						Environment & Culture		Establish baseline	December	March	G	G			Outturn not yet available, but action plan being delivered.
184						Environment & Culture		Establish baseline	December	March	G	G			Outturn not yet available, but action plan being delivered.
		3				Regeneration	10,923	> 10,923	December	March	A	G		Δ	Better than target and last year.
				100		Environment & Culture	0	0	December	March	G	G		Δ	Target achieved and equalled last year's best possible performance.

**Safer and Stronger Communities**

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>16</b> (16)	<b>14</b> (13)	<b>2</b> (2)	<b>0</b> (1)
of which				
Local Area Agreement (LAA)	<b>9*</b> (10)	<b>8</b> (10)	<b>1</b> (0)	<b>0</b> (0)
Herefordshire Community Strategy (HCS)	<b>10</b> (10)	<b>9</b> (8)	<b>1</b> (2)	<b>0</b> (0)
All reported indicators	<b>38</b> (38)	<b>27</b> (26)	<b>2</b> (7)	<b>9</b> (5)

Table 2

Direction of Travel		
	December	March
Improving	17	<b>18</b>
No real change	4	<b>1</b>
Deteriorating	4	<b>7</b>
<b>Total</b>	25	<b>26</b>

\* NI 11 was previously reported as an LAA indicator, but is actually a local indicator

**Headlines**

- An increased number of indicators judged **Red**, particularly in the area of young offenders.
- Generally positive in respect of Direction of Travel.
- Continued positive trend in making Herefordshire's roads safer.
- Changes since December 2008:

**Green** from **Red**

- NI 3 'civic participation in the local area'

**Green** from **Amber**

- BVPI 128 'the number of vehicle crimes per year, per 1,000 population in the Local Authority area'
- HCS 42c 'overall crime numbers'

**Amber** from **Green**

- NI 30 're-offending rate of prolific and priority offenders (PPO)'

**Red** from **Green**

- NI 39 'alcohol-harm related hospital admission rates per 100,000'
- NI 43 'young people within the Youth Justice System receiving a conviction in court who are sentenced to custody'

**Red** from **Amber**

- NI 45 'young offenders' engagement in suitable education, employment or training'
- NI 46 'young offenders access to suitable accommodation'
- BVPI 225 'actions against domestic violence'

**Regeneration Director Commentary**

*'The Regeneration Directorate has met the majority of targets for 2008/2009 across a range of Local Area Agreement, Herefordshire Community Strategy and Herefordshire Council Corporate Plan indicators for which the Directorate has the lead. It has been a particularly challenging year as the economic downturn has had an impact across all service areas. In particular challenges have been felt in the Housing service where there have been increasing pressures on homelessness; in the local economy where there has been significant impacts on local businesses and in the planning service where there has been a significant reduction in planning applications and therefore in the income generated to support the service. The directorate has led on the development of an action plan to respond to the broader impacts of the downturn.*

*During the year the Directorate continued to work to influence the outcome of the Place Survey, the final results of which are still awaiting publication by the Department of Communities and Local Government. Despite this we have been able to establish baselines and set a number of targets for the forthcoming years that will enable us to measure the improving performance of the Directorate against a number of key performance indicators. This change to the National Indicator set has meant*

*that greater reliance is placed in-year on monitoring services delivering agreed service plan actions and, this year, on establishing baseline data.*

*The number of people killed or seriously injured in road traffic accidents (NI 47) has seen a reduction, with the outturn being 93 compared to 133 in 2007/08. In addition the number of children killed or seriously injured (NI 48) has seen a reduction from 11 in 2007/08 to an outturn this year of 6 children. The Planning & Transportation Road Safety and Accident Investigation Prevention Teams lead on a wide range of education, training and publicity and engineering measures to address road traffic accidents; this will continue and may have an impact on the improving outturns over the coming years. In addition excellent progress is also being made increasing the number of schools with travel plans and ensuring that they are kept up to date.*

*As part of the policy and delivery of the Herefordshire Partnership which covers Stronger Communities a co-ordinated approach in addressing community and voluntary sector indicators will be created. Some of this is already evidenced as a number of targets have been established for these indicators. The Economic and Community service provides grants and project development advice to support the development of local plans, together with supporting actions being identified. In addition the Rural Access Partnership has set a local indicator on access to services, and is focussing on the services that were found to be difficult to access and which the Partnership could influence; for example local shops, advice provision, cultural facilities and public transport facilities.*

*There are also a number of crime-related indicators, which had not been identified by the Community Safety and Drugs Partnership as a priority, where performance has shown a slight deterioration; these are now being more closely monitored. The Community Safety and Drugs Partnership have been moved over to the Environment & Culture Directorate and will continue their close working relationship with partners, specifically with the Police.'*

#### **Environment and Culture Director commentary**

*'Within the themes of economic development and enterprise, safer and stronger communities and sustainable communities outturn data for 2008-09 is now available for most performance indicators. Where baselines have been required for new National Indicators these have been, or are in the process of being, set.*

*Alongside the Regeneration Directorate and other partners Environment and Culture make a significant contribution to reducing deaths and injuries in road traffic collisions. The 2008 figures of 93, killed or seriously injured, 6 children killed or seriously injured and 632 slightly injured show a significant reduction on the previous year's figures.'*



NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVPI					PAF	APA	December	March	December	March	
1	Yes	63	Yes		% of people who believe people from different backgrounds get on well together in their local area	Deputy Chief Executive	73% (2006)	77.8% (2010-11)	75.90%		G	G		Δ	Outturn shows progress towards final LAA target, and better than last year.
2					% of people who feel that they belong to their neighbourhood	Deputy Chief Executive		Establish baseline by March 2009	66%		G	G			Baseline established.
3			Yes		Civic participation in the local area	Deputy Chief Executive		Establish baseline by March 2009	16%		R	R			Baseline established.
4	Yes	61	Yes		% of people who feel they can influence decisions in their locality	Regeneration		Establish baseline by March 2009	28.80%		G	G			Baseline established.
6	Yes	62			Participation in regular volunteering	Regeneration		Establish baseline by March 2009	29%		G	G			Baseline established.
9	Yes		Yes		Use of public libraries	Environment & Culture		Establish baseline by March 2009 Target is 3% improvement by 2010-11	47.90%		G	G			Baseline established.
11	Local				Engagement in the arts	Environment & Culture		Establish baseline by March 2009 Target is 3.1% improvement by 2010-11	46.40%		G	G			Baseline established.
17	Deleted	43	Yes		Perceptions of anti-social behaviour	Environment & Culture	27%	32% by 2010-11	Not yet available		G	G			Outturn not available but baseline will be established.
19	Yes	36			Rate of proven re-offending by young offenders	Children & Young People	N/A	Establish baseline by March 2009	126 (2008)		G	G			Baseline established.
21	Yes		Yes		Dealing with local concerns about antisocial behaviour and crime by the local council and police	Environment & Culture		Establish baseline by March 2009	25.40%		G	G			Baseline established.
30	Yes				Re-offending rate of prolific and priority offenders (PPC)	Regeneration	64	49	Data available in June	30	G	A	Δ	Δ	Increased numbers on system in mid-March meaning target may not be achieved.
39	Local				Alcohol-harm related hospital admission rates per 100,000	Regeneration	1,199	1,260	1,249		G	R	Δ	▽	Worse than target and last year.

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn		2008-09 Target		Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BV/PI			PAF	APA	December	March	December	March	December	March	December	March	
40	Yes					Regeneration	520	530	530	528 @ Q3			G	G	Δ	Δ	Q4 due in June.
43						Children & Young People	2%	<5%	<5%	No data			G	R	Δ	▽	Worse than target and last year.
45					3080 YJ	Children & Young People	74.1%	95%	95%	No data			A	R	Δ	Δ	Worse than target but better than last year.
46						Children & Young People	98%	95%	95%	No data			A	R	▽	▽	Worse than target and last year.
47	Yes	52	Yes	99a		Regeneration	133 (2007)	129 (2008)	129 (2008)	84 (January to November)	93		G	G	Δ	Δ	Better than target and last year.
48						Regeneration	11 (2007)	11 (2008)	11 (2008)	6 (January to November)	11		G	G	Δ	Δ	Achieved target and better than last year.
111						Children & Young People	290	282	282	250			G	G	Δ	Δ	Better than target and last year.
						Regeneration	713	<713	<713	572 (January to November)	632		G	G	Δ	Δ	Better than target and last year.
						Regeneration	3.9	<3.9	<3.9	3.1	4.1 (332)		R	R	▽	▽	Worse than target and last year.
						Regeneration	15.6	<15.6	<15.6	10.9	13.9 (2477)		G	G	Δ	Δ	Better than target and last year.
						Regeneration	0.2	<0.2	<0.2	0.2	0.3 (56)		R	R	▽	▽	Worse than target and last year.
						Regeneration	5	<5	<5	3.6	4.8 (851)		A	G	◄►	Δ	Better than target and last year.
						Regeneration	81.8	>81.8	>81.8	81.8	81.8 forecast		A	R	◄►	◄►	Worse than target and same performance as last year.
						Regeneration	11,172	<11,172	<11,172	8,103	10,471		A	G	Δ	Δ	Better than target and last year.



NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP					BVPI	PAF	APA	December	March	December	
		43a		Perception of speeding traffic as a problem in your local area	Regeneration		Establish baseline by March 2009	Not yet available	Not yet available	G	G			Outturn not available but baseline will be established.
		44		Fear of crime as measured through the new Place Survey	Regeneration		Establish baseline by March 2009	Not yet available	Not yet available	G	G			Outturn not available but baseline will be established.
			1042YJ	Substance Misuse: the proportion of young people with identified substance misuse needs who receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days (Substance Misuse Assessment)	Regeneration	100%	To meet or exceed 95%	100% @ Q2	100%	G	G	Δ	Δ	Better than target and last year.
			165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	Environment & Culture	92%	100%	94%	88.7%	R	R	Δ	▽	Worse than target and last year.
			215a	The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Environment & Culture	6.61 days	6.61 days	2.2 days	2.9 days	G	G	Δ	Δ	Better than target and last year.
			215b	The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Environment & Culture	9.5 days	9.5 days	14.32 days	12.85 days	R	R	▽	▽	Worse than target and last year.
			218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	Environment & Culture	94.74%	94.74%	100%	100% provisional	G	G	Δ	Δ	Better than target and last year.
			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	Environment & Culture	97.83%	97.83%	100%	100% provisional	G	G	Δ	Δ	Better than target and last year.
			2a	The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	Deputy Chief Executive	3	4	3	4	G	G	◀▷	Δ	Achieved target and better than last year.
			2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	Deputy Chief Executive	79%	85%	79%	85%	A	G	◀▷	Δ	Achieved target and better than last year.

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVPI					PAF	APA	December	March	December	March	
				175		The percentage of racial incidents reported to the Local Authority that resulted in further action	100%	100%	100%	100%	G	G	Δ	Δ	Achieved highest possible performance.
		37				Percentage of young people undertaking some kind of volunteering after school	35%	35%	Not yet available		A	A			Outturn not available but action plan is being delivered.

**Sustainable Communities**

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>18</b> (19)	<b>16</b> (16)	<b>2</b> (3)	<b>0</b> (0)
of which				
Local Area Agreement (LAA)	<b>5</b> (5)	<b>4</b> (3)	<b>1</b> (2)	<b>0</b> (0)
Herefordshire Community Strategy (HCS)	<b>14</b> (15)	<b>13</b> (13)	<b>1</b> (2)	<b>0</b> (0)
All reported indicators	<b>28</b> (29)	<b>23</b> (21)	<b>2</b> (4)	<b>3</b> (4)

Table 2

Direction of Travel		
	December	March
Improving	6	<b>8</b>
No real change	0	<b>0</b>
Deteriorating	4	<b>3</b>
<b>Total</b>	10	<b>11</b>

**Headlines**

- Positive Direction of Travel.
- Good performance in the areas of waste; street cleanliness (most aspects); affordable housing; and, households in temporary accommodation.
- Changes since December 2008:

**Green** from **Red**

- BVPI 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 (per 1,000 households)'

**Green** from **Amber**

- NI 197 'improved local biodiversity – active management of local sites'
- BVPI 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'

**Regeneration Director Commentary**

*'The Regeneration Directorate has met the majority of targets for 2008/2009 across a range of Local Area Agreement, Herefordshire Community Strategy and Herefordshire Council Corporate Plan indicators for which the Directorate has the lead. It has been a particularly challenging year as the economic downturn has had an impact across all service areas. In particular challenges have been felt in the Housing service where there have been increasing pressures on homelessness; in the local economy where there has been significant impacts on local businesses and in the planning service where there has been a significant reduction in planning applications and therefore in the income generated to support the service. The directorate has led on the development of an action plan to respond to the broader impacts of the downturn.*

*During the year the Directorate continued to work to influence the outcome of the Place Survey, the final results of which are still awaiting publication by the Department of Communities and Local Government. Despite this we have been able to establish baselines and set a number of targets for the forthcoming years that will enable us to measure the improving performance of the Directorate against a number of key performance indicators. This change to the National Indicator set has meant that greater reliance is placed in-year on monitoring services delivering agreed service plan actions and, this year, on establishing baseline data.*

*The number of planning applications received during the year has significantly reduced. Applications received have been determined in a timely manner and the targets for 2008/09 have been achieved. There are 3 planning indicators that have provisional or no outturn data currently as there is an annual survey that is being completed in May 2009 that will provide the final outturns on these National Indicators. Within the Planning & Transportation Service the National Indicator 197 has reached target by improving the active management of local biodiversity sites through the preparation of management plans, which are currently being audited.*

*It continues to be a challenge to maintain and improve the outturn for the performance of the homeless and housing advice service. However, plans are in place to ensure that the use of bed and breakfast accommodation for families with children is minimised; with one family in this type of accommodation at the end of March. In addition the team can confirm that the hostel accommodation is no longer in use. The homeless prevention outturn for the year 2008/09 has come in above target, due to the proactive work that is continuing to prevent households from becoming homeless. The Housing service is on track to meet the Department of Communities and Local Government target to reduce the number of households in Temporary Accommodation by 2010 by 50%. This translates to a target of 109 in 2008/09 which has been met; there were 98 homeless households in Temporary Accommodation at the end of March 2009. This will continue to be a challenge for the forthcoming year as the target for 2009/10 is to reduce this number further to 82 homeless households.*

*The target in 2008/09 for the number of affordable homes delivered (NI 156) has been reached despite the economic slowdown, this is due to the Housing Needs and Development team monitoring the delivery over the 12 month period and working in partnership with key housing providers across the county. In addition the team have been able to facilitate the return to occupation of a number of vacant dwellings and have exceeded their target.*

*Tackling Fuel Poverty is a National Indicator (NI187) that Private Sector Housing has established a baseline for; following the reporting of the West Midlands energy consultant HESTIA and the use of the software provided by DEFRA. The team will be working on a number of initiatives over the forthcoming year to ensure that the target can be achieved for 2009/10.*

*As part of the policy and delivery of the Herefordshire Partnership which covers Stronger Communities a co-ordinated approach in addressing community and voluntary sector indicators will be created. Some of this is already evidenced as a number of targets have been established for these indicators. The Economic and Community service provides grants and project development advice to support the development of local plans, together with supporting actions being identified. In addition the Rural Access Partnership has set a local indicator on access to services, and is focussing on the services that were found to be difficult to access and which the Partnership could influence; for example local shops, advice provision, cultural facilities and public transport facilities.'*

#### **Environment and Culture Director commentary**

*'Within the themes of economic development and enterprise, safer and stronger communities and sustainable communities outturn data for 2008-09 is now available for most performance indicators. Where baselines have been required for new National Indicators these have been, or are in the process of being, set.*

*In the priority area of waste, although the final month's figures are awaited, all three waste targets are expected to be achieved or exceeded, reflecting a consistent trend throughout the year.'*



NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	BVPI	PAF					APA	December	March	December	March	December	
155	Yes		Yes			Number of affordable homes delivered (gross)	141	200	172	208	G	G	Δ	Δ	Better than target and last year.	
156	Yes	14	Yes			Number of households living in Temporary Accommodation	133	109	109	98 households	G	G	Δ	Δ	Better than target and last year.	
157				109a-c		Processing of planning applications as measured against targets for (a) 'major', (b) 'minor' and (c) 'other' application types	(a) 68% (b) 80% (c) 89%	(a) 60% (b) 65% (c) 80%	(a) 69% (b) 72% (c) 86%	(a) 73% (b) 73% (c) 87%	G	G	▽	▽	Better than target but 2 out of 3 parts were worse than last year.	
175			Yes			Access to services and facilities by public transport, walking and cycling	91%	91%		Not available until June	A	A			Outturn not available, but action plan being delivered.	
185			Yes			CO <sub>2</sub> reduction from Local Authority operations		Establish baseline by March 2009		Not available until July	G	G			Outturn not available, but baseline will be established.	
186	Yes	58	Yes			Per capita reduction in CO <sub>2</sub> emissions in the LA area	9.4 tons (2005)	13.1% less by 2010 against 2005 baseline		Not available until July	A	A			Outturn not available, but action plan being delivered.	
187			Yes			Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating		Establish baseline by March 2009		SAP <35 = 28.91% SAP >65 = 20.98%	G	G			Baseline established.	
191	Yes	56a	Yes			Residual household waste per head	851.85 kg (2006/07)	762 kg	470.63kg to November	690.01kg forecast	G	G			Latest performance (February) better than target and last year.	
192				82a i-ii 82b i-ii 82c i-ii 82d i-ii		Household waste recycled and composted	30.26%	32%	34.25% to November	33.24% forecast	G	G	Δ	Δ	Latest performance (February) better than target and last year.	
193						Municipal waste landfilled		64.92%	63.42% to November	64.61% forecast	G	G			Latest performance (February) better than target.	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVPI					PAF	APA	December	March	December	March	
195		54	Yes	199e-c		Environment & Culture		(a) 10% (b) 12% (c) 2% (d) 1%	(a) 3% (b) 19% (c) 1% (d) 0%	(a) 5% (b) 13% (c) 1% (d) 1%	G	G		Other than detritus, the 3 other elements are better than target.	
196				199d	Improved street and environmental cleanliness – fly tipping	Environment & Culture	Grading 3	Grading 2	Grading 2	Grading 2 provisional	G	G	Δ	Δ	Target achieved and better than last year.
197	Yes	55 57	Yes		Improved local biodiversity – active management of local sites	Regeneration	28.70%	3.5% increase (30 sites)	33 sites		A	G	Δ	Δ	Better than target and last year.
				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	Regeneration	164	110	43	153	A	G	▽	▽	Better than target but worse than last year.
				183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	Regeneration	5.06 weeks	1.5 weeks	5.91	5.57 Weeks	R	R	▽	▽	Worse than target and last year.
				183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Regeneration	27.43 weeks	1 week	21 weeks	21 weeks	R	R	Δ	Δ	Worse than target but better than last year.
				202	The number of people sleeping rough on a single night within the area of the Local Authority	Regeneration		Fewer than 3	7	7	R	R			Worse than target.
				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 (per 1,000 households)	Regeneration	4	4	0.98	4.4	R	G	▽	Δ	Better than target and last year.
				204	The number of planning appeal decisions allowed against the Local Authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Regeneration	36.40%	<36.4%	34.00%	35%	G	G	Δ	Δ	Better than target and last year.



NIS	LAA	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
		HCS	CP	BVPI	PAF					APA	December	March	December	March		
	Local	59a-e					Ease of access to services: (a) local shop (b) solicitor / CAB / other advice service (c) public transport facility (d) cultural / recreational facility	Regeneration	Establish baseline by March 2009	December (a) 12% (b) 18% (c) 21% (d) 21%	March <b>G x4</b>	December <b>G x5</b>	March <b>G x4</b>		Baseline established. Indicator redefined from original doctor; local hospital; library; sports / leisure centre; cultural / recreational facility.	
		60b-f					Quality of Life - % of people who feel certain aspects need improving: b. Affordable decent housing c. Job prospects d. Level of crime e. Level of traffic congestion f. Wage levels and local cost of living	Regeneration	Establish baseline by March 2009	December b. 30% c. 26% d. 17% e. 33% f. 26%	March <b>G x5</b>	December <b>G x5</b>	March <b>G x5</b>		Baseline established.	



### Organisational Improvement and Greater Efficiency

Table 1 shows performance against target. For comparison, December's figures are in brackets. End-of-year outturn is not yet available for all indicators which is why **Amber** judgements still remain. Table 2 shows performance compared to the same period in the previous year.

Table 1

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data / lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken	Not achieved / not expected to be achieved / no activity reported
Corporate Plan (including LAA and HCS)	<b>16</b> (16)	<b>8</b> (10)	<b>1</b> (1)	<b>7</b> (5)
of which				
Local Area Agreement (LAA)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)
Herefordshire Community Strategy (HCS)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)
All reported indicators	<b>27</b> (27)	<b>15</b> (18)	<b>1</b> (4)	<b>11</b> (5)

Table 2

Direction of Travel		
	December	March
Improving	11	<b>6</b>
No real change	1	<b>1</b>
Deteriorating	5	<b>10</b>
<b>Total</b>	16	<b>17</b>

**Headlines**

- Changes since December 2008:

**Green** from **Amber**

- NI 180 'changes in Housing Benefit / Council Tax Benefit entitlements within the year'
- 'unavailability of ICT services to users'

**Amber** from **Green**

- Investors in people accreditation

**Red** from **Green**

- BVPI 9 'the percentage of council tax collected by the Local Authority in the year'
- BVPI 14 'the percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force'
- BVPI 11a 'percentage of leadership posts occupied by women'
- BVPI 16 'percentage of employees who consider themselves to have a disability'

**Red** from **Amber**

- BVPI 10 'the percentage of non-domestic rates collected'
- BVPI 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'

**Deputy Chief Executive (Interim) Commentary**

*'A number of indicators within the DCX directorate are new and therefore have no historical data to benchmark against. Wherever possible, targets for these indicators are currently being set.'*

*Of note, the performance in relation to the Data Quality Assessment reflects the progress made in relation to the corporate action plan. Consistent attention and effort will be required to maintain this position throughout 2009-2010.*

*A baseline position has now been established for National Indicator 14 (avoidable contact) and the result of 27.18% appears to be consistent with other authorities in this regard. A detailed action plan has been developed to cover the broadening scope of this indicator, which will support the improvement of performance in this respect of all customer-facing services across the authority.*

*The HR and OD indicators will be largely revised for 2009-2010 in order for there to be a more effective set of organisational performance measures.*

*In general, however, much of the underperformance seen is either marginal or as a consequence of the very small numbers of employees within the measurement, which leads to disproportionate swings in performance when changes occur.*

*Of particular note however, the corporate sickness target was not achieved. Each Directorate now has a specific target in relation to sickness absence and particular attention is being given to those areas where performance in this respect is most challenging. Revised guidance on the management of sickness absence has been*

*issued to all managers along with a revised programme of management training and support.'*

**Resources Director Commentary**

*'Overall, performance has improved across the directorate. Most of the indicators demonstrate that targets have been achieved.*

*However, for BVPI9 and BVPI 10 underperformance against target was marginal – the current financial climate was expected to have a more adverse affect on collection rates and therefore performance in this respect has actually been positive. This may become evident in future months.*

*For BVPI 78a: the apparent underperformance in relation to this indicator was affected by two factors; Performance problems with the Idox document management system which restricted the number of users who could access the system at any one time and the increase in the number of claims received. In spite of this performance has improved from 2007/8. System availability has now improved and with the recruitment of another database administrator further improvement is anticipated. With more work planned in May on Idox and the move from windows to Linux for Academy scheduled for July, this is expected to improve both the capacity and availability of both systems.*

*Initial concerns with the capacity of Agresso to meet all of the council's payroll requirements have been investigated and the Payroll Manager considers that the system can be developed to meet all needs. It is anticipated that any outstanding issues should be resolved as the testing work is carried out prior to going live.'*



NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
	LAA	HCS	CP	BVPI					PAF	APA	December	March	December	March	
14			Yes		Avoidable contact: The average number of customer contacts per resolved request	Deputy Chief Executive		Establish baseline by March 2009	December	March	G	G			Baseline established.
179			Yes		Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Resources		£1.5m	December	March	G	G			Better than target.
180					Changes in Housing Benefit / Council Tax Benefit entitlements within the year	Resources		19,500	December	March	A	G			Better than target.
181					Days taken to process Housing Benefit / Council Tax Benefit new claims and change events	Resources		20	December	March	G	G			Better than target.
				8	Creditor Days - The average number of days taken to pay for purchases	Resources		19	December	March	G	G			Better than target.
				9	The percentage of council tax collected by the Local Authority in the year	Resources	98.62%	98.80%	December	March	G	R	Δ	▽	Worse than target and last year.
				10	The percentage of non-domestic rates collected	Resources	98.63%	98.80%	December	March	A	R	▽	▽	Worse than target and last year.
				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	Resources	27.08 days	24 days	December	March	A	R	Δ	Δ	Worse than target but better than last year.
				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	Resources	13.26 days	14 days	December	March	G	G	Δ	▽	Better than target but worse than last year.
				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	Resources	62.30%	63%	December	March	G	G	Δ	Δ	Better than target and last year.

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	BVPI	PAF					APA	December	March	December	March		
				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	Resources	48.90%	49%	46.40%	51.63%	G	G	Δ	Δ	Better than target and last year.
			Yes			Use of Resources score	Resources	2	3	3	3	G	G	Δ	Δ	Better than target and last year.
			Yes			VFM PROC SI 5: Percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations	Resources		3%	2.74%	2.74%	R	R			Worse than target.
			Yes	11b		The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	Deputy Chief Executive	2.36%	3%	2.29%	2.33%	R	R	▽	▽	Worse than target and last year.
			Yes	11c		The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	Deputy Chief Executive	0.79%	1.40%	0.00%	0.00%	R	R	▽	▽	Worse than target and last year.
				14		The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Deputy Chief Executive	0.28%	<0.28%	0.02%	0.38%	G	R	Δ	▽	Worse than target and last year.
				15		The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total workforce	Deputy Chief Executive	0.16%	<0.16%	0.00%	0.09%	G	G	Δ	Δ	Better than target and last year.
			Yes			Direction of Travel assessment based on the rate of improvement	Deputy Chief Executive	Improving adequately	Improving well		Improving well	G	G	Δ	Δ	Better than target and last year.
			Yes			Investors in people accreditation	Deputy Chief Executive		Accreditation (2009-10)			G	A			Unsure whether commitment to IIP still exists.
			Yes			Average days per full-time employee per year invested in learning and development	Deputy Chief Executive		Establish baseline by March 2009		Not yet available.	G	G			Outturn not yet available but action plan in place to deliver baseline.
			Yes	12		Average working days per employee (full time equivalent) per year lost through sickness absence	Deputy Chief Executive	8.58 days	8 days	8.52 days	8.97 days	R	R	▽	▽	Worse than target and last year.



NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		RAG Rating		Direction of Travel		Reason for Judgement
			CP	BVPI	PAF					APA	December	March	December	March		
			Yes	11a		Percentage of leadership posts occupied by women	Deputy Chief Executive	40.94%	42%	41.98%	41.10%	G	R	Δ	Δ	Worse than target but better than last year.
			Yes	16		Percentage of employees who consider themselves to have a disability	Deputy Chief Executive	0.86%	>0.86%	0.89%	0.84%	G	R	Δ	▽	Worse than target and last year.
			Yes	17		Percentage of Black and Minority Ethnic (BME) employees in the workforce	Deputy Chief Executive	0.73%	>0.73%	0.63%	0.63%	R	R	▽	▽	Worse than target and last year.
			Yes			Data quality measured in terms of the Audit Commission's four-point scale	Deputy Chief Executive	2	2		2	G	G	<Δ	<Δ	Achieved target and maintained last year's judgement.
			Yes			Commissioner and user satisfaction index – measuring the perceptions of service users and commissioners of the effectiveness of the service	Deputy Chief Executive		Establish baseline by March 2009		2.71%	G	G			Baseline established.
			Yes			Unavailability of ICT services to users	Deputy Chief Executive		Establish baseline by March 2009		0.37%	A	G			Baseline established.



**PRESENTATION BY CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES)**

**Report By: Deputy Chief Executive (Interim)**

**Wards Affected**

County-wide

**Purpose**

1. To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.
2. A report is attached.

**BACKGROUND PAPERS**

- None identified



# REPORT BY CABINET MEMBER CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES – JULY 2009

## Introduction

This paper describes the performance highlights and planned actions for the portfolio of the cabinet member responsible for Corporate and Customer Services and Human Resources. This comprises the areas covered by Directorate of the Deputy Chief Executive, with the exception of ICT and Information, (which falls to the Cabinet member for ICT, Education and Achievement) but with the addition of smallholdings.

## 1 – Budgets

The budget for the whole of the Deputy CX directorate in 2008-09 was overspent by £198k. The biggest area of overspend was in Legal and Democratic though this was offset by underspends in Corporate Programmes and Customer Services and in ICT.

The budgets for 2009-10 are as follows;

**Table 1**

<b>The Budget for each service area for 2009-2010 is:</b>	<b>(£,000)</b>
Central directorate costs	205
Communications	393
Partnership	199
Corporate programmes and customer services	67
Policy and Performance (inc Emergency Planning)	874
Legal and democratic	2,770
Human Resources and organisational development	1,503
Information services	367
<b>Sub total</b>	<b>6,378</b>
<b>ICT [includes; ICT Services, INFO, Connects, Corporate ICT projects &amp; Community network]</b>	<b>8,721</b>
<b>Overall total for whole directorate</b>	<b>15,099</b>
Smallholdings	(164)
<b>Overall Total</b>	<b>14,395</b>

### Smallholdings

On 25<sup>th</sup> June, Cabinet agreed the policy framework for the new smallholdings strategy, following consultation with tenants, their representatives and Herefordshire Young Farmers. The policy contains some significant changes to the current approach and has given a local context to this important area of council service delivery. It is supported by the capital investment agreed by council in this year's budget.

## **2 – Performance against targets**

This portfolio is responsible for 19 performance indicators. At year-end 11 were rated as green, 7 were red and 1 was amber. A breakdown of all of the above indicators and their ratings can be found at appendix 2 and a list of indicators rated as 'red' can be found at appendix 3.

[Note; 'Green' indicates that the indicator has achieved target, 'Amber' indicates that outturn data is still not known, 'Red' indicates that indicator has failed to reach target].

It should be noted that a number of indicators within this portfolio are new and therefore have no historical data to benchmark against. Wherever possible, targets for these indicators are currently being set.

A baseline position has now been established for National Indicator 14 (avoidable contact) and the result of 27.18% appears to be consistent with other authorities in this regard. A detailed action plan has been developed to cover the broadening scope of this indicator, which will support the improvement of performance in this respect of all customer-facing services across the authority.

All of the seven indicators judged to be 'red' fell into the area of HR and OD. In general, much of this underperformance can be seen as either marginal or as a consequence of the very small numbers of employees within the measurement, which leads to disproportionate swings in performance when changes occur. The indicators in HR and OD will be largely revised for 2009-2010 so as to form a more effective set of organisational performance measures.

Of particular note however, was the non-achievement of the corporate sickness target (BVPI 12). To improve the performance of this indicator, each Directorate now has a specific target in relation to sickness absence and particular attention is being given to those areas where performance in this respect is most challenging. Revised guidance on the management of sickness absence has been issued to all managers along with a revised programme of management training and support.

## **3 - Feedback from surveys, customers & stakeholders and key points from self assessments, inspections etc**

### **Policy and performance**

- The Audit Commission Direction of Travel Assessment 2008 said that the council is, "Improving well. Performance has improved in most priority areas" and that "The Council contributes positively to community outcomes and works well in partnership to reduce crime and engage with diverse communities".
- The Council's Performance Improvement Framework is one of the Council's essential systems. The latest audit found all aspects of the framework to have been operated satisfactorily but makes a few recommendations for further improvement.
- The Audit Commission undertook its annual data quality audit during the year. The Council's rating remained 'adequate'.

### **Communications**

- Nearly one in two employees feel communication in the council is improving. The percentage of staff feeling informed about council plans, priorities and performance fell back slightly to 66 per cent compared with 69 per cent the previous year. The same percentage felt that they were kept informed about the development of Herefordshire Public Services. Those who say the council communicates with staff regularly when going through change is down slightly from 75 per cent to 73 per cent (but still compares well with local authority averages)

### **Partnership**

- The Government Office Review of the LAA reported that Herefordshire had made good progress in developing and embedding robust structures and mechanisms for delivery of LAA targets.

### **Corporate programmes**

- The corporate programmes team achieves 80% satisfaction ratings through customer feedback

### **Customer services**

- Customer services exit surveys show an increase in the number of people using the service for the first time. Most customers were seen between 0-5 minutes.

### **Legal and democratic**

- The Ombudsman's annual letter July 2008 said that the council's complaints process works well. For the first time, it is now in the top quartile for unitary councils, responding within 23.1 days on average (Benchmark = 28 days)

### **The view of employees**

- Feedback from the Employee Opinion Survey shows that, on the one hand, staff in the directorate felt that they get fair and equal treatment:

[Q3.1c 'Fair and Equal Treatment (Gender)'. This question had a 79% positive response rate, compared with 71% for the council as a whole and 82% for the directorate in 2007-2008.]

whilst on the other they have less control when it comes to planning their work:

[Q2.19 'I have control over planning and doing my work, which saw an 80% positive response rate. This compared unfavourably to the council as a whole (84%) and to the previous survey in 2007-2008 (83%).]

A working group has recently been set up to address corporate issues identified by the Employee Opinion Survey.

### **Human resources and organisational development**

- See appendix 1

## **4 - Key Changes and Achievements April 2008–March 2009**

### **Communications**

- In 2008, communications were unified for the council and the primary care trust, and now work to a single service plan and integrated strategy, including one set of key communication channels, communication and advertising policies, protocols and brand guidelines.

- Press release production improved from 853 press releases during 2007 to 1076 in 2008 (fewer than 5 cent of local authorities issue more than 750 press releases a year). Press coverage affecting the council and the primary care trust reached 5,341 separate articles during 2008 with over 90 per cent positive or neutral. [Note; press release production includes releases for the PCT. These make up approximately 10% of the total press release output]

- Herefordshire Council has compared its media relations and communications services with around 40 other large local authorities. Herefordshire Council was the third most productive in terms of press releases and coverage (producing almost double the average) and spent less than half the average on staffing costs. At the same time the unit has held overall costs at the same level for three years.
- Herefordshire Matters – the residents’ publication - now covers PCT as well as council services. Evaluation shows 73 per cent of residents read all or most of it, 24 per cent read a few articles and 2 per cent do not read any at all. Over 90 per cent find articles interesting, useful and covering important issues. Readership levels now exceed those of mainstream local press.
- First Press is sent to council and PCT employees at least once a week (was once a month) and is the most accessed part of the council and PCT intranets. The re-branded team brief system – Team Talk – was launched in April 2008 and is the most favoured by council and PCT staff with 79% receiving it face-to-face from their managers.
- The chief executive has held quarterly road shows to discuss key issues with staff. Attendance at these events has been high particularly at Plough Lane and Brockington.
- The frequency of communication to elected members and PCT non-executive directors has increased. The previously monthly Members News has increased to fortnightly and is presented in electronic and hard copy format where preferred. Service Update, the quarterly summary of operational matters, has been extended to cover the PCT as well as the council.
- Communications with schools and Parish Councils have been strengthened. There is a new electronic weekly publication - Schools Online - and a new electronic channel, Parish Online, for parish councils.
- A new joint branding framework for the council and the primary care trust, was developed in house. The design unit, with one full time permanent employee, produces some 300 pieces of work a year including annual reports, major brochures and booklets, as well as leaflets and flyers.

### **Partnership**

- Development of the new Local Area Agreement (LAA), which was signed off by Central Government without qualification.
- Review and restructuring of Herefordshire Partnership Governance structure and processes.
- Introduction of the Area Based Grant and agreed arrangements for how it is distributed between the council, PCT and other partner organisations.

### **Corporate programmes**

- ISO9001 in ICT and Corporate Programmes – three-year external revalidation audit passed with no non-conformances
- Successful completion of a number of projects and programmes including the new crematorium, the introduction of concessionary fares and the upgrade of the education network.

### **Customer services**

- Charter Mark Standard awarded for the third year in succession to Customer Services.



- A baseline position has now been established for National Indicator 14; “*Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer*” data collection and submission of results.

### **Policy and performance**

- Completed the annual research programme, including user satisfaction, housing needs and employee opinion surveys, customer insight analysis, producing the annual State of Herefordshire report and demographic forecasts for the county
- Supported the Director of Public Health’s work on joint strategic needs assessment. This covers all matters affecting people’s life-chances, health and well-being and quality of life, not just health and social care as required by statute. A prioritised programme to fill the gaps in our knowledge is in place and being implemented; it includes the establishment of the *Herefordshire 100*, which is giving us a much better understanding of the needs and aspirations of minorities.
- The Council declared at level 3 of the equality standard for local government which was externally validated in February 2009
- A joint council and PCT strategic options consultation was carried out with the public in autumn 2008 to inform future plans and budgets. Together with the new national Place Survey, (known locally as the Herefordshire Quality of Life survey), this demonstrated public support for the council’s existing priorities.
- Assumed responsibility for the joint Council PCT emergency planning and business continuity unit on the retirement of the emergency planning manager. A review is currently underway to establish the appropriate structure and resources for the future.
- Cabinet approved the Council’s first data quality policy and an ambitious action plan to make this a reality. Although the majority of actions have been completed, progress has not been as rapid as was intended. However the recent management letter from the Audit Commission declares our position to be satisfactory and predicts further improvements when the actions that have been completed take effect.
- Led the council, PCT and partners’ preparation for the new system of Comprehensive Area Assessment (CAA), including a programme of multi-agency seminars and the preparation of comprehensive self-evaluations, which were presented to members.
- Have begun the development of a new, streamlined, approach to corporate performance reports, so that members and managers can focus on the most important issues and what is being done to tackle them.

### **Legal and democratic**

- Adopted local filtering system for dealing with complaints against Parish, Town and Herefordshire councillors in accordance the Local Government involvement in Public Health Act 2007
- Lexcel and RIPA accreditations renewed.
- ISO 9001 renewed for land charges and electoral registration
- Electoral registration was subject to Electoral Commission review and rated as “standard” or above in all areas.
- Registration Service unified to single district

### **Human resources and organisational development**

- See appendix 1

## **5 - Issues to address in 2009-10**

### **Across the directorate as a whole:**

- Supporting Comprehensive Area Assessment and World Class Commissioning.
- Driving the implementation of the new Performance Management and Risk System (PMR)
- Supporting the provider services review
- Devising the business case for shared services

### **Team specific issues;**

#### **Communications**

- To achieve improvement in the public's satisfaction with the council to 50 per cent (Sept 10). To improve how well informed local people feel about public services and how to access them to 50 per cent (Sept 10); and improve how well informed the public feel about how public services are performing to 50 per cent (Sept 2010).
- Ensure press release production at 1,000 per year (top quartile for local authorities and NHS trusts). Develop new performance measurement that link press release production and press coverage to national indicators that measure the public's perceptions of things such as Herefordshire as a place to live, satisfaction with the performance of the council, the value for money provided by the council and how well people from different backgrounds get along together.
- Brand audit to be undertaken in order to identify implement the new Herefordshire Council and NHS Herefordshire branding by Sept 09. Objective to secure corporate branding for: libraries, youth services, strategic housing, info shops and info by phone, the council and PCT web sites and intranets, and PCT main premises.
- To increase from 50% the proportion of employees who feel communication is improving to 60% (2009) and 70% (2010) and reduce from 29% staff who do not speak highly of the council to others to 20% (2009) and 15% (2010)

#### **Partnership**

- Supporting the Herefordshire Partnership so as to achieve the Local Area Agreement and maximise Performance Reward Grant from Government.
- Refreshing the Herefordshire Sustainable Community Strategy
- Developing a Community Engagement Strategy for the Partnership
- Putting in place an evaluation process which will assess the Partnership and its achievements

#### **Corporate programmes**

- Continued delivery of project and programmes including; shared service, waste management, new customer facilities at Ross and Ledbury, Herefordshire Connects, Butter and Livestock market proposals

#### **Customer services**

- Implement a revitalised Customer Service Strategy (this will incorporate Customer Engagement Strategy, alongside work from the partnership team).
- Design of new customer service centres at Ross and Ledbury
- Prepare for new Customer Service Excellence standard (assessment Jan 2010)
- Resolution of budget shortfall 2010/11 (500k)

**Policy and performance**

- Continuing CAA self-evaluation and leading the response to the CAA results in November 2009.
- Implement streamlined corporate management reports as a lever for improved performance across the council, Herefordshire Public Services and Herefordshire Partnership.
- The Emergency Planning Team will lead on resilience planning across the county particularly working with the Public Health Department in relation to the flu pandemic and in close co-operation with other public services.
- Making better use of current resources in research and intelligence and in public health to inform strategic decision-making.
- The development of a joint approach to Equality and Diversity issues across the Council and PCT.
- The development of shared statutory policies across the Council and PCT regarding Equality and Diversity
- Continuing to champion improvements in data quality across the Council and ensure the completion of the Data Quality Action Plan.

**Legal and Democratic**

- The implementation of the "Duty to Promote Democracy".
- Development of Empty Property Orders
- Translocation of Livestock Market
- Relocation of Butter Market
- Migration of Land Charges to new software Civica
- Review parish council election costs
- Implement new software for Register of Elections and Elections
- Review of Registration Service as single district
- Delivering the work programme for National Indicator 3; Civic Participation

## Appendix 1

### Human resources and organisational development

1. The HR teams are now working in an integrated fashion across both Council and PCT, although there are still dedicated operational leads to support managers in each organisation.
2. The central Recruitment team remit has been extended so that it is now carrying out all recruitment activities for Corporate and Commissioning functions in the PCT.
3. In November 2008, Anne Coutts commenced in post as Assistant Chief Executive, HR and OD. During 2009, two further key appointments have been made to the team: Anita Calverley has been appointed as Head of HR Services and Lucy Marder has been appointed as HR Manager, Learning, Training and Development.
4. In terms of HR developments over the last six months, the following are particularly important to note:
  - There have been concerted steps taken to improve the data quality levels on the Council HR databases, in preparation for the implementation of Agresso in 2010. This work has proved more onerous than expected, but has been completed in tandem with the development of a new performance indicator set and workforce reporting regime for both Council and PCT.
  - Particular attention has been paid to the indicators around sickness reporting and appraisal completion, and there are already signs that a dedicated programme around sickness management is beginning to pay dividends.
  - Within recruitment, a coherent apprenticeship policy has been developed in response to the national Skills Pledge. The central Recruitment team has continued to drive down the length of time taken to recruit to each post, and there has been a detailed audit of all recruitment processes across both Council and PCT in order to ensure consistency and efficiency of approach.
  - The new CRB team has been set up and has established a firm control on all CRB clearance processes; the team are now taking on a similar role in relation to registration.
  - A new induction half day was introduced for HPS, but this requires further review, which is being undertaken over the summer of 2009. A revised format will be in place from September 2009.
  - The HR teams have provided considerable input and support to the restructuring programmes taking place across Council and PCT, including the development of integrated teams in a number of services and directorates. There has also been the need for support in relation to a number of transfers, including TUPE transfers.

- In April 2009, the new Workforce Strategy for HPS for 2009 – 12 was approved by both Cabinet and PCT Board, and an action plan has been put in place to roll out the key workstreams within it.

5. In terms of organisational development and learning and development initiatives over the last six months, the following are particularly important:

- Within the wider organisational development programme, the production of the World Class Commissioning OD plan. The plan was commended by the Strategic Health Authority.
- The Leadership Academy has been set up and launched for HPS, and the first meetings have taken place. A very enthusiastic steering group will be guiding the development of the Academy over the coming year.
- There has been continued development activity with the senior management team, and approval has been given for the commencement of a master class series for second in line managers.
- With the appointment of the new HR Manager for Learning, Training and Development, a comprehensive audit of all training and development activities is being undertaken, and the leadership and management 'offer' significantly improved.
- The Adult Social Care and Corporate training teams combined to achieve Institute of Leadership and Management accreditation for delivering Team Leading (level 2) and First-line Management (level 3) programmes.
- Herefordshire Council's involvement in the West Midlands Coaching Pool and Management Board has continued.

## Appendix 2 – Performance Indicators 2008-09 performance at year-end

### Key

<b>RAG</b>	
Green	Indicator has met agreed target
Amber	Outturn is not yet known
Red	Target had failed to reach agreed target
<b>DOT</b>	Direction of Travel. Arrow indicates the trend compared with the previous year's performance, where available. (i.e; 2008-09 compared to 2007-08)

Number	Indicator	RAG	DOT
NI 14	Avoidable contact: The average number of customer contacts per resolved request	<b>G</b>	
BVPI 11b	The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	<b>R</b>	▼
BVPI 11c	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	<b>R</b>	▼
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	<b>R</b>	▼
BVPI 15	The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total workforce	<b>G</b>	▲
Local indicator	Direction of Travel assessment based on the rate of improvement	<b>G</b>	▲
Local indicator	Investors in people accreditation	<b>A</b>	
Local indicator	Average days per full-time employee per year invested in learning and development	<b>G</b>	
BVPI 12	Average working days per employee (full time equivalent) per year lost through sickness absence	<b>R</b>	▼
BVPI 11a	Percentage of leadership posts occupied by women	<b>R</b>	▲
BVPI 16	Percentage of employees who consider themselves to have a disability	<b>R</b>	▼
BVPI 17	Percentage of Black and Minority Ethnic (BME) employees in the workforce	<b>R</b>	▼
Local indicator	Data quality measured in terms of the Audit Commission's four-point scale	<b>G</b>	◀ ▶
NI 1	% of people who believe people from different backgrounds get on well together in their local area	<b>G</b>	▲
NI 2	% of people who feel that they belong to their neighbourhood	<b>G</b>	
NI 3	Civic participation in the local area	<b>G</b>	
BVPI 2a	The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	<b>G</b>	▲
BVPI 2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	<b>G</b>	▲
BVPI 175	The percentage of racial incidents reported to the Local Authority that resulted in further action	<b>G</b>	▲

**Appendix 3** – End of year outturn figures for indicators judged as being 'red' – (missing their target)

<b>Number</b>	<b>Indicator</b>	<b>Lead Directorate</b>	<b>2008-09 Target</b>	<b>Outturn Mar-09</b>
BVPI 11b	The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	Deputy Chief Executive	3%	2.33%
BVPI 11c	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	Deputy Chief Executive	1.40%	0.00%
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Deputy Chief Executive	<0.28%	0.38%
BVPI 12	Average working days per employee (full time equivalent) per year lost through sickness absence	Deputy Chief Executive	8 days	8.97 days
BVPI 11a	Percentage of leadership posts occupied by women	Deputy Chief Executive	42%	41.10%
BVPI 16	Percentage of employees who consider themselves to have a disability	Deputy Chief Executive	>0.86%	0.84%
BVPI 17	Percentage of Black and Minority Ethnic (BME) employees in the workforce	Deputy Chief Executive	>0.73%	0.63%





## **PRESENTATION BY CABINET MEMBER (RESOURCES)**

**Report By: Cabinet Member (Resources)**

### **Wards Affected**

County-wide.

### **Purpose**

1. To outline the key elements of the Resource portfolio, progress to date and the challenges for the future.

### **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 (David Powell).
  - b. Head of Asset Management & Property Services (Malcolm MacAskill).
  - c. Audit Services Manager (Tony Ford).
  - d. Head of Benefit & Exchequer Services (Mike Toney).
  - e. Acting Head of Financial Services (Heather Foster).
- 3.3 Currently the Resources management team (RMT) meets twice a month although there is a wide ranging review underway looking at the way we work. Whilst meetings scheduled for the beginning of the month support the delivery of the corporate Team Talk briefing RMT also covers other key issues with particular emphasis on:

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Further information on the subject of this report is available from  
Mr David Powell, Director of Resources on (01432) 383518

- a. Progress achieving key priorities.
  - b. Sharing key messages from Joint Management Team
  - c. Monitoring of directorate performance including budgets.
  - d. Review of the directorate risk register.
- 3.4 The Director keeps the Cabinet Member (Resources) briefed on key issues on a weekly basis. Quarterly joint meetings with the Chief Executive, Leader, Cabinet Members, Deputy Chief Executive and Assistant Chief Executive are held to review individual and shared priorities and also discuss progress.
- 3.5 Performance to date against the directorate and service plans for 2009/10 is as expected at the end of the first quarter.

#### 4. SERVICE PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

- 4.1 Performance against the directorate's key priorities for 2008/09 is outlined in the appendix. The appendix also covers the key priorities for 2009/10.
- 4.2 The directorate and service priorities supports the following theme in the council's Corporate Plan.

<b>CORPORATE PLAN 2008 – 2011</b>	
<b>THEME</b>	Organisational improvement and greater efficiency
<b>PRIORITY</b>	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. Better Outcomes
  - b. Better Services.
  - c. Delivering Value for Money.
  - d. Improving Customer Experience
- 4.4 These priorities form the basis of the 2009/10 business plans for each of the four services.
- 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 staff in the directorate. Individual priorities are therefore linked to Corporate Plan priorities for 2008 – 2011.
- 4.7 Since July 2008 there has been a consistent performance management reporting system for the directorate. The current checklist system helps track progress at

team, service and directorate level. The system is now under review to ensure it dovetails with the new corporate approach to performance management that is more exception based rather than being based on the collection of significant amounts of data.

## **5. KEY PRIORITIES**

- 5.1 The key priorities for the year relate to directorate and service priorities are set out in agreed plans for 2009/10. The key elements of the priorities are 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. Deliver a revised accommodation strategy to rationalise the Council and PCT estate by the end of 2009.
  - e. Support the delivery of the outcome of the work on Shared Services.
  - f. Focus on the new inspection regimes for the benefit service.
  - g. Deliver a 2009 Use of Resources action plan following the outcome of the new assessment.
  - h. Work with the Policy & Performance team to develop a consistent approach to measuring value for money (VfM) across all services. This will include a comprehensive VfM strategy.

## **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. Emerging strategies such as one for benefits and community transfer of assets

## **7. CONCLUSIONS**

- 7.1 The Resources Directorate continues to direct all its efforts into supporting corporate priorities through effective management of resources.

## **BACKGROUND PAPERS**

None.

## **APPENDICES**

Performance in 2008/09 and Challenges for 2009 and Beyond



## ANNUAL REPORT

Report By: Cabinet Member for Resources

### APPENDIX

#### PERFORMANCE IN 2008/09 AND CHALLENGES FOR 2009 AND BEYOND

##### 1.0 BACKGROUND TO THE RESOURCES DIRECTORATE

1.1 The aim of the Resources Directorate is to plan and manage financial and property assets to meet corporate objectives and hence our customers' needs. The Resources Directorate also provides assurance that Herefordshire Council conducts its business in a way that supports and enhances the local community.

1.2 We provide these services to ensure that:

- Use of resources and Value for Money is maximised for the benefit of everyone who lives, works or visits Herefordshire.
- Corporate and service planning is done in the context of available cash and property resources.
- Cash and property resources are allocated in line with Herefordshire's priorities.

1.3 The 2009/10 Resources Directorate budget is £7,802,034:

- Asset Management & Property Services
- Audit Services
- Benefits & Exchequer
- Financial Services

##### **Total Resources budget for £7,789,034**

Audit	£414,909
Asset Management & Property Services	£3,454,880
Financial Services	£1,930,907
Benefit & Exchequer	£1,820,208
Director	£181,130

The above figures are net of any income, including central government grants. In the case of Council Tax and Housing Benefit, this is considerable, with the total claim being £42m in 2008/09.

## 2.0 Summary of Performance Against Various Plans in 2008-2009

<b>DIRECTORATE PLAN 2008-2009</b>	
<b>Action</b>	<b>PROGRESS</b>
<p><b>Protecting the Environment</b></p> <ul style="list-style-type: none"> <li>• Implement the Carbon Management plan.</li> <li>• Prioritise property maintenance programmes to reduce energy consumption and carbon emissions.</li> <li>• Incorporate energy efficient solutions into building design.</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon footprints and DEC certificates have been produced for all Council buildings over 1000m<sup>2</sup> in 2009. In accordance with the European Energy Directive energy rating certificates will be produced for all Council properties by April 2010</li> <li>• AMPS will evaluate all its designs and processes to establish an environmental profile. Harmful materials and chemicals will be omitted. Recycling of materials will be used where possible and high level of energy conservation/efficiency will be achieved. When specifying work, AMPS include the need for contractors to comply with the Council's GEM policies and for design and build tenders to achieve a BREEAM standard of Very Good, aspiring to Excellent. The most recent tender documentation for the Minster and Hereford Academy specified the design to meet the BREEAM very good standard and a 60% reduction in CO<sup>2</sup> emissions. Both contracts will exceed the 60% reduction target and are on track to meet if not exceed the BREEAM very good target.</li> <li>• Recent audit of energy consumption within AMPS showed no areas of significant concern.</li> </ul>
<p><b>PROMOTING DIVERSITY</b> Implementing the disability equality scheme action plan 2006 – 2009.</p>	<ul style="list-style-type: none"> <li>• The directorate management team continued to receive feedback from its representatives on the corporate equality working groups during the year. The equality impact assessments for key services will be reviewed during 2008/09 in line with the timetable set out in the disability equality scheme action plan for 2006 – 2009.</li> <li>• BVPI 156 (Disabled Access to Public Buildings) The percentage of buildings accessible to people with disabilities has increased from 66.6% to 80%. The target for 2009/10 is 85% and for 10/11 is 90%. Improving beyond 90% will be more challenging and potentially very costly. The remaining public access buildings are older and in some cases listed</li> </ul>

	<p>buildings. This limits the ability to physically adapt the building to permit access e.g. Old House in High Town, Hereford.</p> <ul style="list-style-type: none"> <li>The Strategic Asset Manager and Operational Property Manager both support the work of the Corporate Disability Working Group. The Strategic Asset Manager is currently the chair of the group which meets quarterly. As part of the service's commitment to diversity, service specific training for divisional staff will take place in the new financial year EIA training was undertaken by three members of staff in 2008.</li> </ul>
<p><b>ENSURING THAT ASSETS ARE IN THE RIGHT CONDITION</b></p> <ul style="list-style-type: none"> <li>Disposing of dilapidated properties and ensuring 90% of buildings fall within category A or B of the CLG's condition standards.</li> <li>Integrating asset planning into the Corporate planning cycle.</li> <li>Review the accommodation strategy in the light of future needs for office accommodation.</li> <li>Maintaining top score for the Asset Management Plan. Needs updating</li> </ul>	<ul style="list-style-type: none"> <li>A review of the asset management process has resulted in amendments to the survey process, which will result in more comprehensive assessment of property assets. Even so, 95% + of buildings are currently in Category A/B.</li> <li>The actual condition surveys undertaken in the last financial year were 19.5% compared with the target of 20%.</li> <li>Corporate officer working groups dealing with strategic asset management issues have operated since 2008.</li> <li>An integrated office accommodation strategy for the Council and PCT is being developed for both organisations to consider during 2009.</li> <li>Asset Management Planning arrangements are now judged externally as part of the Use of Resources assessment.</li> <li>The periodic questionnaires to customers give feedback on the services provided. In general the results obtained indicate a good level of satisfaction and a high quality service. For Estates the overall satisfaction remained at 95% whilst Maintenance the overall satisfaction was in excess of 80%, and showed a marked improvement from the previous year</li> </ul>
<p>Use of Resources Score</p> <ul style="list-style-type: none"> <li>Improve the Use of Resources assessment.</li> <li>Achieving at least 3* in the Benefits CPA.</li> </ul>	<ul style="list-style-type: none"> <li>The overall rating for the council went up to 3 stars with Financial Reporting being rated as 4 stars (Excellent).</li> <li>Benefits CPA score improved from 3 stars in 2007 to 4 stars in 2008 and the service was classified as "Excellent"</li> </ul>
<p>Enabling vulnerable adults to live independently</p>	<ul style="list-style-type: none"> <li>The Resources Directorate has a role to</li> </ul>

<ul style="list-style-type: none"> <li>Increasing the number of people aged 60 or over in receipt of Council Tax benefit.</li> </ul>	<p>play in promoting benefit take-up. Publicity campaigns have been run to try to increase take-up of benefits.</p> <ul style="list-style-type: none"> <li>Needs to be updated</li> </ul>
<p>Streamlining processes, assets &amp; structures</p> <ul style="list-style-type: none"> <li>Improving the value for money we get from procuring goods and services.</li> </ul>	<ul style="list-style-type: none"> <li><i>There have been a number of successful improvements regarding value for money through better, more efficient procurement. Highlights include:</i> <ul style="list-style-type: none"> <li>A better system for procuring temporary staff, which has produced savings of £200,000.</li> <li>Better value from West Mercia Supplies, which has increased the contract dividend by £70,000</li> <li>In June, 2009, the refreshed Procurement Strategy was agreed. It stresses sustainability and also makes it mandatory to put all contractors for goods and services in excess of £5,000 on the local business portal.</li> </ul> </li> </ul>
<p><b>Corporate planning</b></p> <ul style="list-style-type: none"> <li>Continue to work with policy &amp; performance to refine the new integrated corporate, service &amp; financial planning framework – the overall improvement cycle.</li> <li>Continue to work with Policy &amp; Performance to improve the accessibility of performance reports.</li> <li>Continue to review and update the Medium-Term Financial Management Strategy.</li> <li>Continue to support implementation of Herefordshire's revised Risk Management Policy with a view to ensuring full integration with service planning and performance management.</li> </ul>	<ul style="list-style-type: none"> <li>Progress has been made in integrating the financial and performance elements of the IPR.</li> <li>The third MTMFS was completed in February 2009.</li> <li>The Corporate Risk Manager has continued to implement improved monitoring and reporting systems, in addition to revising the Corporate Risk Strategy. Better integration of risk and performance management was also achieved.</li> </ul>

### 3.0 What's Changing in 2009-2011

#### 3.1 New Corporate and Directorate Priorities

3.1.1 The Financial Services team will:

- a) Lead on updating the Medium Term Financial Management Strategy in 2009/10 and ensure it is a joint document with NHS Herefordshire.
- b) Support the Council's Procurement Strategy and deliver training to local businesses about tendering for council work.
- c) Co-ordinate the Council's preparations for the new Use of Resources



Assessment.

- 3.1.2 The Asset Management & Property Services team will:
- a) Working with the PCT, lead on the development of an office accommodation strategy for the Council and PCT. This will be delivered by the end of 2009.
  - b) Working with the PCT, lead on the development of a long-term strategy that includes all local assets.
- 3.1.3 The Benefit & Exchequer Services team will lead on preparations for the new Benefit Service assessment arrangements that form part of the Comprehensive Area Assessment. It will include a “mock” inspection and develop an action plan to deal with the new harder test.
- 3.1.4 Audit Services will work more closely with NHS Herefordshire's auditors and deliver a joint protocol.
- 3.1.5 As a Directorate we will focus on closer working with the PCT in line with the Corporate Plan priorities for 2008 – 2011. Preparing for the new Comprehensive Area Assessment will also be a key activity for the Directorate.

### **3.2 New legislation/guidance**

- 3.2.1 A full list of new legislation that is expected to impact on the Council and hence the way in which it plans and manages its cash and property resources can be found in the Medium Term Financial Strategy for 2009 – 2012. A brief summary of some key legislation is provided below.

### **3.3 Local Democracy, Economic Development and Construction Bill:**

- 3.3.1 The Bill underpins policies announced in White Paper “Communities in control: real people, real power”. The Bill puts local people at the heart of decision-making affecting their lives. A duty to promote local democracy – improve take up of civic roles.
- A legal duty on Councils to respond to Petitions.
  - ‘Duty to involve’ extended so that Councils ensure government bodies and agencies involve local people in the decision-making process.
  - Duty to prepare an assessment of economic conditions in a Council area.
  - Match area agreements with statutory duties.

### **3.4 Health Bill:**

- 3.4.1 Placing duty on providers and commissioners of NHS services to have regard to the new NHS Constitution. The Constitution will be published alongside the Bill and secure the principles of the NHS, setting out the rights and responsibility of patients and staff.
- 3.4.1 Give patients greater control over health services they receive by involving them directly in the commissioning of health services.
- 3.4.2 To drive up improvements – information quality for patients.

- 3.4.3 To reduce the impact of tobacco on health and well being.
- 3.4.4 Extend the remit of the Local Government Ombudsman to enable him to consider complaints from people who have arranged their own adult social care.

### **3.5 Directorate Reorganisations**

- 3.5.1 In last year's Directorate Plan, we acknowledged that the Crookall review identified specific issues the Council needed to address in terms of the sufficiency of ICT audit and strategic procurement resource. An Integrated Improvement Plan was developed in response to the Crookall report and other external inspections and assessments that identify common themes.
- 3.5.2 We recognise that we operate in a changing environment and, as a result, may need to review structures as a result of emerging plans to deliver the deep partnership with NHS Herefordshire. It is also clear that the emerging shared services agenda will impact on the Resources Directorate. This has already affected the review of Property Services.

### **3.6 Directorate training plan**

- 3.6.1 Directorate training needs are met at individual level via the SRD process, Performance management arrangements across the Directorate have improved, but we will continue to develop these as we go forward. We continue to support professional development and will work within corporate approach to training and development.

### **3.7 Performance Management**

- 3.7.1 The Local Area Agreement (LAA) presents an opportunity for the council to deliver area-based priorities, in partnership with other groups and bodies in Herefordshire. The Area Based Grant is a key element of the new approach and we will support and advise on its use, so that this non-ring fenced general grant can be put to effective use to deliver the locally determined priorities.
- 3.7.2 In 2009/10, the new Comprehensive Area Assessment (CAA) is in place, replacing the former Comprehensive Performance Assessment. The CAA framework is concerned with those outcomes delivered by councils working alone or in partnership including health and wellbeing; community safety and cohesion; sustainable communities; economic development; housing; and children's and older people's services.
- 3.7.3 The new Use of Resources assessment is known as the "harder test" by the Audit Commission. It will assess if we use performance management to improve outcomes for the community.

## **4. Some Key Tasks for 2009/10**

- 4.1 The new structure in Asset Management and Property Services will continue to be developed to support strategic priorities.
- 4.2 We will bring forward policy proposals for:

- a) A Benefits Strategy
  - b) An Accommodation Strategy that supports the deeper partnership and makes the best use of community assets.
  - c) Community Asset transfers.
  - d) A joint medium term financial management strategy with NHS Herefordshire.
  - e) A Value for Money strategy that includes a "toolkit" for a consistent approach to this important issue.
- 4.3 The directorate will work with the Regeneration directorate to deliver training to the local business community about the process in local government tendering.
- 4.4 Clear working with NMHSD Herefordshire will be increasingly evident, through financial planning, procurement and audit work.
- 4.5 The Resources management team will change the way it conducts its business to meet the challenges of the new Use of Resources assessment. This will require an approval focussed on outcomes and require closer working across the professional disciplines if we are to meet the new "harder test".
- 4.6 Financial training will be received to ensure it stays 'fit for purpose'.
- 4.7 Financial Services will need to work with colleagues in both the council and NHS Herefordshire to support the commissioning agenda.
- 4.8 The increasing development of integrated teams means that new ways of working and new ways of supplying information will be needed.
- 4.9 Meeting the challenge of the recession. We are already seeing a significant increase in the number of benefits claimants.

**RESOURCES DIRECTORATE -KEY PRIORITIES 2009-2010**

<b>CORPORATE PLAN THEME</b>	<b>Organisational improvement and greater efficiency</b>
<b>CORPORATE PLAN PRIORITY</b>	<b>Better services, quality of life and improved value for money</b>
<b>SUPPORTING DIRECTORATE PRIORITIES</b>	<b>Better Outcomes, Better Services, delivering Value for Money and improving Customer Experience</b>
<b>BETTER OUTCOMES</b>	<p><b>Working with the PCT to improve outcomes</b></p> <ul style="list-style-type: none"> <li>• Continuing to improve our performance management to show outcomes.</li> <li>• Supporting the preparation for the new Comprehensive Area Assessment.</li> <li>• Making the links between our services and services to the people of Herefordshire.</li> </ul>
<b>BETTER SERVICES</b>	<p><b>Being the provider of first choice</b></p> <ul style="list-style-type: none"> <li>• Continuing to improve performance management in line with the corporate framework</li> <li>• Recruiting, retraining, motivating and developing high quality staff.</li> <li>• Meeting our service targets.</li> </ul>
<b>DELIVERING VALUE FOR MONEY</b>	<p><b>Providing excellent, value for money services</b></p> <ul style="list-style-type: none"> <li>• Improving the Council's Use of Resources</li> <li>• Preparing for the new Benefits assessment</li> <li>• Working more closely with the PCT to improve outcomes value for money</li> <li>• Improving ICT audit and corporate procurement capacity (the Crookall Review refers)</li> <li>• Continuing to improve financial management and reporting across the Council</li> <li>• Demonstrating improvements in value for money including use of benchmarking techniques</li> <li>• Beginning a revised accommodation strategy to rationalise the Council and PCT estate</li> <li>• Monitoring and supporting the Council's efficiency programme</li> </ul>

**RESOURCES DIRECTORATE - KEY PRIORITIES 2009-2010**

SERVICE PRIORITIES	BETTER OUTCOMES	BETTER SERVICES	DELIVERING VALUE FOR MONEY	IMPROVING CUSTOMER EXPERIENCE
<p><b>ASSET MANAGEMENT &amp; PROPERTY SERVICES</b></p>	<ul style="list-style-type: none"> <li>• Ensuring that corporate land and property assets are in the right condition for the long term, cost-effective delivery of services.</li> <li>• Providing efficient and effective property services on capital and regeneration projects.</li> <li>• Providing efficient and effective facilities management services.</li> </ul>	<ul style="list-style-type: none"> <li>• Completing the restructure of the team in order to support further development of the strategic and facilities management functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with the PCT to develop and implement:                             <ul style="list-style-type: none"> <li>○ An interim office accommodation strategy for the Council and PCT.</li> <li>○ A long term HQ &amp; back office accommodation strategy.</li> <li>○ Service based asset management plans, including schools.</li> </ul> </li> <li>• Reviewing existing management information systems and developing proposals for a corporate approach to managing asset related information.</li> <li>• Contributing to the strategic service delivery review by improving contract management arrangements and developing proposals for future service delivery arrangements based on an assessment of need</li> </ul>	<ul style="list-style-type: none"> <li>• Use benchmark data to ensure improving level of customer experience is delivered.</li> </ul>

			given the proposals to work ever more closely with the PCT.	
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**RESOURCES DIRECTORATE - KEY PRIORITIES 2009-2010**

<b>SERVICE PRIORITIES</b>	<b>BETTER OUTCOMES</b>	<b>BETTER SERVICES</b>	<b>DELIVERING VALUE FOR MONEY</b>	<b>IMPROVING CUSTOMER EXPERIENCE</b>
<b>AUDIT SERVICES</b>	<ul style="list-style-type: none"> <li>Continue to analyse client feedback requested following the completion of each audit assignment, taking positive action to improve the service if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the team restructure in the light of the Crookall recommendation to increase the capacity for ICT and corporate governance audit review.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support the development of the Audit &amp; Corporate Governance Committee by implementing the agreed training plan.</li> <li>Develop the Chief Internal Auditor's routine assurance report to Audit &amp; Corporate Governance Committee so that it follows the format of the new Annual Governance Statement.</li> <li>Complete ad hoc reviews.</li> <li>Complete fundamental systems review to timescales</li> </ul>	<ul style="list-style-type: none"> <li>Monitor customer feedback forms to ensure performance continues to improve.</li> </ul>

**RESOURCES DIRECTORATE -KEY PRIORITIES 2009-2010**

SERVICE PRIORITIES	BETTER OUTCOMES	BETTER SERVICES	DELIVERING VALUE FOR MONEY	IMPROVING CUSTOMER EXPERIENCE
<b>BENEFIT &amp; EXCHEQUER SERVICES</b>	<ul style="list-style-type: none"> <li>• Providing better local payment options for customers.</li> <li>• Improving communication with customers and providing electronic billing and benefits claims / changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving communication with staff and complete individual performance monitoring plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing payment processing costs.</li> <li>• Better working with Customer Services, reviewing processes and associated letters and forms.</li> <li>• Upgrading Academy systems to cover the new version of Ingres software and to create server capacity.</li> <li>• Improving support from software providers and ICT.</li> <li>• Developing a debt management strategy.</li> <li>• Preparing for the new assessment framework for Benefit services.</li> <li>• Develop a Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Work more closely with Info Shops and, where appropriate, place staff nearer the customer to speed up processing.</li> <li>• Roll out the "Golden Ticket" so that customers have claims processed more quickly.</li> </ul>

			Strategy.	
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**RESOURCES DIRECTORATE -KEY PRIORITIES 2009-2010**

<b>SERVICE PRIORITIES</b>	<b>BETTER OUTCOMES</b>	<b>BETTER SERVICES</b>	<b>DELIVERING VALUE FOR MONEY</b>	<b>IMPROVING CUSTOMER EXPERIENCE</b>
<b>FINANCIAL SERVICES</b>	<ul style="list-style-type: none"> <li>• Ensuring all finance teams are performing consistently to a high standard.</li> <li>• Providing advice on a review of fees &amp; charges that conforms with best practice in regard to equality and diversity issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Completing the team restructure in the light of the Crookall recommendation to increase the capacity for corporate procurement advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Overseeing the delivery of a cash-releasing efficiency programme of some £3m.</li> <li>• Ensuring that the new Service Level Agreement arrangements are implemented.</li> <li>• Reviewing the procurement strategy.</li> <li>• Resolving disaster recovery issues for key corporate financial systems.</li> <li>• Working with Policy &amp; Performance colleagues to develop value for money processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing high quality financial management training.</li> <li>• Complete the procurement training commenced in January 2009 that has developed a broader understanding of an expertise in procurement across directorates.</li> </ul>



**PRESENTATION BY CABINET MEMBER (ICT,  
EDUCATION AND ACHIEVEMENT)**

**Report By: Deputy Chief Executive (Interim)**

**Wards Affected**

County-wide

**Purpose**

1. To receive a presentation reviewing past performance, identifying key issues, and commenting on future plans.
2. A report is attached.

**BACKGROUND PAPERS**

- None identified

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Further information on the subject of this report is available from  
Zack Pandor, Joint Director of ICT, on 01432 260225



Report by Cabinet Member for ICT, Education and Achievement  
ICT Services.

### 1.0 Review of 2008-09

The Herefordshire Council ICT Service provides essential Information Technology and Communications support across council, schools and other partner organisation. The priority areas that have been the focus of efforts in 2008-09 include:

- Operational Support and maintenance:
  - 2,700 users; 2,500 desktops supported.
  - circa 25,000 support calls logged on IT helpdesk (87% resolved within SLA), over 32,000 calls received with an abandonment rate of 2.7%.
  - 20 websites proactively managed and supported, over 100 websites hosted.
  - Over 200 database applications hosted.
  - All Herefordshire Schools supported with varying levels of service uptake from full ICT support to Broadband provision only.
  - 2 major data centres (Plough Lane and Thorn).
  
- Support for Herefordshire Connects
  - Frameworki, new Social Care System, replacing the previous CLIX.
  - Data migration from legacy to new systems.
  - Design and implementation of technical environments.
  - Connects Technical Evaluation including Document Management, Performance and Risk Management, back-office (HR/Payroll/Finance), and integration systems.
  - Upgrade of the CRM system, done entirely by in-house staff, the first LA in the UK to upgrade to the new version of the SAP CRM system.
  
- Delivery of the ICT Strategy
  - PC Standardisation.  
A rolling programme to replace PCs across the authority. A new contract negotiated with Dell has achieved 30% reduction in basic cost for PCs and laptops for the authority and schools, resulting in cost avoidance savings of £1.25m over 5 years.
  
  - Virtualisation.  
Reconfiguring the servers to use them more efficiently by running multiple applications across multiple servers. This results in greater resilience for systems. In addition there is a substantial reduction in carbon emissions from the data centre hardware, contributing 100 tonnes CO2 reduction towards the authorities 180 tonne target. This

has also resulted in cost avoidance savings of circa £200k.

- Secure email - This is a requirement mandated by central government and will provide a secure means of transferring confidential sensitive information between government organisations. The connection will initially be used by approximately 50 staff working in Revenues & Benefits, the roll out will then continue in line with central government requirements.
- Positional Accuracy for map data  
Increasing the accuracy of the mapping data we have, providing more mapping services via the web,
- Support for Directorate IT projects, e.g.
  - Safer Walking Systems – (Adult Social Care).  
A system to give confidence to clients with early stage Dementia to walk around without the fear of getting lost. A GPS tracking device is given to the clients, connected to an alarm and backup call centre.
  - CASPA - SEN assessment, (Children & Young People)  
CASPA is a monitoring tool that will be used to monitor pupils achievements that have special educational needs. Data is submitted annually to CASPA, where they compare with other LA and provide feedback.
  - Hanwell environmental monitoring, (Environment & Cultural –Heritage Services)  
Hanwell is used in Heritage Services to monitor temperature and relative humidity at a number of their sites. This was an upgrade to the existing system that would allow more accurate monitoring.
  - Surveillance software (Environment & Culture - Community Protection)  
The use of surveillance equipment within the Community Protection Team, so that they can monitor activities, such as fly tipping in the community.
  - Electoral Registration (Legal and Democratic)  
This was to replace the existing Electoral Registration system that was running out of support from the supplier. The new system, supplied by Halarose, will provide a better support model to the Authority.
  - Improved Broadband for schools (Children's and Young People)  
Increasing the internet bandwidth connection to all high schools and many of the county's primary schools. In addition a reduction in network charges amounting to over £120k.
- Maintaining and Improving Standards, e.g.
  - Implementation of the ICT Scrutiny Report by members of SMC.

- Successful revalidation of ISO9001 (quality standard) across ICT.
- Successful revalidation of ISO27001 (Information Security) across ICT and Modern Records Service.
- Maintenance of the top performing West Midlands local authority websites in the Sitemorse independent benchmarking league table to date and in the top ten of over 460 local authorities for all except 2 months.
- Implementation and monitoring of recommendations following internal and external audit reports.

## **2.0 Priorities for 2009-10**

- Support for Herefordshire Connects
  - Social Care – Frameworki, Phase 2
  - Integration Performance Management (across HPS)
  - Integrated Environment and Regeneration system
  - Integrated Support Systems for back-office (HR, Finance, Procurement)
  - Electronic Records and Document Management Systems
  - Technical Integration of connects systems
  
- Delivery of the major ICT Strategy projects
  - Refurbishment of Plough Lane Data Centre
  - Tender and contract award(s) for replacement for Community Network
  - Encryption for laptops and other devices
  - Replacement for IT helpdesk (joint with NHS ICT Services)
  - Refresh of Technology Strategy
  
- Support for other HC and HPS initiatives
  - Integrated ICT Services across HC and NHS
  - Support for other services as part of shared services programme
  - Support for Accommodation Strategy
  
- Implementing better IT governance arrangements to improve coordination and prioritisation of the various IT Programmes and requirements across the Authority.
  
- Maintaining and Improving Standards & Services
  - Successful revalidation of ISO 9001 and ISO27001 standards

- Conducting a wide-ranging customer satisfaction survey across the authority
- Improve outcomes in the annual CIPFA Value for Money Audits
- Ongoing implementations of SMC ICT Review
- Improved Information Searching through Intranet
- Provide customers to a wider range of skills through integration of teams with NHS ICT (and also provide wider access to NHS customers through council teams).

### **3.0 Key Items going to Cabinet in 2009-10**

- Report on Community Network Review retendering
- Report on Plough Lane Data Centre Refurbishment
- Report on progress of other ICT strategy projects

### **4.0 Areas for Scrutiny attention.**

The current SMC ICT review is wide-ranging and covers almost all aspects of ICT, however, a review of joint working with the NHS is an area which scrutiny may wish to focus on in the coming year.

## **REVIEW OF ASSET MANAGEMENT AND PROPERTY SERVICES**

**Report By: Director of Resources**

### **Wards Affected**

County-wide.

### **Purpose**

1. To consider the review of Asset Management and Property Services and the proposed alignment of the work with the emerging Shared Services activity.

### **Financial Implications**

2. As set out in the attached Cabinet report.

### **Background**

3. The report to Cabinet on 25 June is appended. Cabinet approved the recommendations as printed in the report.

### **RECOMMENDATION**

**THAT the report be noted, subject to any comments the Committee wishes to make.**

### **BACKGROUND PAPERS**

- None.





# REVIEW OF ASSET MANAGEMENT AND PROPERTY SERVICES

## PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

25 JUNE 2009

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### Wards Affected

County-wide

### Purpose

To update Cabinet on the review of Asset Management and Property Services and to propose alignment of the work with the emerging Shared Services activity.

### Key Decision

This is a Key Decision because it is significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included in the Forward Plan.

### Recommendations

THAT:

- (a) **the contents of the report be noted; and**
- (b) **Cabinet agree that, pending the outcome of the work on Shared Services, the Asset Management and Property Services Division continues to explore service improvements.**

### Reasons

- 1.1 In September 2008, Cabinet decided there should be a service review of the Asset Management & Property Services (AMPS) Division of the Resources Directorate. This decision came about as one of the outcomes of the Council's Service Delivery Review of Contract and Technical Consultancy Services provided by Amey plc. Whereas it was considered appropriate to proceed with the integration of the Council's and Amey's Highways Services to form a single delivery vehicle, it was suggested that any decision to consider this vehicle for some element of Operational Property Services be set aside pending the outcome of a review of the Council's property estate.
- 1.2 The Cabinet resolution of 11 September stated that "Asset Management and Property Services be excluded from the negotiation whilst a wider review of the property estate and its management is carried out and that this is completed by the end of March 2009".

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Further information on the subject of this report is available from  
David Powell, Director of Resources, on 01432 383519

- 1.3 The 2007 Review of AMPS which was approved by Cabinet in February 2007 set out the operating structure, functional scope and terms of reference for the then new AMPS Division. The procedures established in that Review for the management of corporate property assets were formally incorporated into the July 2008 version of the Herefordshire Constitution. These procedures form the basis upon which the service is managed.

## Considerations

2. Work to deliver the Cabinet recommendation was undertaken and produced useful information such as identifying the areas of pressure for the service as well as a greater understanding of the key strategic and operational requirements to be delivered.
3. A number of significant benefits have accrued from the work carried out to date and these are as follows:
- i) The Strategic Asset Manager has held a series of meetings with directorate and service management teams to ascertain their medium term aspirations in terms of asset utilisation for service delivery purposes. This series of meetings has raised the profile of asset utilisation. Services are challenged to project their service delivery needs into the future and then translate those needs into a clear identification of the size, scope and location of buildings and land to support the service delivery.
  - ii) As part of the process, the Council's asset management arrangements were explained and support provided as part of the service planning and performance improvement cycle to ensure that long term pressures could be managed and brought to the Executive in sufficient time to allow proper consideration of options. The principal aim was to reduce duplication of effort and resource and to ensure that any opportunities for co-location and shared infrastructure were fully explored in the time available. Examples include Replacement MRU/Records office, Cultural Service Consolidation, identification of potential sites for affordable housing and Community Asset Transfer.
  - iii) Over the last year, the division has progressively developed a capacity to support the development of major capital projects and, with the commissioning of third party support, is currently involved in the ESG, Rotherwas Futures, accommodation rationalisation, replacement Livestock Market, replacement Data Centre/Modern Records Unit (MRU), Building Schools for the Future, Primary Strategy for Change and Special Educational Needs review programmes.
  - iv) The remit of the Strategic Asset Management team has incorporated the revision of standing orders, the scheme of delegation and the updating of the contracts and procurement elements in Appendix 5 of the Constitution.
  - v) Responsibility for asset management is clearly defined within Appendix 4, Section 3, of the Constitution and the roles and responsibilities of officers and their supporting corporate groups are highlighted alongside the relevant policies and procedures. The mechanisms detailed in the constitution are in place, as are the internal controls to ensure that compliance takes place. In terms of contract and procurement compliance, the post of Contract Commissioning Officer has now

been filled, with the specific responsibility for overseeing all procurement for the division and ensuring compliance.

vi) The current use of resources judgment assesses the management of assets as a “3” on a scale of 1-4. This is an improvement on the previous judgment where a “2” was achieved.

vii) The property management satisfaction indicators used for benchmarking with other members of Chief Corporate Property Officers in Local Government (COPROP) currently rate the service in the top 10% of authorities in the group. In addition, work is currently being undertaken to prepare the baseline data for the new corporate estates VfM indicators, of which there are five primary and eleven secondary PIs (two of these are awaiting final definition from the Audit Commission). As many of these are new or amended indicators it is too early to rate our relative performance with other COPROP members. Benchmarking of performance will begin from 2010 using the baseline data collected this year.

viii) In 2007 the government, committed to implementing the recommendations of the Quirk Review, set up a detailed implementation plan “Opening the Transfer Window”, in conjunction with a range of Government departments, public and third sector bodies to effect their delivery in partnership with each other. As part of this commitment the Government is supporting a demonstration programme called “Advancing Assets for Communities” which is designed to provide expert advice and support to local authority-community sector partnerships where they are principally concerned with community asset transfer.

ix) Following the launch of the programme in June 2007, 20 demonstration areas were selected from the 57 expressions of interest received by the Development Trusts Association (DTA) who are co-ordinating the exercise on behalf of the government.

x) Herefordshire Council, as one of these authorities, has been in discussions with the DTA and has benefited from advisory support to progress policy development in this area. The recent award to progress the transfer of Grange Court to a local development trust has raised interest in the process and prompted the need for a policy to be developed at a county level which reflects the aspirations of all the strategic partners.

xi) There exists a strong legacy of public sector asset transfers to community organisations during the lifetime of the authority and the current policy development will build on this position.

xii) From April 2010, the Council will be affected by a new, legally binding climate change and energy saving scheme, called the Carbon Reduction Commitment. This is a mandatory scheme to promote energy efficiency and help reduce carbon emissions. It will introduce an emissions trading system which will provide a financial incentive to reduce CO<sup>2</sup> emissions by placing a price on those emissions and participants will have to purchase allowances equivalent to their annual emissions.

xiii) There will be a financial incentive scheme to reward high performers and performance league tables will be published and available for scrutiny. The proposals are designed to encourage organisations to create energy management strategies and generate awareness amongst senior management.

xiv) Although the detailed impact is unclear, as the data is still being collected, the likely impact in financial terms for the authority is that it would cost up to £200k per annum to purchase sufficient allowances, based on current levels of consumption.

xv) The first payment is due in 2010 based upon consumption in 2008/09 and 2009/10 combined (i.e. £400k). This figure will form part of the review of the Medium Term Financial Management Strategy.. It is also unclear at present as to whether the Council and NHHSH will be treated as single or separate entities and which of their partners will be included in the calculations e.g. HALO and The Courtyard.

xvi) The current working relationship between client managers and building services staff at Amey is effective and with clear direction and close support, high quality projects can be delivered. An example of this has been the Interim Accommodation Strategy which was delivered to timetable and within budget. In 2009, service managers met their counterparts in Amey to review the project and to consider how ongoing working arrangements may be improved by the use of the newly acquired strategic capacity within the division.

xvii) The CAA Framework was confirmed in February 2009. This will have significant implications for the way AMPS will need to be structured and for the priorities it will need to adopt if it is to properly support the council in achieving an acceptable overall judgement. Whereas the service has an integral part to play in supporting the overall assessment, it has a critical role to play in supporting the UoR assessment and in particular the KLOEs in relation to the management of its assets. The particular KLOE which relates to Asset Management is 3.2 – *Does the Organisation manage its assets effectively to help deliver its strategic priorities and service needs?* This Division is working on the elements of the KLOE, looking at the basic requirements that need to be met; what a well performing Council might look like; and the sources of evidence that are likely to be required to support our self assessment and judgement.

## Conclusions

4. The overall conclusion is that the 2007 review of AMPS did provide a structure and framework that, at the time, was fit to support the needs of the Council. However, with the onset of the “deep partnership” with NHHSH and subsequent changes taking place at a national level to major capital funding programmes, climate change legislation, new performance frameworks and wider initiatives around shared services, the 2007 arrangements are being re-visited, to ensure the Division meets changing priorities.
5. The 2007 review set up four service areas within the divisional structure. Whereas all of these are now substantially staffed, some structures have only been fully populated for a few months. Given the very short time that the divisional restructure has had to bed in, it is too early to assess the full impact of the new organisation. However, there is evidence to demonstrate that the strategic part of the structure is starting to meet the needs of the organisation. Early performance results would indicate that improvement has already taken place (UoR judgement and COPROP benchmarking results) and work is under way to embed the organisation’s emerging new culture and establish the principle of partnership working. The successes established around collaborative working to deliver the Interim Accommodation Strategy would suggest that strong potential exists for future joint working and the emerging direction of travel indicates that further improvement is highly likely to take place.

6. Given that, since the Cabinet decision in September 2008, there is now a focus on exploring shared services, it is appropriate that this work is used to shape the future position of the Asset Management and Property Services Division.

### **Legal Implications**

7. None arise directly, but an effective Property Services function will ensure the council meets statutory compliance obligations.

### **Financial Implications**

8. None arise from the report.

### **Risk Management**

9. The Resources Directorate risk register covers property-related risks and their mitigation. An effective Asset Management and Property Service is a key requirement in order to manage these risks.

### **Alternative Options**

10. None identified

### **Appendices**

None

### **Background Papers**

Review of Service Delivery Partnership with Amey – Report to Cabinet on 11 September, 2008.



## SCRUTINY ACTIVITY REPORT

Report By: Deputy Chief Executive (Interim)

### 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. Each Committee has also considered and rolled forward its work programme.

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	

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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
<b>Adult Social Care and Strategic Housing</b>  22 June 2009	Revenue Budget Outturn and the Budget 2009/10  Integrated Commissioning (Social Care) Performance Outturn  Strategic Housing Performance Outturn	
<b>Children's Services</b>  6 July 2009	Presentations by Cabinet Member (Children's Services) and the Cabinet Member (ICT, Education and Achievement)  Kinship Carers and Children Cared for by unofficial carers  Progress report – domestic abuse  Children's Safeguarding  Capital Budget Monitoring  Revenue Budget Outturn  Comprehensive Area Assessment and Performance Digest  Swimming at Key Stage 2	Provision for Autistic Spectrum Conditions
<b>Community Services</b>  29 June 2009  13 July 2009	Presentation by the Cabinet Member (Economic Development and Community Services)  Revenue Budget Monitoring  Performance Monitoring  Call-in of Cabinet	Review of the Backlog of Definitive Map Modification Orders  Hereford United Football Ground Leases

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
<b>Environment</b> 8 June 2009	Presentation by the Cabinet Member (Environment and Strategic Housing) Presentation by the Cabinet Member (Highways and Transportation) Reducing Energy Consumption – Street Lighting Update Executive Response to the Scrutiny Review of the Travellers Policy Capital Budget Monitoring Revenue Budget Monitoring Performance Monitoring	Options for increasing energy efficiency in buildings Environmental compliance of social care transport

(The Health Scrutiny Committee meeting scheduled for 17 June was cancelled. The Committee is due to meet on 31 July 2009)

#### BACKGROUND PAPERS

- None

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



## WORK PROGRAMMES

**Report By: Democratic Services Manager**

### Wards Affected

County-wide

### Purpose

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

### Background

2. As reported to Council in May, work is ongoing on the response to the findings of the external healthcheck of the scrutiny function, undertaken by the Leadership Centre, which is also looking at the Council's governance arrangements as a whole and Member Development. Members of the Strategic Monitoring Committee (SMC) have met informally to discuss the findings, some of which relate to the content of annual Work Programmes. Further informal SMC work is being programmed. Work Programmes of all the Scrutiny Committees will need to be reconsidered in the light of these discussions. The Committee should have the opportunity to consider a revised work programme at its next meeting.
3. Pending the outcome of the above work 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.
4. 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 2009/10**

	<b>21 September 2009</b>
	<ul style="list-style-type: none"> <li>• ICT Scrutiny Review – Executive’s Response – Progress Report</li> <li>• Rose Bank Garden Scheme - reviewing its value for money and whether there were any lessons to be learned for future schemes.</li> <li>• Report on the Scrutiny Development Plan</li> </ul>
	<b>19 October 2009</b>
	<b>16 November 2009</b>
	<b>18 January 2010</b>
	<b>8 February 2010</b>
	Budget
	<b>15 March 2010</b>
	<b>26 April 2010</b>
<p><b>Other issues</b></p> <ul style="list-style-type: none"> <li>• User Satisfaction Surveys.</li> <li>• Gender Equality Scheme Monitoring (reported March 2007 6 month/annual).</li> <li>• Comprehensive Equality Scheme Action Plan monitoring.</li> <li>• Scrutiny of Police/Crime and Disorder Reduction Partnership.</li> <li>• Communications Strategy Monitoring</li> <li>• Comprehensive Equality Policy</li> <li>• Analysis of Complaints</li> <li>• Pay and Workforce Development Strategy (Replacement)</li> <li>• Herefordshire Public Services – possible consideration of effectiveness of working arrangements</li> </ul>	

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

**Adult Social Care and Housing Scrutiny Committee Work Programme 2008/09**  
**Work Programme Presented for Consideration on 22 June 2009**

<b>27 July 2009</b>	
Items	<ul style="list-style-type: none"> <li>• Disabled Facility Grant</li> <li>• Safeguarding Adults – progress report</li> <li>• Implementation of Frameworki and Common Assessment Framework – progress report</li> <li>• Update on the contract for Learning Disability Services with Midland Heart</li> <li>• Affordable Housing</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Carers' Review</li> </ul>
<b>2 October 2009</b>	
Items	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Performance Monitoring</li> <li>• Joint Commissioning – progress report</li> <li>• Presentation by the Cabinet Member (Social Care Adult)</li> <li>• Review of Cabinet's Response to the Joint Scrutiny Review Of The Transition From Leaving Care To Adult Life</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Scoping Statement – Transfer from hospital to Home</li> </ul>
<b>Other issues</b>	
<ul style="list-style-type: none"> <li>• Home Care Services</li> </ul>	

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

**Children's Services Scrutiny Committee - Work Programme 2008/09 - 2009/10 following 6 July 2009 meeting.**

<b>Monday 28th September 2009</b>	
Officer Reports	<ul style="list-style-type: none"> <li>• Machinery of Government: Changes to Connexions and the Learning and Skills Council (LSC).</li> <li>• School transport including reference to the Yellow Bus scheme (subject to receipt of Government guidance).</li> <li>• Introduction and Implications of NEF funding.</li> <li>• Capital Budget Monitoring.</li> <li>• Revenue Budget Monitoring</li> <li>• Performance Digest</li> <li>• Committee Work Programme.</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>▪ Swimming Attainment at Key Stage 2</li> </ul>
<b>Friday 11th December 2009</b>	
Officer Reports	<ul style="list-style-type: none"> <li>• Ethnicity, Equality and diversity in schools.</li> <li>• The work of the Safeguarding Board.</li> <li>• Update on Kinship Care and Children Cared for by Unofficial Carers</li> <li>• Capital Budget Monitoring.</li> <li>• Revenue Budget Monitoring</li> <li>• Performance Digest</li> <li>• Committee Work Programme.</li> </ul>
Scrutiny Reviews	
<b>Friday 19th March 2010</b>	
	<ul style="list-style-type: none"> <li>• Review of ECM Link Member Role</li> <li>• Capital Budget Monitoring.</li> <li>• Revenue Budget Monitoring</li> <li>• Performance Digest</li> <li>• Committee Work Programme.</li> </ul>
<b>June/July 2010</b>	
	<ul style="list-style-type: none"> <li>• Presentations by Cabinet Members</li> <li>• Capital Budget Monitoring.</li> <li>• Revenue Budget Monitoring</li> <li>• Performance Digest</li> <li>• Committee Work Programme.</li> </ul>

Possible future items on:

- The 14 – 19 Strategy
- Foundation and Academy Schools
- Governance arrangements for the Children’s Trust and partnerships.
- Delivery plans to be submitted to Committee for the Children and Young People Plan.

**Suggested themes or Issues identified by the Director for future agendas**

<b>Date</b>	<b>Subject</b>
Autumn 09	Safeguarding
To be confirmed	Be Healthy: Substance Misuse
To be confirmed	Economic Well Being: 14-19 / LSC / Connexions Changes / Plans
To be confirmed	Positive Contribution: Targeted / Integrated Youth Services
To be confirmed	Enjoy and Achieve: Attendance

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



**COMMUNITY SERVICES SCRUTINY COMMITTEE**

**WORK PROGRAMME PRESENTED FOR CONSIDERATION ON 29 JUNE 2009**

<b>5 October 2009</b>	
Items	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Impact of the Economic Downturn</li> <li>• Consider the Executive’s Response to the Scrutiny Review of Tourism</li> <li>• Review of the Herefordshire Economic Development Strategy 2005- 25</li> <li>• PACT Meetings</li> </ul>
Scrutiny Reviews	
	<b>Other issues</b>
	<ul style="list-style-type: none"> <li>• Review of Volunteering</li> <li>• Review of Access to Services</li> <li>• Review of Festivals in Herefordshire</li> </ul>
<b>7 December 2009</b>	
Items	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Action Plan Monitoring: Scrutiny Review of Community and Safety Drugs Partnership.</li> </ul>

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

**ENVIRONMENT SCRUTINY COMMITTEE WORK PROGRAMME**  
**following consideration at 8 June 2009.**

<b>Monday 14 September 2009 at 9.30am</b>	
Agenda items	<ul style="list-style-type: none"> <li>• Good Environmental Management (GEM) – End of year report.</li> <li>• Councils vehicle Fleet &amp; Fleet Management – update.</li> <li>• Executive response, and action plan, to the Scrutiny Review of the Planning Service.</li> <li>• Executive response, and action plan, to the Scrutiny Review of On-Street Parking</li> <li>• Capital Budget Monitoring</li> <li>• Revenue Budget Monitoring.</li> <li>• Report on Performance Indicators.</li> <li>• Committee Work Programme.</li> </ul>
Reviews underway	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Monday 23 November 2009 at 9.30am</b>	
Agenda items	<ul style="list-style-type: none"> <li>• Safer Roads Partnership – update on progress made against action plan (see Annual Audit Inspection letter para 79. – June 09)</li> <li>• Setting Local Speed Limits – (in relation to Circ 1/2006, delivering road safety and education, whole estate urban speed limit, financial and resource implications.)</li> <li>• Progress in meeting NI186 target (per capita reduction in CO2 emissions in the Local Authority area)</li> <li>• Highway Maintenance Standards (see questions June 09)</li> <li>• Executive’s Response to the Scrutiny Review of the Travellers’ Policy – Update (see June 09)</li> <li>• Capital Budget Monitoring</li> <li>• Revenue Budget Monitoring.</li> <li>• Report on Performance Indicators.</li> <li>• Committee Work Programme.</li> </ul>
Reviews underway	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Monday 22nd March 2010 at 9.30am</b>	
	<ul style="list-style-type: none"> <li>• Progress report on actions following the Scrutiny Review of the Planning Service (6 months from Sept)</li> <li>• Progress report on actions following the Scrutiny Review of On-Street Parking.(6 months from Sept)</li> <li>• Reducing Energy Consumption – Street Lighting – Update. (see June 09)</li> <li>• Assess ongoing performance with the highways Definitive Map (see public questions June 09) (Minute</li> </ul>

	51 of 23.3.09)
	<ul style="list-style-type: none"> <li>• Capital Budget Monitoring</li> <li>• Revenue Budget Monitoring.</li> <li>• Report on Performance Indicators.</li> <li>• Committee Work Programme</li> </ul>
	•
<b>June/July 2010</b>	
	<ul style="list-style-type: none"> <li>• Capital Budget Monitoring</li> <li>• Revenue Budget Monitoring.</li> <li>• Report on Performance Indicators.</li> <li>• Committee Work Programme</li> </ul>
	•

Items for consideration as the programme is further developed:

- The effect on Herefordshire of changes to the Single Farm Payments system (e.g. hedge cutting, drainage ditch clearance)
- 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.
- Consider inviting the Environment Agency to discuss the environmental impact, of the Open Windrow Greenwaste composting facility at Morton-on-Lugg. (Minute 60 – Committee work programme and Minute 64)
- Colwall Railway Bridge – review any traffic/pedestrian safety issues arising (see Minute 65 of 20.4.09)
- Street Cleaning – performance monitoring update report following the change to the Services Delivery Partnership with Amey. (see 20.4.09)

## Health Scrutiny Committee Work Programme 2009/10

<b>31 July</b>	
	<ul style="list-style-type: none"> <li>• Updates by Chief Executives of Health Trusts</li> <li>• Primecare update</li> <li>• Monitoring of LINK Performance (&amp; Appointment of observers on the Committee)</li> <li>• ICT – linkages between Health and Social Care (from September 2008)</li> <li>• Progress reports on EOC Reconfiguration (including assurance on resource drift performance) (Ambulance Service Review Feb 2009)</li> <li>• Report on Reviews of the Ambulance Service by PCTs and WMAS and Scrutiny Review of the West Midlands Ambulance Service in Herefordshire – Progress Report</li> <li>• Provider Services Review – Progress Report.</li> <li>• Head and Neck Cancer Services</li> </ul>
<b>25 September</b>	
	<ul style="list-style-type: none"> <li>• Scrutiny Review of the West Midlands Ambulance Service in Herefordshire – Progress Report</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Report of Scrutiny Review of GP Services in Herefordshire</li> </ul>
<b>30 November</b>	
<b>22 January</b>	
<b>26 March</b>	
<b>To be scheduled</b>	
	<ul style="list-style-type: none"> <li>• Provision of services for children with special needs (from April 2008)</li> <li>• Stroke Services – progress report (from June 2008)</li> <li>• Sexual Health – National Support Team Report (from June 2008)</li> <li>• Walk in Health Centre Progress (from September 2008)</li> <li>• Audiology Services – outcome of external review (from June 2008)</li> <li>• Intermediate Care – monitoring of progress (from June 2008)</li> <li>• `Workforce plan including training, recruitment and retention issues for the Primary Care Trust, social care and provider organisations in the independent sector (in response to report on the development of high-performing health and social care services by 2012 to meet the expected future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities.) (from March 2008)</li> <li>• Preventative Agenda</li> <li>• Arising from the Ambulance Service Review – (feb 2009) <ul style="list-style-type: none"> <li>- Review of the Patient Transport Service – possibly in collaboration with the Local Involvement Network</li> <li>- Progress achieved by the Community First Responder Organiser</li> </ul> </li> </ul>

	- Out of hours service provision in the County
	On Hold - <ul style="list-style-type: none"> <li>• Oral Health/Fluoridation (from September 2008)</li> <li>• Sexual Health</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Scoping of work on 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.</li> <li>• Access to health 1) for ethnic minorities – Scoping Statement</li> <li>• Access to Health 2) Scoping Statement</li> </ul>
<b>Other issues</b>	
<ul style="list-style-type: none"> <li>• Proposal to look at the long-term implications for people in the county of having an inappropriate diet.</li> </ul>	

Further additions to the work programme will be made as required

