

AGENDA

Strategic Monitoring Committee

Date: **Monday 19 October 2009**

Time: **9.30 am**

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

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

For any further information please contact:

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Agenda for the Meeting of the Strategic Monitoring Committee

Membership

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

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AGENDA

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on the Agenda.	
3. MINUTES To approve and sign the Minutes of the meeting held on 21 September 2009.	1 - 4
4. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
5. EVALUATION OF THE EXTRA CARE FACILITY KNOWN AS THE ROSE GARDENS, LEDBURY ROAD, HEREFORD	5 - 16
6. INTEGRATED CORPORATE PERFORMANCE REPORT	17 - 60
7. BUDGET MONITORING REPORT 2009 To report July's budget monitoring information and provide an indication of estimated outturn.	61 - 90
8. WORK PROGRAMME To consider the work programmes of the Scrutiny Committees.	91 - 106

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

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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.

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

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Adult Social Care and Strategic Housing

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

Children's Services

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

Community Services Scrutiny Committee

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

Health

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

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

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

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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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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 21 September 2009 at 9.30 am

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

Councillors: AE Gray, KG Grumbley, PM Morgan, AT Oliver and PJ Watts

In attendance: None

14. APOLOGIES FOR ABSENCE

Apologies were received from Councillors P.A. Andrews, M.E.Cooper, T.M. James, and R.I. Matthews. Councillor PD Price (Cabinet Member ICT, Education and Achievement) also sent apologies.

15. DECLARATIONS OF INTEREST

There were no declarations of interest.

16. MINUTES

RESOLVED: That the Minutes of the meeting held on 15 July 2009 be confirmed as a correct record and signed by the Chairman.

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

There were no suggestions from Members of the Public

18. SCRUTINY REVIEW OF INFORMATION COMMUNICATION AND TECHNOLOGY SERVICES – CABINET’S RESPONSE – PROGRESS REPORT

The Committee considered a progress report on Cabinet’s response to the scrutiny review of Information, Communication and Technology Services.

The Head of Service - ICT Services presented the report. Because a number of actions arising from the scrutiny review had been completed and a number of others, because of their nature, would be ongoing he proposed that any further progress report should focus on a number of specific recommendations as set out in the covering report.

It was also proposed that reporting on the development of technical and governance links between health and social care should be incorporated into the proposed progress report.

In discussion the following principal points were made:

- Progress on refurbishing the data centre at the Thorn Offices was discussed. The Joint Director of ICT confirmed that the Centre would be of the requisite quality with a 5- 7 year lifespan which was appropriate in the context of the future service delivery model of IT. He agreed to provide details on the final cost of the refurbishment to Members.

The Director of Resources confirmed that negotiations to extend the existing lease of the Thorn Offices would be concluded to ensure security of tenure.

The Joint Director of ICT added that consideration would need to be given by the Council to its data storage policy recognising that storage of data incurred a cost.

It was noted that the Primary Care Trust was now sharing the Council's data Centres which were of a higher standard than its own data centre.

- Members emphasised the importance of extending Broadband provision in the County. It was noted that it had been decided that the use of the Community Network's cabling or ducting to improve the broadband service for all businesses on the estate would have involved the Council in unacceptable additional responsibilities for support and policing the use of the network, with the Council in effect becoming an ICT service provider. A tender had therefore been issued requiring a minimum broadband service of 2 mbs to be provided at Rotherwas. A decision on awarding the contract was due to be made by the end of September. A meeting with BT had been arranged by the Economic Regeneration Service in October to explore wider provision of networks across the County. Members requested that they be informed of the outcome of these discussions
- A question was asked about progress in relation to recommendation (d) of the review relating to rolling out information security accreditation across the Council. The report stated that there was a lack of resource available in the central team to carry out and sustain the required levels of training and awareness. The Joint Director of ICT said that he considered the level of central resource was reasonable. He noted that technology was rarely the cause of a breach of security. It was more commonly due to human error. Education and awareness training were therefore key and a training programme was in place and being offered to directorates.
- The implementation of arrangements providing for only Council approved and supplied memory sticks to be used on Council equipment was discussed. Members proposed that early notification be sent to staff and Councillors about the plan before the programme was rolled out.
- Progress on the development of the website was discussed. The Joint Director of ICT reported that in its most recent audit the website had been rated as transactional but it was recognised that there was scope for further improvement. He noted that it was important the people used the feedback facility to highlight where improvement was needed. The website continued to compare favourably with other local authority websites. Members proposed that the need for content on the internet and intranet to be kept up to date and for out of date material to be removed be reinforced to all staff.
- The report stated that the current schools extranet needed to be replaced as it was insecure. However, no resource had yet been identified to carry out this work. The Director of Resources commented that this would be considered as part of the business planning cycle.
- Some concern was expressed that the notes issued to Members about how to access the intranet were not easy to follow. It was proposed Members be reminded of the opportunity to take up individual ICT training, highlighting that this could include training on accessing and using the intranet.

- It was noted that an audit of all the school websites hosted by the Council was underway. Members requested that the outcome of the audit and priorities identified for action be circulated to the Committee.
- Asked about progress in rationalising the number of ICT systems and licences the Joint Director of ICT confirmed that progress continued to be made. It was requested that an update on this aspect should be included in the next progress report to the Committee.
- In relation to recommendation (t) of the review and the roles and responsibilities of staff within different directorates for ICT, in particular the Children's and Young Peoples Directorate, the Joint Director of ICT reported that whilst there might not be formal line management links in place, relationships between ICT and directorates had been strengthened. ICT was now aware of and supported most of the ICT work carried out within the Council.
- Asked about recruitment and retention the Joint Director of ICT said that market conditions had changed making it easier to recruit, although this might change again in the event of a national economic recovery. The development of an integrated Council and Primary Care Trust team was proving helpful, providing the ability to share specialist skills. Members requested that Human Resources be requested to confirm when the policy on study support including provisions on the reimbursement of training costs to the Council would be produced
- The Deputy Chief Executive reported that an external report prepared as part of the shared services project had considered that the ICT service was good, with a good business strategy.

RESOLVED:

- That**
- (a) a further progress report be made in 6 months time, focusing on those recommendations set out in the covering report and including reporting on the development of technical and governance links between health and social care, and progress on the reduction in the number of ICT systems and licences held by the Council, together with an update on any major issues that had arisen;**
 - (b) early notification be sent to staff and Councillors about the implementation of arrangements providing for only Council approved and supplied memory sticks to be used on Council equipment, before the programme was rolled out;**
 - (c) the need for content on the internet and intranet to be kept up to date and for out of date material to be removed be reinforced to all staff;**
 - (d) Members be reminded of the opportunity to take up individual ICT training, highlighting that this could include training on accessing and using the intranet;**
 - (e) Human Resources be requested to confirm when the policy on study support including provisions on the reimbursement of training costs to the Council would be produced;**

- (f) that the outcome of the audit of school websites hosted by the Council and priorities identified for action be circulated to the Committee; and
- (g) Members of the Committee be informed of the outcome of the meeting with BT in October 2009 to explore wider provision of networks across the County.

The meeting ended at 10.50 am

CHAIRMAN

MEETING:	STRATEGIC MONITORING COMMITTEE
DATE:	19 OCTOBER 2009
TITLE OF REPORT:	EVALUATION OF THE EXTRA CARE FACILITY KNOWN AS THE ROSE GARDENS, LEDBURY ROAD, HEREFORD
PORTFOLIO AREA:	ENVIRONMENT & STRATEGIC HOUSING AND SOCIAL CARE ADULTS

CLASSIFICATION: Open

Wards Affected

Tupsley

Purpose

To provide details of the financial position in relation to the first extra care provision within Hereford City following its completion and occupation during the financial year 2008/9.

Recommendation(s)

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

Key Points Summary

- The Rose Gardens Extra Care scheme was commissioned for development as part of Herefordshire Council's strategic approach to investing in services for older people.
- The completed scheme comprises 91 units of accommodation with a range of complementary services and facilities and was delivered in partnership with Extra Care Charitable Trust and Festival Housing Group. The scheme secured grant funding from the Department of Health to the value of £4.6m.
- The subsidy applied to the scheme enabled 75 of the developed flats to be available either at affordable rent or through shared ownership tenure options thereby creating a mixed community accessible to a wide community.
- The completed scheme provides a significant important alternative to residential care models and can be expected to deliver significant savings over time to Adult Social Care in terms of alternative care/residential care costs. Additional benefits can be expected in terms of reduced interventions from PCT funded services and the general well being of the scheme occupants.

Alternative Options

1. This report is for information only and therefore no alternative options are applicable.

Reasons for Report

2. In March 2008 in considering the Draft Corporate Plan and the priority of achieving value for money, concern was expressed about the Extra Care Housing Scheme at Rose Gardens Hereford and it was requested that a report be submitted on the Rose Garden Scheme reviewing its value for money and whether there were any lessons to be learned for future schemes.

Introduction and Background

3. The development of extra care housing was identified as a strategic priority within the council's housing investment strategy and was consistent with relevant housing, social care and health related strategies at a national level.
4. Housing needs analysis was undertaken to support the need for extra care housing provision in the county and the main findings included
 - Translating estimates of need into actual demand is notoriously difficult;
 - Age concern survey involved over 55's confirmed that over 94% wished to maintain a degree of independence;
 - Herefordshire's projected population growth over 2001/2011: 6% (national 4%);
 - Over 60's population growth in Herefordshire for the same period estimated to be 30% (double national projected rate of 15%)
5. The council selected Extra Care Charitable Trust (ECCT) an acknowledged expert in the provision of extra care housing, as a partner to deliver care and support within the scheme. In partnership with ECCT, Festival Housing Group, locally known as Elgar Housing Association, were selected to deliver the built environment and landlord functionality.
6. The completed scheme comprises 91 apartments (49 x 1 bed 42 x 2 beds) and provides a range of options from 19 part rent/part buy (shared ownership), 16 outright sale and 56 rental, with levels of care provision ranging from nil to levels 1-5. The mix not only reflected the acute need for affordable housing, whilst ensuring a balanced and sustainable community but also underpinned the financial viability of the scheme.
7. Despite only being operational for a short period of time the scheme has already received recognition by CSCI for the Domiciliary Care Services as a two star good service following a key inspection report in February 09.
8. The first resident satisfaction survey was completed on 12th March 2009 and received 80 responses representing 87% of the residents.

9. The results clearly re-affirm the quality of services/facilities and care provision with key findings as follows.

		%	Residents
○ Experience of living at the Rose Gardens	Excellent	51%	(35)
	Very Good	34%	(24)
	Satisfactory	12.9%	(9)
	Poor	1.4%	(1)
○ Rating of Apartment	Excellent	65.8%	(48)
	Very Good	21.9%	(16)
	Satisfactory	11%	(8)
	Poor	1.4%	(1)
○ Activities programme overall	Excellent	31.0%	(18)
	Very Good	46.6%	(27)
	Satisfactory	22.4%	(13)
	Poor	0%	(0)
○ Support package received	Excellent	30%	(6)
	Very Good	55%	(11)
	Satisfactory	15%	(3)
	Poor	0%	(0)

10. A full copy of the survey results is available on request from the Housing Needs and Development Manager.

Key Considerations

Development Costs for delivering Bricks and Mortar

11. The scheme was a partnership between Herefordshire Council, The Department of Health, Extra Care Charitable Trust and Elgar with partners committing funding towards the development costs as detailed below

	<u>Final Costs</u>
Department of Health	4,601,500
Herefordshire Council	2,500,000
Extra Care Charitable Trust	1,000,000
Elgar Housing Association	8,013,500
Total	<u>£16,115,000</u>

12. In addition, Strategic Housing was required to make an additional payment to purchase the land from the Council, in the sum of £1,005,000 from housing capital reserves. This enabled funding to be redirected towards other projects in support of the Council's strategic

objectives.

13. The bid for grant funding from the DoH, was accessed under the financial regulations of the then Housing Corporation to ensure that it represented value for money. The awarded grant of £4.6m received as a result of Herefordshire's successful bid to the DoH was the highest grant award announced within the first round of funding programmes.
14. In return for its investment of £3,505,000 the Council now has nomination rights to 50 extra care units at an average cost to the Council of £70,100 per unit. The units are located centrally in Hereford on land that was previously under-utilised and a capital receipt of £1,005,000 has been freed up. The investment of £3,505,000 has levered in an additional £13,615,000.
15. Nineteen flats have been sold under shared ownership arrangements at average market price of £130,700 and a further sixteen have been sold outright. These units also provide extra care facilities to the elderly and frail in an independent, stimulating environment.

Accommodation Costs

16. The tenure split of the 91 units developed at the scheme is as follows.

Rented	56
Shared Ownership	19
Outright Sale	16

17. The ability to ensure that a high proportion of the units developed would be affordable was a significant consideration in the commissioning of the scheme. The levering in of large amounts of subsidy in the form of DoH grant and other private/public subsidy enabled the development of a high quality scheme which contains a range of tenure options, a number of which are at affordable levels.
18. Rented levels at the scheme are as follows

Charge	1 bed rental £ per week	2 bed rental £ per week
Rent	£79.13	£89.68
Service Charge	£46.75	£46.75
Amenity Charge	£40.75	£43.20
Total	£166.63	£179.63

19. For Housing Benefits purposes, the rent, excluding the amenity charge is considered affordable.
20. By comparison rent levels including service charge at Leadon Bank the extra care facility at Ledbury are £216 per week for a 1 bedded apartment and £270 per week for 2 bedded.
21. A detailed comparative breakdown of accommodation and costs together with comparative data for other schemes funded through the Department of Health 04/05 funding round is provided at Appendix 1.

22. Without the benefit of the subsidy from grant funding the rental element alone would have been in the region of

1 bed apartments £190 per week
 2 bed apartments £205 per week

23. The inclusion of outright sale units have enabled a more mixed community development but has also contributed towards the subsidy of the delivery of affordable units. Without outright sale the rent element alone would be

1 bed apartments £110 per week
 2 bed apartments £160 per week

24. Shared Ownership has also been incorporated to contribute towards a mixed and balanced community. Residents can purchase 50% or 75%.

Support and Care costs

25. A key driver for the development of extra care centres on promoting independent living with support and care responding to changing needs flexibly. Extra Care housing therefore provides a significant important alternative to residential care models and can be expected to deliver significant savings over time to Adult Social Care in terms of alternative care/residential care costs.

Care charges at the Rose Gardens are as follows:

Care Level	Charge to resident per week	Charge to Council per week per resident	Total care charge if self funding	Guaranteed places for Council nominated users
Level 1	£82.58	£0.00	£82.58	10
Level 2	£93.14	£96.75	£222.36	10
Level 3	£114.81	£96.75	£254.38	10
Level 4	£114.81	£150.66	£309.09	10
Level 5	£150.45	£323.10	£519.07	10

26. The charge to the resident is funded by the individual from his/her attendance allowance and severe disability premium. If the resident has sufficient resources he/she makes a contribution to the charge to the Council in line with a means tested formula. In most cases at the Rose Gardens the Council funds the full charge to the Council.

27. These rates compare with the Council's Care Home Price bands as follows:

Care Level	Rose Gardens charge to Council per week per resident	Residential Care Home per week per resident (approx)	Minimum contribution by resident ie pension/incapacity benefit	Contribution by Council/PCT	Potential savings per resident per week – to Council/PCT	Potential Savings per 10 residents per week
Level 1	£0.00	£372.70	£108.10	£264.60	£264.60	£2646.00
Level 2	£94.85	£386.40	£108.10	£278.30	£183.45	£1834.50
Level 3	£94.85	£386.40	£108.10	£278.30	£183.45	£1834.50
Level 4	£147.71	£520.00	£108.10	£411.90	£264.19	£2641.90
Level 5	£316.76	£530.00	£108.10	£421.90	£105.14	£1051.40
Potential savings per week						£10008.30

Occupation rates

28. The apartments are allocated in line with Festival's Allocation policy which is in accordance with the Herefordshire Council's nomination agreement and the heads of terms. The assessment of applicants, is the responsibility of a joint allocation panel comprising officers of the Council, Elgar and Extra Care Charitable Trust.

29. In summary,

- All applicants will be subject to an assessment
- Normally aged 60 or over (although discretion for 55 + can be given)
- Be in housing need and/or have a care need

30. In relation to

- The age profile of the scheme
- Number of person care/support packages available.

31. The initial allocation of the apartments has assisted 79 people from within the county and 12 who were living outside of the county, but had a local connection to Herefordshire. In

addition 4 people would have been residing in residential care. This released 29 housing association properties ranging from bedsits to 3 bed houses.

32. With regards to the age profile of the scheme, this currently indicates an allocation to properties as follows

Age	Proportion	Units	Rose Gardens
60 – 65	10%	(9)	11%
66 – 75	20%	(18)	26%
76 – 85	35%	(32)	39%
86 – 95	30%	(27)	20%
96+	5%	(5)	1%

A further 3% have been allocated to those aged 55-59 years.

33. The latest waiting list figures indicate there are 29 households awaiting properties for sale and 48 households awaiting rental property.

Affordability Issues

34. As the Rose Gardens are operated by a Registered Social Landlord, the full rent is deemed to be affordable and eligible for housing benefits, as well as a proportion of the service charge. Supporting People funding of £13.56 per unit per week communal allowance is also paid.
35. As far as care charges are concerned, the residents are able to claim attendance allowance and if their care is at level 2 or above, severe disability premium. This premium is not payable to people in residential care. The balance of the care costs are generally met by the Council.
36. The RSL as part of the extra care contract is responsible for the provisions of benefit advice to residents and potential residents. The objective is to optimise take up of benefits to ensure affordability.

Improving Health and Well-being

37. Since the opening of the Rose Gardens Extra Care Scheme the following number of residents have reduced their support needs.
- 8 residents have moved from requiring level 1 services to core (Level 0 support (equivalent of a sheltered housing warden service))
 - 2 residents have moved from level 2 to level 1
 - 1 resident has moved from level 3 to level 2
 - 1 resident has moved from level 4 to level 2
38. At this stage it is hard to quantify the improved health and well-being costs to the PCT resulting from the Extra Care Scheme and associated with interventions such as GP input, hospital admissions etc. However, Extra Care Charitable Trust advise that their annual well-being check suggests there has been a 4% improvement across the scheme

representing a significant figure for an ageing population.

39. In the longer term it should be envisaged that improvements will be quantifiable in terms of e.g. reduced mortality hospital stays, need for nursing care.

Lessons Learned

40. There will inevitably be technical issues associated with construction projects where lessons can be learned. In the case of the Rose Gardens Scheme, on site investigations after commencement of works identified an obsolete underground culvert that was not marked on drawings provided by utility companies. Whilst these occurrences cannot be ruled out, future development agreements on significant Capital housing projects part-funded by the Council should seek to minimise financial risk to the Council.
41. Overall, however, the learning points from the Rose Gardens project are largely positive. Broadly these include:-
- That by working in partnership, Herefordshire Council was able to secure significant grant funding from the Department of Health and lever-in over £9m private sector funding towards the delivery of a strategic priority for the County.
 - That the concept of Extra Care living has attracted a great deal of interest and support from older people in Herefordshire as evidenced by the demand for places and public interest at consultation events associated with the project.
 - That people express high levels of satisfaction with the experience of living in a quality Extra Care environment.
42. At a fundamental level, it would appear that the Extra Care model should deliver significant savings to Adult Social Care in comparison to alternative residential care costs.
43. However, further work needs to be done to evaluate the comparability of Care Levels in Extra Care schemes completed in Herefordshire to equivalent Care Levels in Residential Care Home establishments. This will enable a better understanding of comparative savings to the local authority in informing future commissioning strategies around services to older people.

Community Impact

44. The scheme is located within a demographic area of predominately older persons, where the facilities/activities provided can be maximised by the local residents through membership to Friends of the Rose Gardens. There are currently 288 members of which only 4 reside outside the County.
45. The scheme is also reliant upon its 118 volunteers to contribute towards the operation of the scheme so it feels inclusive. These volunteers are residents, staff and non-residents.
46. The scheme has also attracted funding for the development of a pedestrian crossing, which is currently being delivered through the Council who have commissioned Amey to undertake the works. It is anticipated that the crossing will be installed by early autumn.
47. In addition, the development has seen the enhancement of the public open space with new seating and rose beds and also varying levels to address future potential flooding.

48. 29 RSL properties have been released by households taking up accommodation at the Rose Gardens. 4 applicants were moved from nursing homes. 58 residents moved from private accommodation. All 91 properties were allocated to households who were either resident within the County or who had a local connection to the County.

Financial Implications

49. None, this report is for information only.

Legal Implications

50. None, this report is for information only.

Risk Management

51. None, this report is for information only

Consultees

52. None, this report is for information only

Appendices

- Appendix 1 Department of Health Grant Funding 04/05 Support Service Levels and Definitions

Background Papers

- Reports to Cabinet 12 July 2007, 16 December 2004, 18 March 2004, 25 September 2003, – 10 July 2003, 19 June 2003, and September 2002
- Reports to Social Care and Housing Scrutiny Committee – 27 January 2004, 29 September 2003, 17 June 2003,
- Report to Social Care Committee – 15 June 2001
- Report to Extra ordinary meeting of the Council – 15 July 2001

APPENDIX 1

Department of Health Grant Funding 04/05

Local Authority	Grant	RSL	Support Provider	No. of Units	Newbuild/ Remodelled	Tenure Split	Rent Levels	Service Charge (Basic Care)
Herefordshire Housing (Rose Gardens)	£4,601,500	Festival Housing Group	Extra Care Charitable Trust	91 Flats (100) ♦	Newbuild	19 S/O 16 O/O 56 Rented	£75/wk (1) £85/wk (2)	Rented £94/wk S/O £105/wk O/O £103/wk
Gateshead Council (Callendar Court)	£3,307,500	Housing 21	Gateshead Community Based Services/ Housing 21	40 flats	Remodelled	Rented	£62/wk (1) £69/wk (2)	£48/wk
Warrington Borough Council (Woolston Hall)	£1,388,520	Golden Gate Housing	Community Services or Private agency	27 Flats 6 Bungalows (28) ♦	Remodelled (Remodelled/ Newbuild) ♦	Rented	£57/wk	£80/wk
Warrington Borough Council (Sankey Manor)	£1,388,520	Golden Gate Housing	Community Services or Private Agency	23 Flats 29 Bungalows (28) ♦	Remodelled (Remodelled/ Newbuild) ♦	Rented	£57/wk	£80/wk
Gloucestershire County Council (Marina Court)	£4,000,000	Hanover Housing	Cleeve Link (employed by Glouc CC)	75 (70) ♦ 50 Flats 25 Bungalows	Newbuild	S/O 32 Rented 43	£445/mth (1) £495/mth (2)	£353/mth (1) including catering £450/mth (2) including catering
Leeds City Council (Hampton Crescent)	£3,015,120	Anchor Trust	Local Authority	40 Flats	Newbuild	Rented	£259/mth (1) £291/mth (2)	£209/mth (1) £229/mth (2)



MEETING:	STRATEGIC MONITORING COMMITTEE
DATE:	19 OCTOBER 2009
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT
REPORT BY:	CORPORATE POLICY AND RESEARCH MANAGER

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To report performance for the period April-June 2009-10 against the Council's key indicators and associated projects and programmes in its Annual Operating Statement 2009-10.

Recommendation

- THAT (a) the report be noted;**
- (b) the Committee considers whether there are any issues that should be referred to individual scrutiny committees for further investigation; and**
- (c) the Committee considers whether it wishes to make any comments to Cabinet.**

Introduction and Background

1. The report to Cabinet on 24 September is appended, together with an addendum. Cabinet noted performance to the end of June 2009 and the measures being taken to address areas of under-performance.

Background Papers

- None identified.

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

MEETING:	CABINET
DATE:	24 SEPTEMBER 2009
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT
PORTFOLIO AREA:	CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To report performance for the period April-June 2009-10 against the Council's key indicators and associated projects and programmes in its Annual Operating Statement 2009-10.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet considers performance to the end of June 2009 and the measures being taken to address areas of under-performance.

Key Points Summary

- The recession has impacted negatively in some areas, such as young people not in education, training or employment, affordable housing and households in temporary accommodation.
- Although this threatens the achievement of some targets, good progress is being made in implementing the *Fighting the Downturn* action plan.
- Although timely assessments of vulnerable children and for benefits claims were below target in the first quarter as a whole, both have recovered ground and have encouraging prospects.
- Adult social care is tackling significant challenges arising from increased demand and its impact on expenditure. This is affecting performance against some targets, but there are fewer delayed hospital discharges and many more timely assessments and care packages.
- Although the majority of LAA targets are on track, remedial action is being taken in respect of others, particularly as regards healthier communities and older people.

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

Alternative Options

- 1 The Council's Performance Improvement Framework provides that Cabinet will formally review performance against the Council's Corporate Plan and associated Annual Operating Statement quarterly. There are therefore no alternative options.

Reasons for Recommendations

- 2 To ensure that progress against the Council's priorities, targets and commitments, as set out in the Corporate Plan 2008-11 and the Annual Operating Statement 2009-10, are understood. Further, to ensure that the reasons for important areas of actual or potential under-performance are understood and addressed.

Introduction and Background

- 3 This is a new type of report intended to drive improvement in the delivery of the Council's priorities. To this end, it provides a clear overview of performance and what's being done to tackle areas of actual or potential under-performance. It is based on a selection of the most important indicators and the associated key actions set out in the Annual Operating Statement 2009-10. The indicators have been chosen for their ability to tell the story of performance in relation to the themes of the Herefordshire Community Strategy and the associated priorities of the Council:

children and young people (Council priority: *The best possible life for every child, safeguarding vulnerable children and improving educational attainment*)

healthier communities and older people (Council priority: *Reshaped health and social care*)

safer communities (Council priority: *Affordable housing to meet the needs of local people*)

stronger communities;

economic development and enterprise (Council priority: *The essential infrastructure for a successful economy, enabling sustainable prosperity for all*); and

environment.

In addition, indicators have been chosen to measure the most important aspects of performance in relation to the internal priority of

organisational improvement and greater efficiency.

- 4 For each of these themes, indicators have been grouped to show performance in relation to four points of focus:
 - citizens;
 - services;
 - partnership; and
 - statutory.
- 5 There are three levels of reporting:

Level 1 (Appendix 1) is a high-level summary of performance produced by aggregating the

judgements for individual indicators from the lower levels. Four indicators are considered key to the performance of the council in respect of underperformance in these areas may result in external scrutiny and impact on performance in other areas. If any one of these indicators is rated Red or Amber in the more detailed level 2 and 3 reports, the part of the Level 1 report they relate to will be marked with a * to signify an issue with one of the key indicators.

The four designated indicators are:

NI 59 – initial assessments of children for social care within 7 days

NI 117 – 16-18 year olds not in education, employment or training

NI 136 – people supported to live independently through social services

Local – Average staff sickness (Full Time Equivalent)

Level 2 (Appendix 2) provides the level of performance for each individual indicator.

Level 3 (Appendix 3) provides the full detail for each of the indicators. It shows targets, actual performance and trends. It also includes progress against action plans to improve performance, including key projects and programmes. Each indicator has been rated as to its likelihood of achieving target and whether or not it is improving compared with last year (that is, its direction of travel). The primary basis for rating is up to date performance data. Only in the absence of this (and only then if there is a good reason for this) are judgements based on progress in delivering planned actions that are intended to lead to improved performance.

- 6 Appendix 4 is a key, explaining how judgements have been made for each level of report.
- 7 The financial context for this report is set out in the budget monitoring report elsewhere on your agenda. Financial issues and risks have been taken into account in the performance issues discussed below.

Key Considerations

- 8 Assessed in terms of each of the themes, the highlights are:

Children and young people

- The percentage of children subject to a child protection plan for the second or subsequent time has improved compared with 2008-09 and is slightly better than target.
- *NI 59 - 'Initial assessments for children's social carried out within seven working days of referral'*. This indicator was below target for the first quarter as a whole. The underlying position and prospects are, however, very much better. Allocating all referrals immediately led initially to fewer initial assessments being made within seven days. This has been turned around and performance improved substantially as the quarter wore on. The latest data, to the end of July 2009, show a cumulative total for the year of 62.4%, compared to the target for the year of 65%. It is now reasonable to expect that this target will be achieved by the end of Quarter 2.
- *NI 117 - '16-18 year olds not in education, employment or training (NEET)'* is judged Amber. Numbers rose from 5.4% in 2007 to 5.9% in 2008, but remain lower than for England as a whole and the West Midlands. Our target for this year is 5%. Although the post-16 NEET programme has just restarted, the biggest group in the overall NEET group is 18 year olds who have already been through the programme. Connexions is working with Jobcentre Plus with a view to fast-tracking these young people to New Deal provision, whilst delivering the programme to the younger members of the group

- Although robust measures have been taken to mitigate potential risks in relation to the safeguarding of children, this issue continues to require close attention.

Health & Well-being

- Exceptionally good performance in reducing delayed transfers of care from hospitals (NI 131), and the timeliness of social care packages and assessments (NIs 132 and 133).
- Behind target in respect of *clients receiving Self-Directed Support (NI 130)* and *People supported to live independently (NI 136)*:
 - As regards *self-directed support*, numbers have grown. For individualised budgets they are comparable with the national picture. We do, however, lag in respect of direct budgets. Progress depends significantly on the work in hand to develop a resource allocation system (RAS) and to shift the focus to higher dependency individuals. This needs to have regard to the national RAS, the development of which has been delayed.
 - Performance in relation to *People supported to live independently* is expected to perform significantly better in the remainder of the year: as the award-winning Midland Heart development for people with learning disabilities builds to full capacity, but also as a wider range of methods of support are included in the count, as they are already by high-performing authorities.
- The risks to achieving targets in these and other respects are being addressed in the context of the development of a recovery plan to deliver services within budget provision. Joint health and social care commissioning plans and the Older People's Strategy are being developed to manage the risk of failing to achieve improvements in areas identified by the Care Quality Commission.

Safer Communities

- Following the relatively low number of people killed and seriously injured in road accidents (NI 47) in 2008, the first five months of 2009 saw an increase in the rate. The forecast is that this year's target will not be achieved. Fluctuations from year to year, in what are relatively small numbers, are common. This is why the indicator measures the three-year rolling average, for which the trend has been steadily downwards over recent years. The causes of the accidents this year are being analysed in detail to see what further measures may be necessary. In any event, road safety schemes and driver education programmes continue to be delivered and next year's end-of-LAA target is still regarded as achievable.

Stronger Communities

- It is unlikely that the target for the number of affordable homes delivered this year (NI 155) will be achieved. Additional options for delivering new homes are being considered, including leasing arrangements with registered social landlords
- There has been an increase from 98 to 116 in the number of households in temporary accommodation (NI 156) during the first quarter. Despite the Rent Deposit Scheme being re-launched and the preparation of a Youth Homelessness Strategy to take effect during the autumn, there is a risk that the target for the year of 82 will not be met.

Economic Development

- Generally good progress in implementing the *Fighting the Down-turn* action plan includes a new one-stop information service for businesses and individuals; a business growth fund

and training voucher scheme established for September launch; a Rotherwas broadband solution commissioned for delivery in October; improved payment times for businesses; and new schemes for shop-front grants and arts displays in empty shop windows.

- *'Business satisfaction with regulatory services'* (NI 182) has no target or action plan. Steps have been taken to ensure that these are in place in Quarter 2.
- Risks to the Edgar Street Grid (ESG) project are being managed by the ESG Board, overseen by Advantage West Midlands and a senior officer group from the Council.

Environment

- There has been an improvement in the levels of residual waste collected (NI 191), but performance is currently behind target in respect of recycling and composting (NI 192) and municipal waste land-filled (NI 193). The development of a revised Joint Municipal Waste Management Strategy and implementation of the new Waste Collection contract in November are expected to deliver improved performance in the latter part of the year.

Organisational Improvement and Greater efficiency

- Owing to a combination of the increase in the number of claims and changes and earlier IT problems, the average time taken to process housing and council tax benefit claims and changes (NI 181) rose in the first quarter to over 18.68 days. Remedial action has improved the situation, with performance to the end of July averaging 16.83 days. The target for the year is 14 days.
- The local indicator being used to measure customer satisfaction is based on contacts made through Info in Herefordshire. Currently it relates to satisfaction with planning, transportation, highways, culture, leisure, environmental health and trading standards. It is to be extended during this operating year to include other areas of the Council.
- Work is in hand to establish indicators and/or targets for the few areas where, for good reasons, this has not yet been done.
- The Shared Services project will begin to release recurrent savings this year, which are targeted to rise to in excess of £3.5 million in future years. These will help offset the predicted shortfall that a restricted local government settlement would bring.
- The implementation of the data quality action plan, alongside the work of internal audit and the performance improvement network, ensures the quality of data on which decisions can be made.

9 The Local Area Agreement

At the end of the first quarter, of the 35 LAA indicators:

- 21 are judged to be on course to achieve this year's target;
- 7 are marginally behind target; and
- 7 are significantly behind target or have no action plan.

Within the area of *Health & Well-being* all seven indicators are currently behind target. Five are judged Red, of which two have no action plan. In addition to people supported to live independently and self-directed support (mentioned above), the areas in question are mortality rates for circulatory diseases, stopping smoking and support for carers. The responsible managers have been required to put the necessary remedial action in hand.

Community Impact

- 10 Delivering the Corporate Plan is central to achieving the positive impact the Council wishes to make in communities.

Financial Implications

- 11 None.

Legal Implications

- 12 None.

Risk Management

- 13 By highlighting progress against the Council's Corporate Plan and Annual operating Statement, including the major risks to achievement and how they are being mitigated, this report is an essential component of the Council's management of risks. Where identified, risks have been included within paragraph 8 against the relevant theme.

Consultees

- 14 None.

Appendices

Appendix 1 – Level 1 Report

Appendix 2 – Level 2 Report

Appendix 3 – Level 3 Report

Appendix 4 – Key to the reports

Background Papers

- 15 None.

NOTE SENT TO RECIPIENTS OF THE CABINET PAPERS – OCTOBER 2009-

This is to let you know that the figure reported in the corporate performance report considered by Cabinet on 24 September regarding delayed hospital discharges to the end of June was wrong.

The figure reported was 12 per 10,000, which compared favourably with the end of 2008-09 position of 32. It has subsequently come to light that the wrong figure was provided by mistake; what should have been reported was 36, which on the face of it looks like a deterioration rather than an improvement.

There is, however, good reason to believe that the figures have in the past seriously over-stated the extent of delayed discharges in Herefordshire compared with other authorities. This is primarily because until very recently the figures, which are reported by the hospital staff, have erroneously been based on when the clinical decision has been made that someone is ready to be discharged, rather than, as the national indicator definition requires, when the multi-disciplinary team has confirmed this judgement and that it is safe for the person to leave hospital.

This has been an issue and the subject of discussion for some time but has now been resolved, so that there is now a seven-day window for the multi-disciplinary team to confirm its agreement following the clinical decision. The results of this change should be reflected in our being able to report better performance in future.

Even so, there is no complacency about the need to continue to tackle substantive issues that can lead to avoidable delays. Relatively few delays are attributable to social care but there have been some local difficulties with therapeutic services. These are being addressed. Work is also in hand to prioritise continuing health care assessments in the acute sector and, with the Ambulance Service, to reduce delays in transferring patients to tertiary units.

	Citizen Focus		Service Focus		Partnership Focus & Organisational Health		Statutory Focus	
	Perf.	Direction of Travel	Perf.	Direction of Travel	Perf.	Direction of Travel	Perf.	Direction of Travel
Children & Young People	3		2 *	△	2 *	△	2	▽
Healthier Communities and Older People	2 *	▽	3	△	2	▽	4	△
Safer Communities	2	▽	3		3			
Stronger Communities	1	▽	3		3		2	▽
Economic Development and Enterprise	3		1		3			
Environment	4	△	2	▽			2	△
Organisational Improvement	2	▽	2	△	2 *		1	

Within the judgement for Children & Young People - service focus - the key indicator of 'initial assessments for social care done within 7 days (NI 59)' is currently judged Red.

Within the judgement for Children & Young People - partnership focus - the key indicator of '16-18 year olds not in education, employment or training (NI 117)' is currently judged Amber.

Within the judgement for Healthier Communities and Older People - citizen focus - the key indicator of 'people supported to live independently through social services (NI 136)' is currently judged Red.

For explanation, see the covering Cabinet report and the Level 3 Report (Appendix 3).

	Citizen Focus	Perf.	DoT	Service Focus	Perf.	DoT	Partnership Focus & Organisational Health	Perf.	DoT	Statutory Focus	Perf.	DoT
Children & Young People	NI 110 – participation in positive activities (LAA)	3		NI 59 – initial assessments for social care done within 7 days	1	Δ	NI 117 – 16-18 year olds not in education, employment or training (LAA)	2		NI 72 – achievement of 78+ points across Early Years Foundation Stage	1	Δ
	PAF / CF 63 – participation of looked after children in their reviews	2		NI 65 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time	3	Δ	Local – % of actions implemented arising from quality audits programme	3		NI 73 – achievement in English & Maths at Key Stage 2 Level 4	1	▽
							Local – permanent school exclusions, including looked after children	1	Δ	NI 75 – 5 or more GCSEs at A*-C including English & Maths	2	
							Local – number of Common Assessment Framework assessments completed across agencies	3		Local – achievement at Key Stage 1	2	▽
Healthier Communities and Older people										Local – looked after children attainment: NI 99; NI 100; NI 101	2	
	NI 39 – alcohol harm related admission rates (LAA)	2	▽	NI 132 – timeliness of social care assessments	3	Δ	NI 40 – drug users in effective treatment (LAA)	3		Local – % of adult safeguarding referrals with a multi-agency plan within 7 days	4	Δ
	NI 130 – social care clients receiving Self Directed Support (LAA)	1		NI 133 – timeliness of social care packages	3	Δ	NI 125 – achieving independence for older people through rehabilitation / intermediate care	1	▽			
	NI 136 – people supported to live independently through social services (LAA)	1	▽				NI 131 – delayed transfers of care from hospitals	4				
	NI 138 – satisfaction of people over 65 with both home and neighbourhood	1					NI 142 – number of vulnerable people who are supported to maintain independent living (LAA)	1				
NI 57 - Children and young people's participation in high-quality PE and sport	3											

	Citizen Focus	Perf.	DoT	Service Focus	Perf.	DoT	Partnership Focus & Organisational Health	Perf.	DoT	Statutory Focus	Perf.	DoT
Safer Communities	NI 21 – dealing with concerns about anti-social behaviour (LAA)	3		NI 168 – condition of principal roads (LAA)	3		NI 30 – priority & prolific offenders (LAA)	3				
	NI 47 – people killed or seriously injured in road traffic accidents (LAA)	1	▽	NI 169 – condition of non-principal roads (LAA)	3							
	NI 3 – civic participation	1		NI 9 – use of libraries (LAA)	3		NI 4 – influencing decisions in the locality (LAA)	3		NI 1 – % of people who believe people from different backgrounds get on well together (LAA)	3	
Stronger Communities	NI 6 – participation in regular volunteering	2		NI 11 – engagement in the arts (LAA)	3		NI 197 – improved biodiversity (LAA)	3		NI 156 – households in temporary accommodation (LAA)	1	▽
	NI 155 – number of affordable homes delivered (LAA)	1	▽							NI 157 – processing of planning applications	3	
	NI 195 – improved street cleanliness and environmental cleanliness (litter, detritus, graffiti and fly posting)	2								Local – access to services (LAA)	2	
	NI 196 – improved street cleanliness and environmental cleanliness – fly tipping	1										
Economic Development and Enterprise	NI 171 – VAT registration rate (LAA)	3		NI 182 – business satisfaction with regulatory services	1		NI 152 – working age people on out of work benefits (LAA)	3				
							NI 163 – working age people qualified to Level 2 or higher (LAA)	3				
							NI 178 – bus services running on time (LAA)	3				
Environment	NI 191 – residual household waste per household (LAA)	4	△	NI 192 – % of household waste sent for reuse, recycling and composting	2	▽				NI 186 – CO ₂ emissions (LAA)	2	
										NI 193 – % of municipal waste landfilled	1	△

	Citizen Focus	Perf.	DoT	Service Focus	Perf.	DoT	Partnership Focus & Organisational Health	Perf.	DoT	Statutory Focus	Perf.	DoT	
Organisational Improvement	Local - customer satisfaction	2	Δ	NI 14 – avoidable contact	1		NI 179 – Value for Money	2		Local – relevant diversity indicator from Workforce Strategy	1		
				NI 180 - the number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year.	4	Δ	Local – average sickness (full-time equivalent) (3 month average)	3					
				NI 181 – time taken to process Housing Benefit / Council Tax Benefit claims and change events	2	Δ	Local – staff turnover	1					
				Local - % of Council Tax collected (BVPI 9)	2	Δ	Local – vacancies	1					
				Local - % of non-domestic rates collected (BVPI 10)	2	Δ	Local - Use of Resources	2					
							Local - % of key performance indicators improving on last year	2	▽				

Indicator	Tolerance	Performance			Target	Latest Performance	Judgement	Direction of Travel
		2006-07	2007-08	2008-09				
Citizen								
NI 110 – participation in positive activities (LAA)	Bigger is better			86.20%	91.00%		3	n/a
<p>A number of plans are currently being delivered that will improve performance for this indicator: Community Youth Services Youth Council and Shadow Boards; youth clubs; outdoor education; residential trips Positive Contribution Prevent and Deter activities Early Years and Extended Schools Extended schools provision; disadvantage subsidy; play strategy provision Sports Development Sport Unlimited Programme; sports club development Arts and Culture Body Image project; Take Part; Rural Media - Youth Times; Courtyard Youth Theatre; Music Pool; Arts Alive; Dance Fest; Ledbury Poetry Festival; Photography Festival; Borderlines Film Festival Positive Activities for Young People Targeted holiday activities for vulnerable young people Herefordshire Council for Voluntary Youth Services Voluntary sector youth clubs and activities provided by member organisations.</p>								
PAF / CF 63 – participation of looked after children in their reviews	Bigger is better	95%	98%	93%	100%	94.40%	2	△
Service								
NI 59 – initial assessments for social care done within 7 days	Bigger is better	58.7	57.4	37.4	65%	56.90%	1	▽
<p>Whilst the first quarter outturn is extremely disappointing, this figure mostly reflects a dramatic slippage in March and April 2009 due to workers not being cognisant with the system, lack of accurate reporting and lack of understanding of the necessity of timely assessment. Performance for the same period last year was 64.7%. May and June figures were exceptional and we anticipate, therefore, to be on target for the year by the end of Quarter 2. It may be possible to reset the target at the end of Quarter 3. This projection has been confirmed by the latest data calculated at the end of July 2009 which shows the cumulative total for the year of 62.4% which is just short of the target for the year of 65%. With a further two months of the quarter to go, we remain confident that the target will be achieved by the end of Quarter 2.</p>								
NI 65 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is better	15	14	15	13%	12.60%	3	△
<p>This is good performance, slightly better than the target set for the year and an improvement on the 2008/2009 outturn. Performance for the same period last year was 13%.</p>								

Indicator	Performance			Target	Latest Performance	Judgement	Direction of Travel
	2006-07	2007-08	2008-09				
Partnership							
NI 117 – 16-18 year olds not in education, employment or training (NEET) (LAA)	5.5	5.4	5.9	5%		2	n/a
Local – % of actions implemented arising from quality audits programme				80%		3	n/a
Local – permanent school exclusions including looked after children		18		14	17	1	△
Local – number of Common Assessment Framework (CAF) assessments completed across agencies				300	55 (cumulative)	3	n/a
Statutory							
NI 72 – achievement of 78+ points across Early Years Foundation Stage (EYFS)		47.9 (2006-07 academic year)	42 (2007-08 academic year)	53% (2008-09 academic year)	45.80%	1	△
NI 73 – achievement in English & Maths at Key Stage 2 Level 4			72 (2007-08 academic year)	78% (2008-09 academic year)	70.80%	1	▽
NI 75 – 5 or more GCSEs at A*-C including English & Maths		51.7 (2006-07 academic year)	53 (2007-08 academic year)	60% (2008-09 academic year)		2	n/a
Local – achievement at Key Stage 1:							
Reading at Level 2B+			69.90%	59%	68.90%	4	▽
Maths at level 2B+			70.80%	79%	71.80%	1	△
Writing at level 2B+			53.90%	54%	52.90%	2	▽

Indicator	Tolerance	Performance			Target	Latest Performance	Judgement	Direction of Travel
		2006-07	2007-08	2008-09				
Local – looked after children attainment (2008-09 academic years):								
NI 99	Bigger is better	77.8	14.3	25	50%		2	n/a
NI 100	Bigger is better	66.7	14.3	50	50%		2	n/a
NI 101	Bigger is better	23.1	15	28.6	20%		2	n/a

Data will be available in September 2009. Herefordshire has historically had good performance in relation to educational attainment of looked after children and good support is provided to them through the Education Liaison Support Service

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Maintain and enhance educational standards at all Key Stages	Implement Primary Strategy	Mar-11	ICT, Education and Achievement	Director of Children's Services	Ongoing implementation of Primary and Secondary Strategies. Training for School Improvement Partners takes place on 18 September to equip them to go into schools to assist and challenge with target setting for individual pupils. Targeted support continues to be provided to those schools causing concern, with regular updates to the Cabinet Member and Directorate Leadership Team
	Implement Secondary Strategy				
	Analyse and interpret individual school and pupil related performance data Identify and provide targeted support for schools with low or declining performance				
Implement the Primary Capital Strategy, Building Schools for the Future (BSF) and the Academy	Implement vision and strategy for primary capital build, including bidding fund for	Mar-11	ICT, Education and Achievement	Director of Children's Services	Herefordshire's Primary Strategy for change has been approved by the DCSF. The directorate is now working with Leominster Infants and Juniors on the new build and potential amalgamation of the two schools, with consultation with the public beginning in the Autumn term. Herefordshire Academy has received planning permission. The new build of the Minster is progressing to budget and timescale. BSF preparation will involve Partnership for Schools providing JMT and Cabinet with a presentation, which we hope will take place in October 2009.
	Develop resources and strategy for change and begin to implement BSF				
	Complete major rebuilds				
Conclude Children's Centres and Extended Schools roll out plans	Implement Children's Centres roll-out plan	Mar-10	Children's Services	Director of Children's Services	10 of 12 children's centres have now been designated, of the remaining two centres, the first in North Hereford City has been identified and is awaiting Cabinet Member approval. The second centre in the north of the county has still to be confirmed. Given the geographic sparsity of service users, it is unlikely to be a new build but services are likely to be delivered from several existing buildings. A full audit of extended schools offering the full core offer is currently underway, with the results expected at the end of August 2009. The current estimate is 89% but this will be confirmed via the audit. The Training Development Agency (TDA) target is 90% by September 2009
	Implement Extended Schools roll-out plan	Mar-10			
Embed Children's Trust arrangements, including commissioning and contract monitoring arrangements	Establish working arrangements with the joint commissioning unit as part of the arrangements with the PCT	Dec-09	Children's Services	Director of Children's Services	Now that appointments have been made to the integrated commissioning directorate, CYPD is working with the directorate to develop specific ways of working, including the role of the Children's Trust. The CYP Plan is being managed through the regular work of the Children's Trust and CYPD
	Deliver and monitor implementation of Children and Young People's Delivery Plan	Mar-11			

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Continue to work with schools and communities to secure the best possible sustainable school education for the future	Development and implementation of strategy to continue providing the county's children with high educational standards	Mar-11	ICT, Education and Achievement	Director of Children's Services	The Schools Task Force has developed a draft framework for developing future educational provision in Herefordshire. This has been consulted upon with head teachers and will now go out for wider consultation in September to November 2009.

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel	
		2007-08	2008-09					
Citizen								
NI 39 – alcohol harm related admission rates (LAA)	Smaller is better	1,199		1,237	326.4 (cumulative)	2	▽	Action plan on target. 1st quarter worse than performance for the same period last year. Numbers in this group have grown. For individualised budgets they are comparable with the national picture, although we lag in respect of direct budgets.
NI 130 – social care clients receiving Self Directed Support (LAA)	Bigger is better			21%	6.32%	1	n/a	Progress will depend on the work in hand to develop a resource allocation system (RAS) and to shift the focus to higher dependency individuals. This needs to have regard to the national RAS; the development of which has been delayed. 2,549 last June.
NI 136 – people supported to live independently through social services (LAA)	Bigger is better		3,635	3,763	2,102	1	▽	Performance is expected to significantly improve in the remainder of the year: as the award-winning Midland Heart development for people with learning disabilities builds to full capacity, but also as a wider range of methods of support are included in the court, as they already are by high-performing authorities.
NI 138 – satisfaction of people over 65 with both home and neighbourhood	Bigger is better		89			1	n/a	No target or commentary.
NI 57 - Children and young people's participation in high-quality PE and sport	Bigger is better		95%	95%		3	n/a	The number of schools offering 2 or more hours a week of high quality PE and sport at school during curriculum time has not altered, so performance should be maintained at current levels (achieving target) when the results of the latest survey become available. Outside of curriculum time, participation levels in sport have risen over the last 12 months with the expansion of taster sessions in a variety of sports and the development of closer links between schools and sports clubs.
Service								
NI 132 – timeliness of social care assessments	Bigger is better		86.80%	91%	98.90%	3	△	89.2 last June
NI 133 – timeliness of social care packages	Bigger is better		88.20%	92%	100%	3	△	80.9 last June
Partnership								
NI 40 – drug users in effective treatment (LAA)	Bigger is better			541		3	n/a	Await report confirming outcome for 2008/09. Needle exchange audit carried out in May. Pharmacy Needle Exchange Pilot Scheme continues in Herefordshire. This provides an additional means to engage problematic drug users. Recent integration of Drug Intervention Programme (DIP) team from Probation to the Criminal Justice Integrated Service within Drug and Alcohol Services Hereford (DASH).
NI 125 – achieving independence for older people through rehabilitation / intermediate care	Bigger is better		71.8	75	68.7	1	▽	
NI 131 – delayed transfers of care from hospitals	Smaller is better			27	12	4	n/a	
NI 142 – number of vulnerable people who are supported to maintain independent living (LAA)	Bigger is better		90.5	97.41%		1	n/a	No data or commentary.
Statutory								

<u>Indicator</u>	<u>Tolerance</u>	<u>Performance</u>		<u>Target</u>	<u>Latest Performance</u>	<u>Judgement</u>	<u>Direction of Travel</u>
		2007-08	2008-09				
Local – % of adult safeguarding referrals with a multi-agency plan within 7 days	Bigger is better		26%	>26%	32%	4	△

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Implementation of the joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning difficulties and physical disabilities	Joint Commissioning Strategy	Dec-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Agree with providers how to re-model services to promote independence and personalised care	Mar-10			
Ensure information, advice and advocacy is available to all	Ensure all promotional materials are available in easy-read formats	Jun-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Extend advocacy services to all users and carers	Sep-09			
Ensure self-directed care and personalised services are offered to the majority of service users	Raise awareness of the self-directed care option and sustain support	Apr-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Establish programme board for the "Putting People First" programme	From April 2009			
	Implement the seven stream of the "Putting People First" programme	Continuing to 2011			
Increase range and availability of support to carers	Re-commission support services for carers	Jun-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Extend individual budgets to carers	Mar-10			
All services enable people to be treated with dignity and respect	To ensure appropriate training is delivered to all social care and health staff and is included within safeguarding training	Apr-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Ensure minimum standards in relation to dignity and respect included within contracts - Covered within QAF standards, with plans to include within future contracting arrangements	Apr-09			

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Integrate health and social care across front-line services	Roll-out integrated health and social care model to all localities	Sep-09	Older People & Social Care Adults	Director of Integrated Commissioning	
Extend integration of health and social care across front-line services	Roll-out of integrated intermediate care service	Apr-09			
Extend integration of health and social care across front-line services	Roll-out integrated health and social care model to all localities	Sep-09	Older People & Social Care Adults	Director of Integrated Commissioning	
Develop and implement Older People's Strategy	Roll-out of integrated intermediate care service	Apr-09			
	Consultation document issued	Aug-09	Older People & Social Care Adults	Director of Integrated Commissioning	
	Strategy approved	Feb-10			

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel
		2007-08	2008-09				
Citizen							
NI 21 – dealing with concerns about anti-social behaviour (proxy – incidents of: anti-social behaviour – including speeding - criminal damage, alcohol-related disorder, alcohol-related violent crime) (LAA)	Bigger is better		25.40%	30.4% (2010-11)		3	n/a
NI 47 – people killed or seriously injured in road traffic accidents (calendar year) (LAA)	Smaller is better	133 (3 year average)	115 (3 year average)	114 (3 year average)	53 to May	1	▽
Service							
NI 168 – condition of principal roads (proxy: delivery against highway maintenance plan) (LAA)	Smaller is better	6%	4%	5%		3	n/a
NI 169 – condition of non-principal roads (proxy: delivery against highway maintenance plan) (LAA)	Smaller is better	11%	11%	9%		3	n/a
Partnership							
NI 30 – priority & prolific offenders (LAA)	??			21% (79)		3	n/a
Statutory							
No indicators							

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Continue to work with our partners through the implementation of <i>Herefordshire Community Safety and Drugs Partnership (HCSDP)</i> strategy 2008-11 to reduce the impact of crime, drugs and anti-social behaviour on the people who live work and visit Herefordshire	Action plans with targets to be produced annually	Plan for 2009 by June 2009. Strategy to be fully implemented by 2011	Environment and Strategic Housing	Director of Environment & Culture	
The number of adults killed or seriously injured in road accidents to be reduced	Delivery of programme of road safety schemes, education, training and publicity in accordance with the Local Transport Plan (LTP) strategy	Mar-11	Highways & Transportation	Director of Regeneration	
	Work in partnership with Highways Agency to ensure they contribute to meeting Herefordshire casualty reduction targets by action on trunk roads				
	Working with the Safer Roads Partnership to review speed camera sites and ensure focused speed enforcement campaign in the County				
Complete and publish draft <i>Hidden harm</i> strategy.	Draft Hidden Harm Strategy to be completed Launch of strategy	Sep-09 Nov-09	Economic Development & Community Services	Director of Regeneration	

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel	
		2007-08	2008-09					
Citizen								
NI 3 – civic participation	Bigger is better		16%			1	n/a	No target set. Work is progressing in line with the action plan developed to support the indicator. Following consideration of the strong alignments with other Pls and council initiatives (see NI 4 below) the work on NI 3 will contribute to the wider empowerment activity which is to be co-ordinated through the Herefordshire Partnership. The implementation plan for the Volunteering Code of Good Practice has now been finalised and a draft action plan drawn up. Herefordshire Voluntary Action and Community Voluntary Action Ledbury continue to receive strategic investment through service level agreements to support volunteer centre activity. Herefordshire Volunteers of the Year awards held in June 2009, which raises the profile of volunteering. £6k secured for marketing campaigns although activity is not due to start in earnest until November 2009 (originally June/July 2009) to tie in with Compact Action Plan Potential risk over not all actions to be achieved due to a shortfall in resources.
NI 6 – participation in regular volunteering (LAA)	Bigger is better		29%	32.5% (2010-11)		2	n/a	
NI 155 – number of affordable homes delivered (LAA)	Bigger is better	141	208	220	44 (cumulative)	1	▽	It is anticipated that the target for 2009/10 will not be met given current financial circumstances. Alternative methods of delivery are being considered over the next quarter to mitigate this risk. A programme of housing needs studies is being carried out throughout the county. In addition, consultation events have been held in some communities to explore the needs of specific locations and to provide the communities with information in respect of possible affordable housing developments. Grant levels for rural areas have been reviewed by the HCA and bids for funding for higher levels are now being considered. Negotiations with developers are taking place and additional units have been secured on some sites with additional grant funding. The LA land opportunities is work in progress with development brief due to be circulated to RSL partners in early August. Alternative options for delivering new units are being considered including increasing leasing arrangements with RSL partners.
NI 195 – improved street cleanliness and environmental cleanliness: levels of litter; detritus; graffiti; and fly posting	Smaller is better			5% 9% 1% 1%		2	n/a	Analysis of early data shows some deterioration in performance that needs to be addressed over the coming months. This indicator will be a key performance indicator for future contract management of the services provided by Amey.
NI 196 – Improved street cleanliness and environmental cleanliness – fly tipping	Smaller is better			Grade 1		1	n/a	No data or action plan. Steps have been taken to address this shortfall for future reports.

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel
		2007-08	2008-09				
Service							
NI 9 – use of libraries (LAA)	Bigger is better		47.90%	51% (2010-11)		3	n/a
Detailed analysis of library service customers undertaken. Mobile library review underway; consultation to be completed by September. Project plan developed and negotiation underway for a licence to open a volunteer run community library in Peterchurch. Seeking alternative funding (not funded through the ABG) to deliver ICT training packages to targeted groups. Summer Reading Challenge underway; early analysis suggests a greater take up compared to last year. Take pART launched. Publicity campaign underway. Events publicised through Broadsheep. Survey in place. Review of Take pART to take place between September and October before the launch of phase 2.							
NI 11 – engagement in the arts (LAA)	Bigger is better		46.40%	49.5% (2010-11)		3	n/a
Partnership							
NI 4 – influencing decisions in the locality (LAA)	Bigger is better		28.80%	32.3% (2010-11)		3	n/a
Submitting funding bids to deliver recommendations of the Review of Community led planning. Includes Area Based Grant (ABG) funds for the key co-ordinating and commissioning post, as well as LEADER funding for community support. £25k confirmed for purpose of CLP Commissioning Officer appointment. Grants and project development advice available. Hampton Bishop Parish Council to take part in the national pilot on participatory budgetting, proposals to be considered at an open meeting on 30th July. HALC/HCYY/HC working on a proposal to get young adults more involved in local democracy. Reaching Hearts in Herefordshire; programme being developed under which councillors, officers and partners understand how best to work together to improve the lives of people and communities. Sustainable Communities Act: 45 proposals received following campaign by HC inviting ideas on how changing laws and policies could benefit local communities. To be presented to Cabinet before going to the LGA by 31st July. Activity involves survey and negotiation with landowners, hence the figures will be loaded such that they will have a low value at the start with most activity shown in the outturns for quarters 3 and 4. Partners are increasing the number of sites in Herefordshire. FWAG contracts have been issued for 13 additional sites and are due to be delivered by 30th September 2009. It is envisaged that management plans will be in place for all 50 sites by end of March 2010.							
NI 197 – improved biodiversity (LAA)	Bigger is better	29%		38.30%		3	n/a
Statutory							

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel	
		2007-08	2008-09					
NI 1 - % of people who believe people from different backgrounds get on well together (LAA)	Bigger is better		75.90%	79.4% (2010-11)		3	n/a	All the activity identified in the action plan is on track including, community events and awareness sessions. There has been a significant increase in staff awareness training and this has had a positive impact on understanding of barriers and issues that individuals face. This increased knowledge and understanding should have a positive impact on this indicator. Another Community Cohesion Forum event is planned for later this year, following on from the first event last November. A further 2 communities to be set up during 2009-10.
NI 156 – households in temporary accommodation (LAA)	Smaller is better	109	98	82	116	1	▽	The rent deposit scheme has been relaunched and is managed by the Homelessness and Housing Advice Team. The Youth Homelessness Strategy is being drafted currently and is due to be published in the Autumn. As part of the research for the youth homelessness strategy an analysis of the needs of teenage parents is being completed. A Multi Agency Risk Assessment Conference (MARAC) panel is being set up within Herefordshire with representation from partner agencies and the team. In addition measures to provide sanctuary are being explored to reduce the need for temporary accommodation.
NI 157 – processing of planning applications: Major applications within 13 weeks Minor applications within 8 weeks Other applications within 8 weeks	Bigger is better		73% 73% 87%	60% 65% 80%	75% 80% 79%	3	n/a	Performance at the same period last year was 63%, 73% and 85%. Measures are in place to overcome the slight drop in performance in respect of Others - notably devoting additional staff resources to this area.
Local – % of people who find access to services difficult: Local shop Advice provision Public transport facility Cultural / recreational facility	Smaller is better		12% 18% 21% 21%	11% 16% 21% 19%		2	n/a	ABG funding was not secured for the Rural Services officer, which will limit the level of resources that can be put into this area. There are four multi-use centres in development in Ledbury, Leintwardine, Leominster and Peterchurch. Peterchurch, which has secured full funding, is an example of joint provision - Early Years will provide an outreach children's centre; library service also to be provided.

Our key commitments for 2009-11	What are the key actions we will take to achieve these	Completion date	Cabinet lead	Strategic lead	Progress
Ledbury Centre to incorporate a range of services and functions in one facility	Access funding for the scheme	2009	Economic Development & Community Services	Director of Environment & Culture	
	Undertake and complete work	2010			
Relocate the library in Hereford to a new multi-use customer and cultural centre on the Edgar Street Grid	Establish best site for the Centre	2009-12	Economic Development & Community Services	Director of Environment & Culture	
	Raise funding for the scheme				
Development of phases 3, 4 & 5 of Aylestone Park	Relocate to new site	Throughout 2009-11	Economic Development & Community Services	Director of Environment & Culture	
	Continue development of Aylestone Park – including playing areas, pitches and bowling green. Timing dependent on approval of planning applications				
Improve street cleanliness	Implement outcomes of review of street cleanliness	Apr-09	Environment & Strategic Housing	Director of Environment & Culture	Progress is being reviewed on an ongoing basis with additional staff resources being utilised to ensure that targets are achieved.
Improve performance on processing major planning applications within 13 weeks	Review progress and performance regularly, ensuring that planning applications are processed in a timely manner.	Monthly	Environment and Strategic Housing	Director of Regeneration	
Support Herefordshire's involvement in London 2012 Olympic and Paralympic Games	Attract a country / sport team to use Hereford as a pre-game training camp	2010-2012	Economic Development & Community Services	Director of Regeneration	
	Promote opportunities for the county, its residents, organisations and businesses to benefit from London 2012				
Establish a talent identification programme in preparation for the 2012 Olympic and Paralympic Games	Support 2010 Blind Football World Championships	Sep-09	Economic Development & Community Services	Director of Regeneration	
	Work with schools and clubs to identify talent leading up to the 2012 Olympic Games in London				
Maintain levels of planning performance	Review on a regular basis to ensure levels of performance are maintained	To March 2011	Environment & Strategic Housing	Director of Regeneration	

Our key commitments for 2009-11	What are the key actions we will take to achieve these	Completion date	Cabinet lead	Strategic lead	Progress
Ensure continuing build of affordable houses	Ensure affordable homes are included within plans and proposals Work with developers to secure affordable homes	To 2011	Environment & Strategic Housing	Director of Regeneration	

Indicator	Tolerance	Performance		Target	Latest Performance 2009-10	Judgement	Direction of Travel
		2007-08	2008-09				
Citizen							
NI 171 – VAT registration rate (LAA)	Bigger is better		59.2	41.8 (2009)		3	n/a
Service							
NI 182 – business satisfaction with regulatory services	Bigger is better					1	n/a
Partnership							
NI 152 – working age people on out of work benefits (LAA)	Smaller is better	8.90%	8.80%	8.4% (2010-11)		3	n/a
NI 163 – working age people qualified to Level 2 or higher (LAA)	Bigger is better	69.8% (2007)		74.8% (2009)		3	n/a
NI 178 – bus services running on time (LAA)	Bigger is better	67%	80%	80%		3	n/a
Statutory							
No indicators							

Our key commitments for 2009-11	What are the key actions we will take to achieve these	Completion date	Cabinet lead	Strategic lead	Progress
Increase the number of bus journeys made compared to 2005-06	Secure planning permission for first permanent park and ride site and deliver it	Dec-09	Highways and Transportation	Director of Regeneration	
	Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services, with low floor buses, to attract and retain passengers	March 2010 & 2011			
Construction of Model Farm employment units commenced and first units completed	Provide comprehensive public transport information	March 2010 & 2011	Economic Development & Community Services	Director of Regeneration	
	Infrastructure servicing completed for first phase	Dec-09			
Construction of Retail Quarter commenced; on and off-site infrastructure commenced	Flood mitigation construction commenced	Apr-09	Highways & Transportation; Economic Development & Community Services	Director of Regeneration	Planning Application has been submitted.
	Delivery of vacant possession to developer	Jan-10			
	Link Road construction commenced	Mar-10			
	Commencement on site	Mar-10			
	Flood Mitigation constructed	Apr-10			
	Link Road constructed	Apr-11			
Completion of new cattle market	Retail Quarter open	2012	Resources	Director of Regeneration	
	Completion of new livestock market	Dec-10			
	Closure of old livestock market and transfer of market to new site	Dec-10			
Units on Rothenwas Futures phase 2 completed and site infrastructure in place	First units complete, with phase 2 to be complete by target date.	Apr-10	Economic Development & Community Services	Director of Regeneration	
Implement the inward investment strategy	Strategy Launch	Oct-09	Economic Development & Community Services	Director of Regeneration	
	Marketing Campaign	Dec-09			
	Implementation of new initiatives	Mar-10			

Our key commitments for 2009-11	What are the key actions we will take to achieve these	Completion date	Cabinet lead	Strategic lead	Progress
An action plan to combat the effects of the downturn and prepare for recovery	Create interactive web advice service for businesses promoted through local media and business agencies	May-09	Economic Development & Community Services	Director of Regeneration	Interactive website created in May giving comprehensive information and opportunities primarily for businesses to address the downturn in the economy.
	Instigate a 20 day payment limit for invoices, and work towards a continuous reduction	Jun-09			Target of 20 day payment agreed by JMT, working towards a 10 day average payment on undisputed invoices, for both Herefordshire Council and the PCT.
	Establish funding programme to support business growth and training voucher scheme	Jul-09			
	Instigate a scheme to address "retail blight" to address empty shops within Hereford and the market towns	Jul-09			
Extend the refurbishment of Hereford City Centre	Complete the extended refurbishment work in city centre	Jul-09	Economic Development & Community Services	Director of Regeneration	

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel
		2007-08	2008-09				
Citizen							
NI 191 – residual household waste per household (LAA)	Smaller is better	852kg	690.01kg	720kg (LAA: 759kg)	114.33kg to May (cumulative)	4	△
Improvement in performance compared with 123.43kg for the same period last year. Action plan being delivered - revised Joint Municipal Waste Management Strategy developed; project plan for "roll out" of new waste collection contract developed and agreed with partners.							
Service							
NI 192 – % of household waste sent for reuse, recycling and composting	Bigger is better		33.24%	35%	34.75% to May	2	△
33.76% to May 2008. (See commentary for NI 191 above).							
Partnership							
No indicators							
Statutory							
NI 186 – CO ₂ emissions (LAA)	Smaller is better			13.1% (2010)		2	n/a
Action plan currently under review with the Herefordshire Environment Partnership.							
NI 193 - % of municipal waste landfilled	Smaller is better		64.61%	55.44%	61.59% to May	1	△
62.95% to May 2008. (See commentary for NI 191 above).							

Our key commitments for 2009-11	What are the key actions we will take to achieve these	Completion date	Cabinet lead	Strategic lead	Progress
Reduce the amount of municipal waste land filled	Implement new waste collection contract	Nov-09	Environment & Strategic Housing	Director of Environment & Culture	
	Implement the new Joint Municipal Waste Management Strategy	Mar-11			
Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted	Implement new waste collection contract	Nov-09	Environment & Strategic Housing	Director of Environment & Culture	
	Implement the new Joint Municipal Waste Management Strategy	Mar-11			
Reduce Council's CO ₂ emissions	Report to go to JMT	Sep-09	Environment & Strategic Housing	Director of Environment & Culture	

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel
		2007-08	2008-09				
Citizen							
Local - customer satisfaction	Bigger is better		78%	83%	82% to May	2	△
Service							
NI 14 – avoidable contact	Smaller is better		23.17%			1	n/a
Target yet to be set. Data is now collected continually for all contacts that occur through the Customer Service teams using SAP CRM and reporting has been developed. The percentage of avoidable contact remains at around 30%, which is in line with the national trend. Another round of training and awareness is planned for September to secure service improvements. Work is being done with the service areas which have the highest avoidable percentages, and the next round of Business Improvement Projects will focus on these areas. As the customer services strategy is implemented, NI 14 data collection will become broader. Plans need to be made to ensure complete data capture across the authority by 2011.							
NI 180 - the number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year	Bigger is better		24,050	24,000	5934 (cumulative)	4	△
NI 181 – time taken to process Housing Benefit / Council Tax Benefit claims and change events	Smaller is better		14.36 days	14 days	18.68 days	2	△
Local - % of Council Tax collected (BVPI 9)	Bigger is better	98.62%	98.54%	98.80%	30.80%	2	△
Local - % of non-domestic rates collected (BVPI 10)	Bigger is better	98.63%	98.57%	98.70%	30.33%	2	△
Partnership							
NI 179 – Value for Money	Bigger is better		£5.134m	£5m		2	n/a
The 2009/10 budget included an efficiency target for Directorates of £3.5m relating to inflation pressures. Inflation has since reduced. In addition, the target for Herefordshire Connects is £0.7m and £0.9m for the Amey review. The implementation of the Amey review had slipped, but is now complete.							

Indicator	Tolerance	Performance		Target	Latest Performance	Judgement	Direction of Travel	
		2007-08	2008-09					
Local – average sickness (full-time equivalent)	Smaller is better			5%	5%	3	n/a	As part of the absence review, the methodologies applied for measuring sickness and being able to benchmark against comparable organisations, including the PCT (through the deep partnership), have been reviewed. There has also been significant change in the overall organisational structure, which affects direct comparisons. However, since January 2009, the sickness rate to date has reduced from 8% in the quarter to March to 5% for the quarter to June 2009. The PCT current rate is 4.4%. The target for the Council for 2009/10 would be to better 5% in normal years, but this has to be taken in the specific context of the swine flu pandemic. In these circumstances, the target will be reviewed at the end of quarter 3. The figures quoted exclude schools due to their direct management arrangements, but if included (at present time) would lower the sickness rate.
Local – staff turnover	n/a			12%	8.00%	1	n/a	This is a newly created indicator and represents the turnover level for the whole council for Q1. Herefordshire Council appears to have a significantly lower average turnover level than the national Local Government Benchmark. The forecast annual outlook is expected to be 7.68% based on this Q1 performance. The current financial climate is undoubtedly a factor in this respect. However, historical data for this new calculation of this figure is currently being developed and this will determine a trend for this indicator.
Local – vacancies	TBD					1	n/a	This indicator is still under development. An essential component within the calculation is an accurate indication of establishment. HR managers continue to work with Heads of Service and Service Managers to establish this. It is anticipated that this indicator will be created by the end of Q2.
Local - Use of Resources	Bigger is better		3	3		2	n/a	A comprehensive self assessment was submitted to the Audit Commission on time in March 2009. Formal feedback about performance for Herefordshire Council is expected from the audit commission in September 2009. Once this feedback is received an action plan will be developed. This new Use of Resources Assessment is a broader, more comprehensive and harder test than the previous version. As a consequence, performance to target for 2009/10 would demonstrate a very significant overall improvement. The Value for Money project which has begun across the Council and PCT will only provide a contribution to an improving Use of Resources score for next year's assessment.
Local - % of key performance indicators improving on last year	Bigger is better		57%	60%	58%	2	▽	Target based on the 60% improvement achieved in 2007-08. 24 of the indicators in this report have data reported for the quarter, 14 of which show improvement and 10 show a fall compared with the same period last year.

<u>Indicator</u>	<u>Tolerance</u>	<u>Performance</u>		<u>Target</u>	<u>Latest Performance</u>	<u>Judgement</u>	<u>Direction of Travel</u>	
		2007-08	2008-09					
Statutory								
Local – relevant diversity indicator from Workforce Strategy	Bigger is better					1	n/a	This indicator is to be revised in order to better meet the requirements of the Use of Resources assessment. An essential component within the calculation is an accurate indication of establishment, as well as employees volunteering to disclose their personal diversity profile. HR managers continue to liaise with Head of Service and Service Managers. It is therefore that this indicator will be created during Q3.

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Cabinet lead	Strategic lead	Progress
Deal positively with all complaints alleging discriminatory treatment	All complaints of a discriminatory nature to result in further action	Throughout 2009-11	Corporate Customer Services & HR	Deputy Chief Executive	All complaints generated from either internal or external sources result in further action. To date: Internal 12 incidents External 8 incidents have been received by the Council Diversity team. (Please note, not all of these are complaints - some have been requests for advice or support)
Rationalisation of Council and PCT estates	Implement Accommodation Strategy	Mar-11	Resources	Director of Resources	
Ensure the Council is fully prepared to meet the challenges in the Local Government & Public Involvement in Health Act 2007	Improved PACT and other consultation mechanisms in place Implement changes identified by review of constitution	Mar-09 Mar-11	Corporate Customer Services & HR	Deputy Chief Executive	The new round of PACT's are due to happen in September 09. A community engagement strategy is currently being developed and a first draft is expected in September 09.
Reach the 'excellence' rating of the equality standard for local government	Continue to roll out EIA process Ensure up-to-date equality schemes in place: - Disability scheme - Gender scheme Complete roll-out of impact assessment plans across all directorates		Corporate Customer Services & HR	Deputy Chief Executive	The EIA process is undergoing a review and will shortly become Impact and Needs Assessments (INA). For the current financial year, the existing plans for EIA roll-out will be followed. Thereafter any differing requirements for the INA process will be incorporated and communicated to all necessary officers.
Continue to achieve improvements in data quality	Continue to implement data quality action plan – score 3 or equivalent in 2009-10	Mar-10	Corporate Customer Services & HR	Deputy Chief Executive	Further actions have been completed and the remaining minority are in hand. The latest six-month progress report will be presented to Cabinet in the autumn.
Improve the effectiveness of services	Shared Services Review	Aug-09	Corporate Customer Services & HR	Deputy Chief Executive	
Improve customer service	Customer Services Strategy	To be confirmed	Corporate Customer Services & HR	Deputy Chief Executive	

KEY TO PERFORMANCE REPORTS

LEVEL 1

PERFORMANCE AGAINST TARGETS AND ACTION PLANS	
4	Overall, performance is significantly better than target(s)
3	On track to achieve target(s)
2	Slightly behind target(s)
1	Significantly behind target(s)
DIRECTION OF TRAVEL	
△	Overall, performance is better than the same period last year
◁▷	Overall, performance is the same as for this period last year
▽	Overall, performance is behind the same period last year

LEVELS 2 & 3

PERFORMANCE AGAINST TARGETS AND ACTION PLANS	
4	Outturn is 10% or more above target
3	Outturn is above target by up to 10% or , where up to date performance data against target is not available for good reason, the action plan shows satisfactory progress
2	Outturn is below target, but within 5% or where up to date performance data against target is not available for good reason, the action plan shows inadequate progress
1	Outturn is 5% or more below target or no target has been set without good reason or there is no action plan
N.B. Where data is available this determines the judgment made for each indicator. Action plans are used to judge performance only where data is unavailable.	
DIRECTION OF TRAVEL	
△	Performance is better than the same period last year
◁▷	Performance is the same as for this period last year
▽	Performance is behind the same period last year

MEETING:	STRATEGIC MONITORING COMMITTEE
DATE:	19 OCTOBER 2009
TITLE OF REPORT:	BUDGET MONITORING REPORT 2009
PORTFOLIO AREA:	RESOURCES

Wards Affected

County-wide

Purpose

To report July's budget monitoring information and provide an indication of estimated outturn.

The report also includes the numbers and amounts written off for individual debts exceeding £1,000 for the period 1st April 2008 to 31st March 2009.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) **the report be noted, subject to any comments Strategic Monitoring Committee wishes to make;**
- (b) **the forecast outturn for 2009/10 agreed with Directors based on service and financial performance outlined in this report is noted; and**
- (c) **the continuing efforts of all Directors to ensure service targets are met within the approved budget are endorsed.**

Key Points Summary

- The overall position on the revenue budget shows a projected overspend of £1.34m. This total is 1% of the council's £137.718m net revenue budget (excluding Dedicated Schools Grant).
- The overall position on the capital programme is a forecast expenditure of £84.4m after allowing for additional funding and slippage brought forward.

Alternative Options

1. There are no Alternative Options.

Reasons for Recommendations

2. To ensure Strategic Monitoring Committee is informed of the forecast outturn for 2009/10.

Introduction and Background

3. The Council's revenue and capital position is reported to Strategic Monitoring Committee regularly throughout the year. The information provides an indication of the Council's performance against budgets. Cabinet noted this report on 24 September and endorsed the efforts of all Directors to ensure service targets are met within the approved budget.

Key Considerations

4. Details of the forecast of revenue and capital outturn for 2009/10 based on service and financial performance information as at 31 July are attached in summary and then further detail is given by directorate.
5. Appendix A includes the detailed revenue budget report. The overall projected outturn is £1.34m. The key areas of concern are Integrated Commissioning Directorate, with a projected £2.62m overspend and the Children and Young People's Directorate, with a £755k projected overspend.
6. Where a directorate is projecting an overspend the Chief Executive has instructed Directors to produce recovery plans to bring their spending within budget.
7. The council's overall financial performance has a direct bearing on the level of general fund balance at year end as any overspend on the account must be funded. The report at Appendix A indicates that general balances could reduce to £4.053m by the end of the financial year based on current projections.
8. The capital programme budget monitoring is at Appendix B. The increase from the original budget is fully funded and includes all sources of finance including grants.
9. Appendix C provides details of write offs in excess of £1,000 for 2008/09.

Community Impact

10. Not applicable.

Financial Implications

11. These are contained in the report.

Legal Implications

12. None.

Risk Management

13. Effective financial reports and their follow up are an essential element in the management of risks and the delivery of the Council's and Herefordshire Partnership's priorities.

Consultees

14. None.

Appendices

15. Appendix A – 2009/10 Revenue Budget Monitoring
Appendix B – Capital
Appendix C – Write off Report

Background Papers

None identified.

2009/10 REVENUE BUDGET MONITORING

Summary

- The following table summarises the 2009/10 projected outturn as at the end of July 2009.

Area	2009/10 Budget £000	July 2009 Projected net over or under (-) spend £000
Integrated Commissioning	38,486	2,620
Children & Young People	23,999	755
Deputy Chief Executive	15,220	183
Environment and Culture	28,528	-477
Regeneration	10,026	132
Central Services	2,455	0
Resources	7,901	105
Directorate Position	126,615	3,318
Borrowing	13,346	-440
Investments	-249	0
LABGI	0	-75
Pay Award savings	0	-540
Social Care contingency	0	-926
WMS Profit Share	-546	0
Transfer from Reserves	-1,448	0
Total Budget	<u>137,718</u>	<u>1,337</u>

- The overall revenue budget position for 2009/10 shows a projected £1.34 million overspend. This is approximately 1% of the council's £137.7 million revenue budget (excluding Dedicated Schools Grant funding).
- The projected overspend in the Directorates is mitigated by use of the social care contingency reserve and savings on corporate budgets.

4. The anticipated outturn on the council's borrowing is an underspend of £440k, which is due to slippage on the 2008/09 capital programme, resulting in a reduced minimum revenue provision (MRP) for debt repayment in 2009/10. Also, external borrowing was slipped from 2008/09 resulting in less external interest payable in the year.
5. The government has announced proposals for Local Authority Business Growth Incentives (LABGI) scheme for 2009/10 and the provisional figure for Herefordshire is £75k.
6. The latest pay offer for the 2009/10 pay award is 1%, which if agreed would result in an overall saving of £540k against the budgeted pay award of 2%. The budget capacity allocated to Directorates will be pulled back centrally to offset the overall overspend position.
7. Savings of £700k arising from Hereford Connects are included in the budget. Specific savings targets within directorates have been identified and the appropriate level of budget will be transferred from directorates to match the savings that will be driven out.

Revenue Reserves Position as at 31st July 2009

General Reserves

8. As at 1 April 2008 the balance on the general reserve was £6.4 million. The council's Medium Term Financial Management Strategy (MTFMS) sets out the council's approach to managing general fund balances and specific reserves and ensuring a balanced budget. A key message is a move away from a higher level of general fund balances to specific reserves to deal with identified key corporate financial risks.
9. The projected balance on the general reserve for the end of 2009/10 financial year is as follows:

	£m
Balance brought forward	6.390
Meeting the projected overspend	(1.337)
Budgeted transfer	(1.000)
Projected year end balance	4.053

Earmarked Reserves

10. At 1st April 2009 the council held £16.064 million of earmarked reserves. This includes ring-fenced school balances reserves of £5.476m. The following table summarises the earmarked reserves held:

Reserve	£000
Commuted sums	78
Schools balance in hand	5,476
Industrial Estates – maintenance	333
Support Services & Equipment renewals	80
Schools Balance of Risk	85
Winter maintenance	500
Planning	24
College Hill Community Centre	180
Waste Disposal	2,774
LSC	32
Wye Valley ANOB (AONB)	104
Invest to Save/Initiatives fund	1,079
Contingent liabilities	300
Social care contingency	926
Modernisation plans	454
Edgar Street Grid	150
Whitecross School PFI	202
LPSA 2 reward grant	1,482
Carbon Reserve	30
Schools Redundancies	294
Service Delivery Review	112
Schools Rates Reserve	869
Economic Development	346
Herefordshire Safeguarding Children Board	21
Accommodation	133
Total	<u>16,064</u>

11. A summary of the key variations between projected outturn and budget for each directorate is provided in the following paragraphs.

INTEGRATED COMMISSIONING DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget for 2009/10 £000	July Net over or (-) underspending £000
Adult Social Care	38,291	2,891
Supporting People	32	0
Modernisation	163	-271
Total	38,486	2,620

12. The forecast position is based on existing commitments projected forward to year end assuming no action is taken.
13. The final outturn position for Integrated Commissioning for 2008/09 was £713k overspent. This included a number of non-recurrent income adjustments. The true value of on-going commitments brought forward was approximately £930k.
14. No budget allowance was provided for inflationary increases for contracts. The forecast above reflects an average increase of 1.7% over the previous year costs. This represents an additional cost of approximately £700k across all services.
15. The key area of overspend is Learning Disabilities where an overspend of £1.344m is projected. This is mainly due to 21 new clients coming through transition from children's services.
16. The forecast for the new transition clients are based on the costs previously incurred by Children's Services. These new clients will be re-assessed. The evidence so far is that costs have reduced following re-assessment. Future forecasts will be revised as further re-assessments occur.
17. Other cost increases within Learning Disabilities are due to re-assessments of existing client packages, an increase in temporary respite placements and the closure of a care home which has resulted in clients being transferred to more costly residential places.
18. Older People is forecast to overspend by £946k. This relates to the existing client commitments and an additional 11 residential placements and 2 nursing packages agreed in 2009/10.
19. Mental Health is projected to overspend by £552k. This is due to the existing commitments and 11 additional residential packages agreed in 2009/10.

20. Physical Disabilities is forecast to overspend by £283k. This is due to existing commitments and 2 additional residential packages agreed in 2009/10.
21. There are likely to be one-off staff savings due to vacancies whilst the restructure of the Integrated Commissioning Directorate is implemented. Planned slippage in modernisation schemes is projected to generate savings of £271k.
22. There are budget risks around the re-assessment of existing clients, particularly within older people, and new client packages coming through panel. Re-assessments of Continuing Healthcare (CHC) clients are being undertaken which, to date has resulted in one client being assessed as not meeting the criteria for NHS continuing care and annual costs of £109k have transferred to Adult Social Care.

Recovery Plan

23. The Director of Integrated Commissioning recently chaired a budget recovery plan working group where a number of actions to reduce the overspend were discussed and further work agreed. These include:
 - a. A review of costly Learning Disability packages where opportunities exist to transfer clients into supported living.
 - b. Review all expensive out of county placements.
 - c. Review the level of voids in existing contracts to ensure maximum value is being achieved.
 - d. Consider the flexibility within supporting people grant and carried forward underspend where opportunities exist to fund social care costs.
 - e. Review Individual budgets where costs exceed previous client packages.
 - f. Review procedures for agreeing client top-up payments to reduce the current level of cost.
24. An action plan to implement, monitor and review the recovery actions is currently being developed.

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget for 2009/10 £000	July Net over or(-) Underspending £'000
Inclusion & Improvement	4,949	-36
Safeguarding and Assessment	11,898	694
Planning, Performance & Development	6,537	-49
Community Operations	103	17
Central Directorate - budget savings to be agreed	512	129
Total	23,999	755

25. This projected outturn reflects the latest estimate as at the end of July.
26. Excluding the Corporate pressures the primary area of overspend is within the Safeguarding Vulnerable Children area, although there are other pressures both within the central directorate costs and other service areas, some of which are not apparent from the top level projections in the table above.
27. Within the Safeguarding area the projected over spend relates largely to the agency costs for looked after children and is not surprising following a national increase in the number of children being taken into care after the baby P case. In addition, increased costs have been incurred to attract better quality fosterers able to deal with more challenging children and strengthen support to families and children in the county. In the medium term this should help reduce the reliance on external agency foster carers and help to reduce costs. There have also been increases in court costs as expected in this area resulting in an overspend.
28. Within the Safeguarding area much of the expenditure is demand led, can arise at short notice and is difficult to predict. This projection assumes that the current levels of looked after children will remain in care until the end of the financial year without either further increase or decrease. Changes in numbers would result in a corresponding increase or decrease in the forecast outturn.
29. The new Assistant Director for Safeguarding and Children joined the team in July and will be focusing on reducing the over spend in the coming months. There are also several new senior service managers now in post and they will be supporting the Assistant Director in a rigorous review of the service. However, full account will have to be taken of the statutory obligations of the authority in relation to the safeguarding

and care of Herefordshire's children and young people.

30. The central directorate costs include an unidentified budget saving of £152k for efficiencies. Work is underway to identify where these savings will be found across the directorate. A Directorate Leadership Team (DLT) away day is scheduled for September to undertake a detailed review of the services delivered and the establishment structure. More details of potential efficiencies will emerge as a result of this work, but is likely to result in reduction in service delivery and staff
31. There are a number of budget pressures elsewhere within CYPD, which are being subsidised from within Planning, Performance and Development. Also the potential national pay restructuring for Educational Psychologists all which need to be managed during the remainder of the year. The estimated impact of changes to the Soulbury structure is estimated at approximately £18k which is a pressure currently assumed to be managed internally.
32. Other budget pressures have yet to be quantified such as changes resulting in income targets that are no longer achievable (INSET training).
33. All managers are actively controlling these pressures through the management of vacancies and other methods appropriate to the service area. However it is apparent that some of the potential measures to reduce the over spend will be effective for one year only and will not reduce the growing pressure on the Children and Young People's budget to deliver increasing services in a time of mounting budget pressures.

Recovery Plan

34. A recovery plan has been drafted to address the issues and will be informed by the outcomes of the detailed review scheduled for September. It is important that the recovery plan not only addresses the short term issue of the current over spend but the longer term underlying budget pressures.
35. From work that has been undertaken so far it is apparent that we can identify savings in the region of £50-£100k, however this will not address the underlying revenue issues.
36. To achieve savings of this magnitude it will be necessary to reduce the number of posts within the directorate. To achieve savings of approximately £800k would require in the region of 25-30 posts to be cut. The away day scheduled for September will be considering these options.

Corporate Savings Targets

37. In line with Cabinet's decision to agree a budget including Herefordshire Connects Savings, the CYPD Directorate has a savings target of £100k.

DEPUTY CHIEF EXECUTIVE DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget 2009/10 £000	July Net projected over or (-) under spend £000
Herefordshire Connects	1,463	0
Herefordshire Partnership	199	50
Communications	393	0
Director and Administration	271	-18
Legal and Democratic	3,020	356
INFO	1,725	-87
Policy & Performance	740	-26
Information Services	367	0
Corporate ICT Projects	880	0
ICT Services	3,574	-38
Corporate Programmes	55	-54
Community Network Costs	1,030	0
Human Resources	1,503	0
Total	15,220	183

38. The key area of overspend is Legal and Democratic Services where there are several significant budget pressures. These include:
- a. Unbudgeted staff costs within the member's services establishment required to meet increased demands for committee support.
 - b. A reduction in anticipated income from the PCT of £43k in relation to legal support. This follows a review of the anticipated recharges.
 - c. A shortfall in income for land charges of £80k. This is due to external

economic conditions affecting the housing market and competition from the private sector.

d. Interim staff costs.

39. Within the partnership there are budget pressures due to the withdrawal of grant funding and partner contributions which previously contributed towards staff costs. This is projected to result in an overspend of £50k.
40. As part of the initial budget process the Deputy Chief Executive asked Heads of Service to identify budget capacity that could be held back to cover emerging budget pressures. This budget capacity was ring-fenced within service areas and is shown within the directorate summary as underspends within ICT, INFO, Corporate Programmes, Policy and Performance and Administration.
41. The Corporate Programmes budget is funded from generating income through their work on projects. Changes in the demand for corporate programmes involvement will affect the budget outturn.
42. At this point Human Resources is projected to come in within budget.

Recovery Plan

43. The new Interim Assistant Chief Executive – Legal and Democratic is working with colleagues corporately to address a range of issues to ensure that Legal and Democratic Services are fit for purpose, including finding ways to address the budget issues and producing a robust recovery plan.

ENVIRONMENT & CULTURE DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget 2009/10	July Net over or (-) under spending
	£000	£000
Highways	7,362	-102
Environmental Health and Trading Standards	694	0
Waste Management	13,037	-650
Culture & Leisure	7,716	0
Directorate Management & Support	349	-100
Emergency Planning	153	0
Community Safety	117	0
Service Delivery Review savings	-900	375
Total	28,528	-477

44. The overall outturn position for Environment & Culture is a net underspend of £477k.
45. The MTFMS allocated additional funding of £500k per annum for the Waste Management PFI contract budget, pending the finalisation of the renegotiated contract. This was on condition that in the interim period any budget under spend be transferred to a specific reserve to offset future increased costs.

Highways

46. A saving of £102k through staff vacancy management is expected to be achieved due to the recruitment freeze pending the service delivery review.

Environmental Health & Trading Standards

47. Environmental Health & Trading Standards are expected to match budget. There is a risk that the Car Parking income target may not be met but this is expected to be offset by receipts from the Crematorium which continues to exceed budget.

Waste Management

48. Latest estimates from Worcestershire County Council of waste disposal contract costs project an underspend of £650k on Herefordshire's Waste Disposal budget for 2009/10.
49. The cost of the new waste disposal contract will become considerably higher than at

present. In previous years any in-year underspend on the contract has been transferred to reserves to meet these future waste management pressures. This is not yet accounted for in the projected outturn figures.

50. There is a risk that if waste growth/reduction between Herefordshire and Worcestershire vary by more than 1% to the detriment of Herefordshire then an increase of £300k would be incurred by Herefordshire. This will be closely monitored throughout the year.

Culture & Leisure

51. Culture & Leisure expenditure is expected to match budget for the year.
52. There is an expected underspend on Parks and Countryside. This is mainly due to an underspend on grounds maintenance and out of scope work. However, this is reduced by the expected expenditure on dealing with significant tree issues in the County.
53. There is a further £57k underspend on Parks & Countryside and £22k on Public Rights of Way due to the recruitment freeze pending the service delivery review.
54. Further savings are expected on employee costs for Sports Development. This relates to the Exercise Referral development Officer post.
55. The Libraries budget is expected to overspend by £120k. This mainly relates to employee costs and Broad Street Library building running costs and the Self-service booking system ICT Project costs. These costs will be offset by the one-off staff savings identified above.

Directorate Management & Support

56. An underspend of £100k is expected through staff vacancy management

Service Delivery Review

57. Savings achievable through the service delivery review are based on a transfer date of 1st September 2009 assuming that they are received pro rata against the guaranteed £1m. Whilst the £900k savings are not expected to be achieved through service delivery review due to delays in contract negotiations, staff savings of £180k are expected to be achieved through vacancy management pending the staff transfer and are included in outturn estimates within the Highways and Culture and Leisure services.

REGENERATION DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget for 2009/10	July Net over or (-) underspending
	£000	£000
Tourism	485	70
Planning	2,149	310
Transportation	3,359	-250
Community Regeneration	1,606	0
Strategic Housing	1,965	35
Management & Admin	462	-33
Total	10,026	132

58. The overall outturn position for Regeneration is an overspend of £132k.

Tourism

59. Tourism is currently expected to overspend by £70k. There are projected overspends in staff costs resulting from the disaggregation from Environment & Culture. Planned savings around the re-location of TIC's have not occurred. There may be opportunities to reduce costs and these are considered in the recovery action plan for the Directorate.

Planning

60. Planning is currently expected to overspend by £310k.

61. The levels of income generated from planning applications and building control charges are closely tied to the external economy and housing market. The Council has recently received several large applications which have improved the income position. Based on the first four months results, shortfalls in income for this coming year are forecast at £71k for Building Control and £126k for Development Control.

62. Monthly costs for scanning of plans continue to be a pressure on budgets until the new IT system is implemented. Based on current levels this is estimated to be £68k over the financial year. A further overspend of £45k is currently forecast for Planning documentation storage. Planning Management is currently looking at ways of mitigating these costs within existing budgets.

Transportation

63. Recent contract negotiations on bus services have made a number of savings that should ease the pressures on budgets. A repayment of a contract payment made last year for £80k has been set aside to mitigate other overspends within the Directorate.
64. Current indications are that the take up for concessionary fares is reducing. Based on the latest figures a prudent estimate would be a saving of £100k. The forecast includes the receipt of £50k from the recent Area Based Grant re-allocation process.

Economic and Community Development

65. At this point the service is anticipated to come in within budget. However, any opportunities to identify savings will be taken where possible.

Strategic Housing

66. The projections based on income and expenditure recorded to date show a £35k overspend by the year end.
67. Homelessness support through B&B accommodation remains difficult to project. Numbers have remained higher than anticipated but there are indications that a significant number can be re-housed shortly.

Management & Admin

68. Directorate Management shows an estimated underspend on salaries of £33k. This is based on the current staffing structure and the assumption that one post currently on secondment will return to Directorate support in August. If this does not happen or the post is not backfilled then there are further savings of approximately £10k to be made on salary costs.

Recovery Plan

69. A review of staffing arrangements within Planning including freezing current vacancies should generate savings of £35k.
70. A restructure within Tourism is being undertaken. This could lead to in-year savings of £20k.
71. Further savings of £5k could be achieved through the review of opening hours for TIC's.
72. Additional savings within Directorate Support of £10k are anticipated.
73. The balance of the overspend is expected to be covered though a combination of further Directorate vacancies being held, operational savings identified within the Directorate and further anticipated savings from Concessionary Fares.

CORPORATE BUDGETS

Summary as at 31st July 2009

	Total Budget 2009/10 £'000	July Net over or (-) underspending £000
Central Services	2,455	0

74. This area is expected to remain with in the annual budget and there are no anticipated problems at this stage.

RESOURCES DIRECTORATE

Directorate Summary as at 31st July 2009

	Total Budget 2009/10 £'000	July Net over or (-) underspending £000
Asset Management & Property Services	3,456	0
Financial Services	1,949	125
Audit Services	425	20
Benefits and Exchequer Services	1,690	(40)
Central	381	0
Total	7,901	105

Asset Management & Property Services

75. Spend currently remains under budget, there are no expected problems and therefore the service should remain within budget. The impact of the accommodation review has yet to be seen and this will be reassessed at a later date.

Audit

76. Additional costs for Connects costs are being incurred which will create an over spend.

Benefit and Exchequer

77. Benefits subsidy has been reviewed and there is a small anticipated surplus remaining. The service is nearly at full complement and a couple of systems projects are to be under taken this year. This service area is expected to remain within budget.

Financial Services

78. The cost of consultants and financial system costs are creating an over spend this is currently under review.

Central

79. This area is expected to remain with in the annual budget and there are no anticipated problems.

2009/10 JULY CAPITAL PROGRAMME BUDGET MONITORING

OVERALL SUMMARY POSITION

1. The capital programme forecast outturn for 2009/10 as at 31st July totals £84.443m, which is an increase of £17.005k from the original 2009/10 capital programme. The main reason for this increase follows slippage identified as a result of the 2008/09 closedown plus the inclusion of additional funding allocations following the setting of the original forecast. Slippage from 2008/09 into 2009/10 includes;
 - £3.25m corporate accommodation prudential borrowing funding
 - £2.91m cattle market capital receipts reserve funding
 - Allocation of the 2008/09 unallocated prudential borrowing budget of £2.527m to the 2009/10 successful capital bids.
 - Herefordshire Connects prudential borrowing funding of £2.122m
 - Children's centre grant funding £1.592m.
 - Ross library £560k prudential borrowing fundingNew funding allocations include;
 - Re-instatement of the Primary Strategy DCSF grant funding allocation of £3.0m
 - Wave 2 playbuilder DCSF grant funding allocation of £526k
 - Smallholding works capital receipts reserve funding allocation of £500k
2. A summary of the overall capital programme expenditure forecast and funding thereof for 2009/10 is provided in table B1.
3. Detailed capital programmes for directorates are reported to the relevant scrutiny committee. Details of total capital scheme costs, funding, spend to date and any potential issues for capital schemes with a revised forecast spend for 2009/10 exceeding £500k are provided in table B2.
4. Actual total spend to date is low at £12.426m to the end of July. This is mainly due to the following items;
 - £9.0m expenditure forecast on the new Hereford Academy, for which the contract of main works is yet to be signed.
 - No spend to date against the £6.14m corporate accommodation capital expenditure forecast;
 - Delays on spends on Herefordshire Connects as a result of the Shared Service review;
 - A forecast spend of £2.91m on the new livestock market provision for which the

Council is waiting external confirmation of total scheme cost following which approval will be sought to commence spend;

The effect of this low spend impacts on the revenue account because any borrowing requirements are being delayed, which results in less revenue interest charges in the year.

Prudential Borrowing Position as at 31st July 2009

5. A summary of the Prudential Borrowing position for 2009/10 is set out below.

	£000	£000
2009/10 Original Prudential Borrowing Allocations		14,258
Add: Slippage from 2008/09	10,144	
Plus spend brought forward	<u>338</u>	
		10,482
Less: Slippage into future years		<u>(1,282)</u>
Forecast use of Prudential Borrowing in 2009/10		<u>£23,458</u>

Capital Receipts Reserves Position as at 31st July 2009

6. The capital receipts reserve totalled £17.556m as at 1st April 2009. Very few capital receipts are expected during this financial year. £8.126m of this funding source is expected to be spent in 2009/10 with the remaining balance to be used to fund future year's capital programme.

TABLE B1

FUNDING OF REVISED 2009/10 CAPITAL PROGRAMME

Capital Programme Area	2009/10 Revised Forecast 31/07/09	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	36,052	2,372	526	33,154	-	-
Resources	7,343	-	6,654	162	1	526
Deputy Chief Executive	5,992	-	5,923	-	-	69
Adult Social Care	1,039	-	365	444	-	230
Regeneration	12,654	-	2,885	2,543	-	7,226
Environment & Culture	21,363	11,195	7,105	2,988	-	75
Total Revised Forecast	84,443	13,567	23,458	39,291	1	8,126
<i>Original Forecast</i>	<i>67,438</i>	<i>13,567</i>	<i>16,449</i>	<i>34,154</i>	<i>-</i>	<i>3,268</i>
<i>Change from Original Forecast</i>	<i>17,005</i>	<i>-</i>	<i>7,009</i>	<i>5,137</i>	<i>1</i>	<i>4,858</i>

TABLE B2

Schemes with a forecast spend exceeding £500k in 2009-10

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2009-10 Expenditure forecast £'000	Actual spend to 31-07-09 £'000	Most relevant Corporate Theme	Comments
<i>Children's Services</i>						
New Hereford Academy	23,924	DCSF Grant	9,000	82	Children and Young People	Preliminary work underway, main contract of works to be signed shortly
Minster Replacement School	20,642	DCSF Grant	7,201	3,200	Children and Young People	Work progressing, no issues
Devolved Capital Programme	n/a	DCSF Grant	4,914	1,473	Children and Young People	Devolved allocation of capital funding to schools, including ICT
Primary Grant	8,378	DCSF Grant	3,000	3	Children and Young People	Capital funding to improve junior and infant provision
Children's Centres	n/a	DCSF Grant	2,187	234	Children and Young People	Various children's centre schemes progressing
Targeted Capital Fund	8,000	DCSF Grant	2,000	-	Children and Young People	Capital funding allocated towards 14 to 19 year olds
Condition property works	n/a	Supported Borrowing	1,591	321	Children and Young People	Annual programme of works at various sites committed on a highest need first basis
Childcare Grant	n/a	DCSF Grant	1,324	260	Children and Young People	Grant funding devolved to nurseries
Riverside Amalgamation	8,505	Grant & receipts	1,188	595	Children and Young People	Appointed contractor in liquidation, new contractor appointed to complete scheme
Intervention Centres	1,734	DCSF Grant	850	2	Children and Young People	To provide an area for excluded pupils at each High School
Wave 2 Playbuilder	1,120	DCSF Grant	526	-	Children and Young People	Funding towards 22 play area provision

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2009-10 Expenditure forecast £'000	Actual spend to 31-07-09 £'000	Most relevant Corporate Theme	Comments
Resources						
Corporate Accommodation	17,112	Prudential Borrowing & capital receipts	6,140	-	Organisational improvement & greater efficiency	Preferred option hoped to be commenced in the near future with bulk of expenditure expected to be incurred in the summer
Smallholdings	1,500	Capital receipts	500	-	Economic development & enterprise	Improvement works to commence in November
Deputy Chief Executive						
Herefordshire Connects	6,683	Prudential Borrowing & receipts	5,368	650	Organisational improvement & greater efficiency	Slippage expected due to the Shared Service review currently underway
Environment & Culture						
Road & Footway Maintenance	n/a	LTP allocation	7,857	1,488	Sustainable communities	Programme of annual Amey works
Ledbury Library	2,922	Prudential borrowing	2,764	69	Economic development & enterprise	Architect assessment and structural survey under review
Bridgeworks	n/a	LTP allocation	1,500	140	Sustainable communities	Annual programme of works
Ross Library	1,240	Prudential borrowing	1,153	40	Economic development & enterprise	Project hoped to go out to tender before Christmas
City Centre Enhancements	2,751	Prudential borrowing	1,149	18	Sustainable communities	Improvements to be made in line with Edgar Street Grid development
Sustran	1,401	Prudential borrowing	777	51	Economic development & enterprise	Walking and cycling route over River Wye in design stage
Waste Performance & Efficiency	869	Grant	754	-	Economic development & enterprise	Bulk of expenditure to be on purchase of wheelie bins in October
Park & Ride - North	n/a	LTP allocation	500	42	Sustainable communities	Scheme dependent on Cabinet member decision

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2009-10 Expenditure forecast £'000	Actual spend to 31-07-09 £'000	Most relevant Corporate Theme	Comments
Regeneration						
Rotherwas Futures Estate Development Work	4,358	Grant & capital receipts	3,021	453	Economic development & enterprise	Refurbishment of site and internal road works planned this year
Cattle Market	5,000	Capital receipts	2,910	17	Economic development & enterprise	Total scheme cost and approval to proceed, to be reported to Cabinet separately
Affordable Housing Grants	n/a	Capital receipts	1,979	518	Safer & stronger communities	Annual allocation of grants to various schemes
Mandatory Disabled Facilities Grant	n/a	Grant & capital receipts	1,301	120	Health & well-being	This budget is under huge demand, a backlog of approximately £1m recorded
Mortgage Rescue	900	Prudential Borrowing	900	-	Safer & stronger communities	Over £600k committed to individual schemes helping families remain in their properties
Empty Property	879	Prudential Borrowing	600	-	Health & well-being	Approximately £200k committed to bringing individual properties back into use
Total			72,954	9,776		
Schemes with a forecast spend in 2009/10 of less than £500,000			11,489	2,650		
Total			84,443	12,426		

WRITE-OFFS 1 APRIL 2008 - 31 MARCH 2009

PORTFOLIO RESPONSIBILITY: RESOURCES

STRATEGIC MONITORING COMMITTEE

19 OCTOBER 2009

Wards Affected

County-wide.

Purpose

To report on the numbers and amounts written off for individual debts exceeding £1,000 covering the period 1 April 2008 to 31 March 2009.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) The write-offs for cases over £1,000 be noted**

Reasons

The Council's Financial Procedure Rules, which were reviewed in March 2008, require that this information is reported to Cabinet twice a year for information purposes.

Considerations

1. Write-offs in excess of £1,000 have to be approved by the Director of Resources and where they relate to another Directorate they also require the recommendation of the relevant Director.
2. When the Council Tax base is approved as part of the budget process, a provision is made for non-collection.
3. For National Non-Domestic Rates, irrecoverable amounts are fully reimbursed by Central Government subject to the approval of the Audit Commission; therefore, there is no cost to the Authority.
4. For benefit overpayments, a provision is made for irrecoverable amounts from the budget subsidy which is paid by the Department for Work and Pensions. Irrecoverable amounts for Sundry Debtors are recharged to the originating department.

Further information on the subject of this report is available from
Mike Toney, Head of Benefit & Exchequer Services on (01432) 260399

5. In general, debts considered for write-off fall into the following categories:
 - Bankruptcy or liquidation
 - Remitted by Magistrates at a Committal hearing
 - Unable to trace debtors
 - Debtor deceased with no estate
 - No further action possible
6. For bankruptcies and liquidations, a claim is lodged with the Receiver and no further effective action can be taken as, under current legislation, local authority debts are non-preferential.
7. Council Tax and Business Rates cases are, where possible, progressed to the Committal stage of recovery. Although the Magistrates have the power to remit part or all of the debt, the amount remitted is written off.
8. In cases where the debtor has vacated and left no forwarding address, enquiries are made, including accessing other information held by the Council and contacting other local authorities and organisations.
9. After the internal checks are made, cases are passed to external tracing agencies on a no collect, no fee basis. Whilst this has not proved to be particularly successful in terms of the amounts collected, it does provide sound information in order for the debts to be written off.
10. The total amounts written off for the period identified can be found in the attached list with a comparison for the total written off for 2007/08.

Financial Implications

There are identified in the report.

Risk Management

In all cases where it has not been possible to collect income, a full assessment is made before they are passed for approval. This process ensures that proper financial records are maintained where no effective recovery option is available.

Alternative Options

No alternative options.

Consultees

None.

Appendices

List of types and amounts of write-offs.

Background Papers

Financial Procedure Rules

Write-off Information

Income Type	2008/09		2007/08	
	No. of cases	Amount	No. of cases	Amount
Council Tax	9	£14,661.12	7	£8,851.12
Business Rates	33	£158,687.53	22	£83,965.92
Benefit Overpayments	8	£18,069.87	13	£25,951.35
Debtors	49	£123,496.52	13	£61,020.45



MEETING:	STRATEGIC MONITORING COMMITTEE
DATE:	19 OCTOBER 2009
TITLE OF REPORT:	WORK PROGRAMMES
REPORT BY:	COMMITTEE MANAGER (SCRUTINY)

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To consider the work programmes of the Scrutiny Committees.

Recommendation

- THAT** (a) the current Work Programmes serve as a basis for further development, subject to any comment the Committee wishes to make;
- (b) the Adult Social Care and Strategic Housing Scrutiny Committee be requested to give priority to the scrutiny of housing related issues within its work programme, having regard to issues noted in appendix 1 to this report;
- (c) the Children's Services Scrutiny Committee be requested to give priority to the scrutiny of safeguarding issues and youth issues (in conjunction with nominated Members of the Community Services Scrutiny Committee), having regard to issues noted in appendix 1 to this report.
- (d) the Environment Scrutiny Committee be requested to give priority to Transport issues, having regard to issues noted in appendix 1 to this report; and
- (e) this Committee give priority to Communication issues, having regard to issues noted in appendix 1 to this report; and
- (f) that all Scrutiny Committees should re-examine their current work programmes to ensure that matters listed for future consideration remain appropriate subjects for scrutiny.

Introduction and Background

1. All Members of the Scrutiny Committees and the Executive were invited to attend a facilitated scrutiny event on the 8th September. This work was designed to address the recommendation in the external healthcheck of the scrutiny function, undertaken by the Leadership Centre, that there should be an enhanced external focus to the work programmes to capture the concerns of residents and communities of Herefordshire. After consideration of challenges facing the County and key issues identified from public consultation and surveys there was discussion of two questions: What are the issues that matter to the people of Herefordshire? and What are the issues that we (O&S) should be looking at? A list of topics was produced. A prioritisation exercise was then undertaken which produced the following top five priorities: Housing Related issues, Youth, Communication, Safeguarding and Transport. Further discussion took place at an informal Strategic Monitoring Committee meeting on the 21st September in order to refine the focus of work on these topics.
2. A summary of the current position and how it is proposed to take these matters forward is attached at appendix 1. It is essential that the work undertaken is focused and undertaken within an agreed timescale to ensure that it delivers outcomes in a timely manner that can be demonstrated to have a beneficial effect on affecting people's life-chances and quality of life. The appendix notes relevant findings from public consultation and surveys to which regard needs to be had. In progressing matters.
3. In recommending that these issues be given priority in the work programmes, regard also needs to be had to the recommendation of the external healthcheck that the Strategic Monitoring Committee and thematic Scrutiny Committees continue to review the business they regularly deal with and identify the strategic (internally facing) issues which are key to the Council's delivery of its corporate objectives and also concentrate on these. The work programmes will also need to retain the flexibility to enable the Scrutiny Committees to respond to significant issues that may arise.
4. A report on the work programmes of all Scrutiny Committees' will be made to this 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 as appendix 2
5. The Committee's programme may be modified by the Chairman following consultation with the Vice-Chairman and the Directors in response to changing circumstances.
6. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
7. A number of possible issues for consideration have been logged for addition to the Committee's programme as it is further developed. The issues are listed at the foot of the programme.
8. The list of "other issues" that has appeared on this Committee's programme for some time has been reviewed and a number of items removed, having been overtaken by events or dealt with in another way. The draft work programme of the Health Scrutiny Committee has also been reviewed. It is proposed that all Scrutiny Committees should re-examine their current work programmes to ensure that matters listed for future consideration remain appropriate subjects for scrutiny,

having regard to the recommendations of the external evaluation.

9. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Democratic Services Officer to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

Background Papers

- None identified.

Summary of approach to scrutiny of issues identified as priorities for scrutiny at informal event on 8 September

Issue identified for Scrutiny	Responsible Committee	Considerations to Date/Planned Considerations by relevant Committee	Proposed Approach to taking forward scrutiny	Public consultation/survey findings including quality of life survey (QUOLS)
Communications	Strategic Monitoring Committee (SMC)	Proposed consideration of effectiveness of Customer Insight Unit – June 2009	Report to be made to SMC in November setting out proposal for consideration.	<p>The following are identified by the Council as key issues in Herefordshire:</p> <p>Greater responsiveness to customers.</p> <p>Understanding localities and working with local people to improve them.</p> <p>The public perception of the Council.</p>
Housing issues	Adult Social Care and Strategic Housing Scrutiny Committee (ASCH)	<p>ASCH December 2008 – Housing Allocation Policy</p> <p>ASCH July 2009 – report on affordable housing delivery programme</p> <p>Homelessness Alleviation Schemes (report scheduled – December 2009)</p>	That a report be made to ASCH in December.	<p>QUOLS</p> <p>Affordable decent housing is the third most important factor most important in making somewhere a good place to live</p> <p>It is the fifth most important thing that needs improving</p>

Safeguarding	Children's Services	Seminar scheduled for 9 November	Proposed to identify area for scrutiny focus following the seminar.	Identified by the Council as a key issue in Herefordshire. The strategic Options public consultation said one of the improvements the public most wanted to see is more support for families to protect vulnerable children.
Transport	Environment Scrutiny Committee	Report to be made in November on Setting Local Speed Limits/Highway Maintenance Standards and invitation to the Safer Roads Partnership to update on progress made against action plan.	Report to be made to Environment Scrutiny Committee in November setting out proposal for consideration.	<p>QUOLS</p> <p>Public Transport is the fourth most important factor in making somewhere a good place to live.</p> <p>Level of traffic congestion is the third most important thing that most needs improving.</p> <p>Road and pavement repairs were identified as the thing that most needs improving.</p> <p>Road Safety is identified by the Council as a key issue in Herefordshire.</p>
Youth	Children's Services Scrutiny Committee (but with input from nominated Members of Community Services Scrutiny Committee.	No recent consideration.	Proposed to hold seminar and identify areas for scrutiny focus.	<p>QUOLS</p> <p>Activities for teenagers are the second most important thing that needs improving</p>

Strategic Monitoring Committee – work programme 2009/10

	<p style="text-align: center;">19 October 2009</p> <ul style="list-style-type: none"> • Rose Bank Garden Scheme - reviewing its value for money and whether there were any lessons to be learned for future schemes. • Report on the Scrutiny Development Plan • Corporate Performance Report • Finance Report
	<p style="text-align: center;">16 November 2009</p> <p style="text-align: center;">Accommodation Strategy</p>
	<p style="text-align: center;">18 January 2010</p> <p style="text-align: center;">Medium Term Financial Strategy</p>
	<p style="text-align: center;">8 February 2010</p>
	<p style="text-align: center;">15 March 2010</p> <p style="text-align: center;">Scrutiny Review of ICT Services – Progress report</p>
	<p style="text-align: center;">26 April 2010</p>
<p>Other issues</p> <ul style="list-style-type: none"> • Herefordshire Public Services – possible consideration of effectiveness of working arrangements • Monitoring of operation of new Customer Insight Unit – June 2010 • Herefordshire Partnership 	

Further additions to the work programme will be made as required

**Adult Social Care and Housing Scrutiny Committee Work Programme 2009/10
Work Programme Presented for Consideration on 2 October 2009**

30 October 2009	
Items	<ul style="list-style-type: none"> • Scrutiny Review of the Support to Carers in Herefordshire
14 December 2009	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Joint Commissioning – progress report • Safeguarding Board, Adult Social Care – Improvement Programme • Strategic Housing Service Homelessness Alleviation Schemes • Review of Cabinet's Response to the Joint Scrutiny Review Of The Transition From Leaving Care To Adult Life
Scrutiny Reviews	Scoping Statement – Home Care Services
25 January 2010	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Review of Cabinet's Response to the Scrutiny Review of the Support to Carers in Herefordshire.
Scrutiny Reviews	
31 March 2010	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Joint Commissioning – progress report
June 2010	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Monitoring of the Action Plan for the Scrutiny Review of the Support to Carers in Herefordshire • Review of Home Care Services
Scrutiny Reviews	Transfer from hospital to Home

Further additions to the work programme will be made as required

Children's Services Scrutiny Committee - Work Programme - 2009/10
Following the Committee on 28 Sept 09

Note: All Councillors have been invited to a seminar on Safeguarding on 9th November 2009	
Friday 11th December 2009	
Officer Reports	<ul style="list-style-type: none"> • Safeguarding – the work of the Safeguarding Board and associated issues. (Note the seminar on 9 November will provide Members with a background to the issues.) • Introduction and Implications of Nursery Education Funding (NEF). (subject to receipt of government guidance) • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	Pupil Achievement at swimming at Key Stage 2
Note: All Councillors will be invited to a seminar based one of the Every Child Matters themes (date and theme to be confirmed)	
Friday 19th March 2010	
	<ul style="list-style-type: none"> • Main item picking up on theme of the seminar. • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--
June/July 2010	
	<ul style="list-style-type: none"> • Presentation by Cabinet Member Children's Services • Presentation by Cabinet Member ICT, Education and Achievement. • Review of ECM Link Member Role • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--

September 2010	
	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--

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

Date	Subject
9 November 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 5 OCTOBER 2009

7 December 2009	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Edgar Street Grid – Update • Action Plan Monitoring: Scrutiny Review of Community and Safety Drugs Partnership. • PACT Meetings • Consider the Executive’s Response to the Scrutiny Review of Tourism • Open Retail Market – Update
Scrutiny Reviews	
	Other issues
	<ul style="list-style-type: none"> • Review of Volunteering • Review of Access to Services • Review of Festivals in Herefordshire
	12 April 2010
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Edgar Street Grid – Update • Action Plan Monitoring: Scrutiny Review of Community and Safety Drugs Partnership. • Consider the Executive’s Response to the Scrutiny Review of the Herefordshire Economic Development Strategy 2005- 25
Scrutiny Reviews	

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

ENVIRONMENT SCRUTINY COMMITTEE WORK PROGRAMME 2009/10

Following the Committee on 14 September and consideration by the Chairman & Vice-Chairman

Monday 23 November 2009 at 9.30am	
Agenda Item	Invitation to the Safer Roads Partnership to update on progress made against action plan.
	Setting Local Speed Limits
	Council's Vehicle Fleet
	Highway Maintenance Standards
	Executive response, and action plan, to the Scrutiny Review of On-Street Parking
	Progress Report on actions following the Scrutiny Review of the Travellers' Policy
	Capital Budget Monitoring
	Revenue Budget Monitoring
	Report on Performance Indicators
	Committee Work Programme
Reviews underway	-

Monday 22 March 2010 at 9.30am	
Agenda Item	Carbon Management a) how the Council is going to meet the targets b) property based initiatives.
	Environmental effect of Staff and Members Travel to work arrangements
	Progress report on actions following the Scrutiny Review of the Planning Service
	Progress report on actions following the Scrutiny Review of On-Street Parking
	Further update on the work of the Community Protection Team
	Capital Budget Monitoring
	Revenue Budget Monitoring
	Report on Performance Indicators
	Committee Work Programme
Reviews underway	-

June / July 2010	
Agenda Item	Annual Presentation by Cabinet Member (Environment & Strategic Housing).
	Annual Presentation by Cabinet Member (Highways and Transportation).
	Progress report on actions following the Scrutiny Review of On-Street Parking
	Public Rights of Way and the Highways Definitive Map - to assess overall performance and consider progress in addressing various issues
	Capital Budget Monitoring
	Revenue Budget Monitoring

	Report on Performance Indicators
	Committee Work Programme
Reviews underway	-

	September 2010
Agenda Item	Capital Budget Monitoring
	Revenue Budget Monitoring
	Report on Performance Indicators
	Committee Work Programme
Reviews underway	-

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.
- 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 2009/11

The agenda will be based on:

- Quarterly Updates – Service Development
- Statutory Business including consultations
- Quality Assurance and Public Engagement
- Population Health and Equalities

30 November	
	<ul style="list-style-type: none"> • Report on Reviews of the Ambulance Service by PCTs and WMAS and Scrutiny Review of the West Midlands Ambulance Service in Herefordshire – Progress Report • Annual Healthcheck outcome • Follow up points from previous meeting and “need to know” information from Trust
Scrutiny Review	<ul style="list-style-type: none"> • Report of Scrutiny Review of GP Services in Herefordshire
22 January	
	<ul style="list-style-type: none"> • Updates by Chief Executives of Health Trusts • Population Health (Housing and Health in Herefordshire)
Scrutiny Review	<ul style="list-style-type: none"> • Response to Scrutiny Review of GP Services in Herefordshire
26 March	
	<ul style="list-style-type: none"> • Follow up points from previous meeting and “need to know” information from Health Trusts • Quality Assurance
June (date to be confirmed)	
	<ul style="list-style-type: none"> • Updates by Chief Executives of Health Trusts • Population Health • Examination of response to Swine Flu
September (date to be confirmed)	
	<ul style="list-style-type: none"> • Follow up points from previous meetings and “need to know” information from Health Trusts. • Quality assurance
November (date to be confirmed)	
	<ul style="list-style-type: none"> • Updates from Chief Executives • Population health
January (date to be confirmed)	
	<ul style="list-style-type: none"> • Follow up points from previous meetings and “need to know” information from Health Trusts. • Population Health

March (date to be confirmed)
Updates by Chief Executives of Health Trusts

