

Chief Executive's Office

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**To: All Members of Cabinet:
R.J. Phillips (Leader)
Mrs. L.O. Barnett
P.J. Edwards
Mrs. J.P. French
J.C. Mayson
D.W. Rule MBE (Deputy Leader)
R.V. Stockton
D.B. Wilcox
R.M. Wilson**

31st March, 2006

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 30TH MARCH, 2006 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (05/23S)

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by members in respect of items on this agenda.

3. ANNUAL EFFICIENCY STATEMENT 2006/07

To inform Members of the forward looking Annual Efficiency Statement 2006/07. *(Pages 1 - 10)*

4. LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

To advise Cabinet of the successful negotiation of the Local Area Agreement (LAA), and to outline the next stage of the process. *(Pages 11 - 14)*

5. JOINT AREA REVIEW - IMPROVEMENT PLAN

Cabinet received a report at its meeting on 16th March, 2006 following on from the very recent receipt of a letter from David Behan, Chief Inspector of the Commission for Social Care Inspection, which although undated was received on 14th March.

Cabinet felt that it was important to examine, in the light of the Chief Inspector's comments,



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what further progress had been made with the Improvement Plan since the draft was submitted on 9th February, 2006 and asked that reports be prepared accordingly. They recognised that in the light of the urgency of the subject matter it would not be possible to prepare a comprehensive report in time for despatch with the agenda and it was agreed that a supplementary report would be distributed on Monday, 27th March, 2006 to permit sufficient time for detailed consideration by Members prior to the meeting on 30th March. (Pages 15 - 52)

6. CHILDREN AND YOUNG PEOPLE'S PLAN FOR HEREFORDSHIRE

To present the plan for Herefordshire for 2006/08 and consider the Council's contribution to priorities going forward. (Pages 53 - 100)

7. IMPLEMENTING ELECTRONIC GOVERNMENT 6 RETURN

To seek Cabinet's approval of the Implementing Electronic Government return (IEG6). (Pages 101 - 124)

EXCLUSION OF THE PUBLIC AND PRESS

In the opinion of the Proper Officer, the next item will not be, or is likely not to be, open to the public and press at the time it is considered.

RECOMMENDATION:

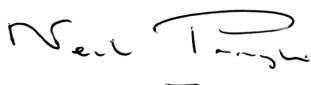
That the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12(A) of the Act as indicated below.

8. HALO LEISURE TRUST

To seek Member approval for a two-year funding agreement and capital investment programme with HALO Leisure Trust, with possible extension to three years.

This item discloses information relating to the financial or business affairs of any particular person (including the authority holding that information). (Pages 125 - 128)

Yours sincerely,



Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors

**N.M. PRINGLE
CHIEF EXECUTIVE**

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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FORWARD LOOKING ANNUAL EFFICIENCY STATEMENT 2006/07

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

30TH MARCH, 2006

Wards Affected

No Wards are affected.

Purpose

To receive a report on the Council's strategy for achieving service efficiencies for 2006/07.

Key Decision

This is not a Key Decision.

Recommendation

- That (a) **the Council's overarching strategy for securing efficiency gains as set out in Appendix A be agreed; and**
- (b) **the list of efficiency gains as set out in Appendix B be agreed.**

Reasons

Cabinet Members need to ensure that the Council's strategy for achieving efficiencies are aligned to the objectives of the Corporate budget and Plan.

Considerations

Background

1. The Council is required to provide a Forward Looking Annual Efficiency Statement for 2006/07 as part of the wider Gershon Agenda. It needs to identify as a minimum a cumulative total of £6.619m by the end of 2006/07. This includes the ongoing gains of £3.31m for the current year. It needs to be stated at this stage that it becomes increasingly more difficult for services to demonstrate efficiency gains year on year and there will be a requirement to demonstrate a further £3.31m in 2007/08.
2. At least half of these efficiency gains need to be 'cashable', i.e.: releasing additional cash resources, and £1.65m has been included in the revenue budget for 2006/07 accordingly. The remaining efficiencies are non-cashable and where possible these have been linked to performance gains on key service indicators within the Corporate Plan. This is by no means an exact science and there is limited national guidance on how to calculate efficiency gains in this manner. In this respect some of the non cashable savings currently identified need to be clarified to ensure they are acceptable. The Council has sought to apply a relatively consistent methodology in

Further information on the subject of this report is available from
Andrew Tanner, Assistant County Treasurer on 0162

doing this, however the most important point is that these gains are linked to the priority service improvement objectives within the Corporate Plan. Examples therefore of such gains are in:

- Street Cleansing;
 - Independent living for older people;
 - Minimising the amount of landfill waste;
 - Reducing serious casualties on the roads; and
 - Increasing take up of Council Tax Benefit.
3. Appendix B contains the detailed list of efficiencies and these will contribute to the main part of the Efficiency Statement itself. These will however change during the year and be formally reviewed for the interim monitoring statement half way through the year. The Council is also obliged to take a retrospective look at efficiencies gained during 2005/06 and this exercise will take place early in 2006/07.
4. Appendix A contains a brief and overarching strategy for ensuring efficiency gains and this focuses not only on some of the good work already carried out in the Council, such as:
- Rationalising office accommodation;
 - Setting up a central recruitment centre and a
 - Comprehensive absence management programme,
- but also the Corporate Strategy Review which aims to have a major and beneficial impact on all services. The outcomes of this review are unlikely to have a significant impact in terms of realising efficiencies in 2006/07 but are intrinsic to the overall strategy.
5. The formal Efficiency Statement needs to be signed off by the Leader, Chief Executive and Director of Resources by 18th April and submitted on that day to the Office of the Deputy Prime Minister. In view of the contents of this report it is not envisaged there will be any substantial changes when this is submitted but, if there are, they will be communicated to Cabinet Members.

Alternative Options

There are no alternative options.

Consultees

There are no consultees.

Risk Management

The corporate budget for 2006/07 was balanced by applying a level of efficiency savings across all services. A failure to realise these efficiency savings may impact on services'

ability to deliver their objectives within the corporate, directorate and service plans. An ongoing commitment to efficiency savings and gains is necessary in the light of both the current corporate financial position but also the likely future position with very tight central financial settlements.

Background Papers

None identified.

APPENDIX A

Overarching Strategy for 2006/07 Annual Efficiency Statement

Herefordshire Council continues to make significant strides for maximising the efficiency of service delivery. The formal VfM assessment as part of the 2005 CPA marked the Council as a 3 (out of 4) and this highlights improvements made in this respect since its inception in 1998.

The Council's budget for 2006/07 has identified the realisation of £1.65m of cash efficiency gains across all services and these have been set out in the detailed statement. In addition to this, non-cashable gains have been clearly linked to the delivery of its key objectives within the Corporate Plan.

There are a number of efficiency strands identified in the 2005/06 Forward Looking Annual Efficiency Statement, which underpin the realisation of these efficiency gains. The underpinning initiative is 'Herefordshire Connects' which is the outcome of a comprehensive corporate strategy review undertaken early in 2006. This has resulted in three work streams that are currently being worked up into more detailed business cases. These are:

- Integrated Customer Services;
- Integrated Support Services; and
- Corporate Performance Management.

The scope for these three work streams, now branded 'Herefordshire Connects', cover significant areas of the Council's service delivery, support and management and will add value by driving out efficiencies by releasing resources to customer facing services. The full benefit of this major programme will not be realised until well into the medium term however it will encapsulate many of the initiatives that have been highlighted in the detailed efficiency statement. Broadly Herefordshire Connects will ensure improvements in:

- Customer service providing residents, visitors and businesses access to a broad range of council and partner services via a range of access channels;
- Smarter working for all Council staff using the wide range of remote working and operational devices available to them;
- More efficient management of records and documents; and
- Better procurement and transaction efficiency.

The Council is therefore embarking on a significant change programme. This is exemplified by the rationalisation of accommodation for frontline and back office staff through an active asset management programme and the movement of staff into the central Plough Lane offices. Other major initiatives to be progressed in 2006/07 include the creation of a central recruitment team and a comprehensive absence management programme, the continued delivery of a consistent and robust performance management framework, and the delivery of the Corporate Customer Services, Corporate Communications and ICT Strategies including a new voice and data network serving council employees, schools, community access points and various partner organisations.

From a specific service perspective Social Care is under particular pressure to realise efficiencies in the face of significant demand pressures and new and innovative ways of procurement and commissioning are being developed in conjunction with the Council's partners. Environment, highways and transport continue to provide improving services in the face of cash reductions in real terms and this has been through effective working with the Council's strategic partners. Children's Services have also been able to maintain ongoing efficiency savings by continually reviewing non-schools services, in particular school transport.

2006/07 GERSHON EFFICIENCY TARGETS

Directorate	Detail	Cashable £'000	Non cashable £'000	Total £'000
Children's Services	Improved routing and scheduling of school transport	160		160
Children's Services	System efficiencies in awards and grants administration	50		50
Children's Services	2% improvement in KS 1,2,3,4,5 results		18	18
Children's Services	LEA Standards Fund		16	16
Children's Services	General efficiencies from better working practices within newly created Children's Directorate		151	151
Children's Services	Shared Social Care and SEN transport savings	30		30
Children's Services	Managing Sickness Absences	37		37
Children's Services	Other procurement savings	22		22
Children's Services	Recruitment Advertising	9		9
Children's Services	Vacancy Savings	89		89
Children's Services	Children's commissioning. Potential reduction in costs through invest to save		174	174
Children's Services	Percentage of 3 year olds who have access to good quality free education		287	287
Environment	Re-engineering of Planning Development Control to increase application turnround times and increase income			-
Environment	Sustaining improvement in highways maintenance in light of excess inflationary pressures		86	86
Environment	Partnership working with HJS - rate reduction	45		45
Environment	Reduction in supervision between client and HJS	100		100
Environment	Introduction of SIP to Environmental Health and Trading Standards - increase performance against response targets to 100%	100		100
Environment	Recruitment Advertising	7		7
Environment	BVPI 199 - The percentage of streets and public areas falling below Grade B for cleanliness - reduce from 34% to 25%		238	238
Environment	Operational savings achieved through managing vacancies	102		102
Environment	Reduction in proportion of household waste that is landfilled		190	190
Environment	Reduction in the number of people killed or seriously injured in road traffic collisions		55	55
Environment	Rationalisation of pool cars and vans	7		7
Adult & Community	Merger of various teams into larger team	20		20
Adult & Community	Freeze inflation on non employee budgets	60		60
Adult & Community	Non replacement of part time post	12		12
Adult & Community	Increase Library charges	3		3
Adult & Community	Income from general consultancy and conference work	5		5
Adult & Community	Recruitment advertising	19		19
Adult & Community	Vacancy Savings	176		176
Adult & Community	Driving efficiencies in HALO through reduction in management fee	25		25

Directorate	Detail	Cashable £'000	Non cashable £'000	Total £'000
Adult & Community	Contract Procurement	71		71
Adult & Community	Managing Sickness Absence: reduce days lost	91		91
Adult & Community	Service Improvement: Customer access changes	25		25
Adult & Community	Service Improvement: reduced office costs	50		50
Adult & Community	Increase in HMO registration fees	5		5
Adult & Community	Increase fees Home Improvement Agency	6		6
Adult & Community	Other	8		8
Adult & Community	Other Procurement, Sickness Absence etc	23		23
Adult & Community	Increase from 55 to 65 the number of people aged 65 and over helped to live at home per 1,000 population		381	381
Adult & Community	Increase the number of people employed in technology and knowledge intensive industries		64	64
Adult & Community	Headway transport contract awarded to Herefordshire Mind	54		54
Corporate & Customer Services	Freeze inflation on non employee budgets	25		25
Corporate & Customer Services	Staff and procurement savings	100		100
Corporate & Customer Services	Savings on BT telephone contract	10		10
Corporate & Customer Services	Recruitment advertising	7		7
Resources	Deletion of a secretarial post	20		20
Resources	Saving of half a post re car leasing	9		9
Resources	Recruitment Advertising	2		2
Resources	Directorate Restructure	72		72
Resources	Treasury Management	63		63
Resources	Increase in the number of people aged over 60 in receipt of Council Tax Benefit		31	31
Corporate & Customer Services	Vacancy Savings	55		55
Total		1,774	1,691	3,465

SUMMARY OF 2006/07 EFFICIENCY SAVINGS IDENTIFIED

Efficiency Gain Category:	Cashable £'000	Non cashable £'000	Total £'000
Adult Social Services	371	64	435
Children's Services	-	34	34
Culture and Sport	237	-	237
Environmental Services	216	569	785
Local Transport	45	-	45
LA Social Housing	19	-	19
Non-School Educational Services	397	612	1,009
Supporting People	-	-	-
Homelessness	-	-	-
Corporate Services	363	31	394
Procurement	126	381	507
Productive Time	-	-	-
Transactions	-	-	-
Miscellaneous Efficiencies	-	-	-
	1,774	1,691	3,465

By Directorate:

Children's Services	397	646	1,043
Corporate & Customer Services	197	-	197
Environment	361	569	930
Resources	166	31	197
Adult & Community	653	445	1,098
	1,774	1,691	3,465

Add brought forward 2005/06	3,168
Cumulative	6,633
Required	6,619
(Shortfall)/Surplus	14

LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

30TH MARCH, 2006

Wards Affected

No Wards are affected

Purpose

To advise Cabinet of the successful negotiation of the Local Area Agreement (LAA), and to outline the next stage of the process.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet approve the Local Area Agreement, and endorse the actions required for the next stage of the process.

Reasons

On the 19th May 2005 Cabinet gave consent for interest to be registered with GOWM in obtaining an LAA. Herefordshire Council duly registered interest in being one of the second round LAAs. On 22nd June 2005 Herefordshire Council was advised that it had been successful in securing an LAA, and that Herefordshire was to be one of thirteen areas to have a Single Pot LAA.

On the 22nd September 2005 Cabinet approved outline LAA proposals, which were submitted to GOWM on 30th September, 2005. On the 17th November 2005 Cabinet gave approval to our first draft LAA, which was submitted to GOWM, on the 25th November, 2005.

On the 26th January 2006 Cabinet gave approval to submit the penultimate draft LAA on the 3rd February 2006, and the final draft was submitted on the 21st February 2006. All of the timetable deadlines imposed by GOWM were met.

Considerations

1. The LAA has now been approved by Government Ministers, and will run for three years from the 1st April 2006.
2. The LAA has been subject to a number of revisions, as a result of negotiations with GOWM. Some of these have been accommodated without too much difficulty, but other changes have been imposed, rather than negotiated. This largely relates to the inclusion of a mandatory outcome and performance indicators for the nationally launched Respect Action Plan. The ODPM has still to agree the detail of the

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

proposed indicator around the requirement for “Provision of an intensive family support project.” This is a national issue, rather than a concern for Herefordshire alone, and will be finalised in the next few weeks.

3. Few of our Freedoms and Flexibilities requests have been agreed by Central Government, and nationally over 90% of business cases have been refused. GOWM have advised us that we should continue to make the case for Freedoms and Flexibilities during the lifetime of the LAA. The ODPM has now published “Local Area Agreements - Enabling Measures”, which provides detailed information on which Freedoms and Flexibilities have been agreed or denied in the first round of LAA pilots. This will be updated with data from the LAA second round in due course. We have been asked to formally revisit our Freedoms and Flexibilities requests at the six monthly review meetings and, at what is termed, the annual LAA Refresh discussions.
4. Where necessary, we have secured agreement to alter the wording of LAA to reflect the new Herefordshire Community Strategy, including the revised Herefordshire Community Strategy vision. However there will inevitably be some changes to the LAA during its lifetime, but before the next Community Strategy is produced.
5. We have been able to considerably reduce the number of outcomes and key performance indicators from our initial submissions. In time this should lead to a reduction in bureaucracy, in terms of supplying monitoring information to Central Government Departments.
6. The LAA has been jointly signed off by the Chair of the Herefordshire Partnership and the Leader of Herefordshire Council. David Miliband, Minister of Communities and Local Government, will sign on behalf of Central Government. There will be a formal signing ceremony in London on the 23rd March 2006 for successful LAAs.
7. The LAA now incorporates the LPSA2, which will, in future, be described as the reward element of the LAA.
8. £1,208,352 has been identified for the Single Pot in the first year. The Primary Care Trust has provided the larger part of this funding. £21,523,140 of funding has also been aligned for 2006/2007. These sums will rise substantially in future years. First year funding is adequate to implement the new LAA funding and reimbursement procedures, and to establish robust accountability and audit processes.
9. The performance management of the LAA will be dealt with as part of the wider performance management arrangements for the Herefordshire Community Strategy Action Plan. The Herefordshire Partnership has established a Performance Management Group, which has representation from all the partner organisations. There will be regular monitoring reports on the LAA Action Plan presented to Cabinet.
10. The tight timescales prescribed for producing the LAA has meant that full consultation with partner bodies and stakeholders has not been possible. We need to embark on a programme of systematic engagement as soon as possible, to ensure that the LAA is fully embedded.
11. We will also work with Shropshire and Worcestershire on a range of areas of common interest. This will cover affordable housing, homelessness, secure accommodation, Anti-Social Behaviour Orders, Contact Centres, and diversity. This list may be extended as a result of further collaboration.

Alternative Options

There are no realistic alternative options.

Risk Management

The negotiation of the LAA has involved substantial time and effort, but the implementation phase will require capacity to be created, in particular to deal with Performance Management, Governance and LAA engagement with partner organisations. Failure to deliver the LAA (including the LPSA2 element) will mean poorer outcomes for Herefordshire residents and risk the loss of reward funding.

Consultees

GOWM, AWM, Partners in the Herefordshire Partnership, Shropshire and Worcestershire County Councils

Background Papers

Local Area Agreement

JOINT AREA REVIEW IMPROVEMENT PLAN

PORTFOLIO RESPONSIBILITY: CHILDREN AND YOUNG PEOPLE

CABINET

30TH MARCH, 2006

Wards Affected

County-wide.

Purpose

To receive a report on progress so far and the response to the draft improvement plan sent to the Commission for Social Care Inspection (CSCI) and Department for Education and Skills (DfES) on 9th February, 2006.

Key Decision

Although this item was included in the Forward Plan as a Key Decision, no such decision is to be made at this stage.

Recommendation

THAT the report and capacity challenges identified, be noted, and the next steps be endorsed.

Reasons

To begin a routine of monitoring reports on progress leading up to the Annual Performance Assessment (APA) of Children's Services.

Considerations

1. Herefordshire Council submitted a draft improvement plan to CSCI and DfES on 9th February, 2006.
2. The actions in the plan on the first four recommendations have all been completed on time.
3. The CSCI Chief Inspector's letter was received on 14th March. The letter outlined the response to the draft plan and the next steps.
4. The Plan, as originally drafted and developed, has enabled a good and effective progress check to be maintained on the immediate priorities in the short term.
5. CSCI are encouraged by the Council's immediate steps to improve safeguarding practice.
6. As the Council identified, CSCI are also concerned that the plan is further developed

Further information on the subject of this report is available from
Sue Fiennes, Director of Children's Services on 01432 260039

and there needs to be a further explanation of how the outcomes are to be embedded in the culture of the organisation and measurable.

7. Now that the Chief Inspection of CSCI has responded to the last version sent to him at the beginning of February 2006, we are actively engaged as a matter of urgency in streamlining and refining the performance management system for the JAR Action Plan.
8. The operational capacity to improve is commented on and it is important to state that the inter-agency senior management oversight described in the plan is very specifically targeted and high level on knowing and evidencing that the systems are working, rather than a reflection on the operational capacity.
9. It will be necessary to indicate in a revised plan how the overall change for children outcomes link into the actions and this will be assisted by specific project plans for key elements of change.
10. The revised Plan will have additional elements. These additional features will:
 - Ensure that there is a more detailed and specific coverage of each of the target areas for performance improvement.
 - Define senior Sponsor as well as Lead responsibility and ownership for each action.
 - Improve monitoring arrangements for the plan through project area leads reporting weekly and monthly.
 - Enable a more coherent approach and better alignment of required areas of improvement in the JAR recommendations with existing and additional work required in that area.
 - There will be an overarching strategic framework for the main areas, which have to be covered following the JAR recommendations. Secondly for each of these main areas there will be lead responsibilities and dedicated and detailed project plans which will be monitored on a weekly and monthly basis.
11. This redrafting of the Plan will be completed within the next three weeks.
12. The emphasis on compliance checking has been the immediate concern, in order to satisfy the focus on safe practice. The JAR report did identify good practice and there must be further preparation work and supported by the workforce strategy.
13. The developed and validated actions to improve transitions arrangements for children with learning disabilities are in place and will be developed alongside improved care management and communication with families and children. This will include support from the Council for Disabled Children.
14. The workforce strategy was in early stage development in February 2006, it is to be expanded and broadened to fit with an overall children's workforce strategy. The Council has been successful in obtaining consultancy support from the Children's Workforce Development Council which will be used in May to assist this work.
15. The performance management processes improvements will be further described and will be outlined in the Council's Annual Performance Self-Assessment for Children's Services due by the end of May 2006. The Children and Young People's

Plan for Herefordshire and the outcomes framework for Every Child Matters will also be key background for the self-assessment.

16. The Council welcomes the next step proposed in the CSCI response, which recommends external consultancy support to help with the further development of the plan and would want this to happen at the earliest opportunity. The Council has taken steps to augment capacity by making an interim senior appointment from April 2006, to assist in driving the improvement. The nature and purpose of the interim senior manager role is:
- to drive and lead (through the Director of Children's Services) the children's services improvement agenda as per the JAR Performance Improvement Action Plan as a key member of the JAR Action Group and in partnership with the service management team - children's social care;
 - to advise on and support the co-ordination of future strategy and priority setting as per the Every Child Matters Improvement Cycle including the 2006 Annual Performance Self-Assessment and linkage with The Children and Young People's Plan and the Children and Young People's strand of the Local Area Agreement; and
 - more generally, to provide an overview and support on the overall transformation of children's services (Herefordshire's Change for Children Programme) working to the Director of Children's Services and with the Change for Children team – with a particular focus on performance management and cultural change.
17. The Council remains determined to continue to respond to the performance improvement challenge to deliver the best possible outcomes for all children and young people in Herefordshire, and will carry on with the actions identified and re-shape the rest of the plan.

Conclusion

18. The response to the draft JAR improvement plan (progress summary and updated version attached at Appendix 1 and 2) is encouraging but also necessarily focused on the broader recommendations from the JAR report and their links to consistent practice to improve outcomes.
19. The Children and Young People's Plan for Herefordshire includes the priority to improve on Staying Safe. It is also creating the environment and ingredients for further and wider impact on the outcomes and the local gap analysis as well as capturing the change for all children and young people needed ahead.

Alternative Options

There are no alternative options

Risk Management

The demonstration of both determination, confidence and evidence re the required improvement remains a challenge. Ongoing monitoring and scrutiny will play an important role in this endeavour. The self-assessment of the Children's Services, in preparation for the APA in June 2006, will update on the improvements made.

Consultees

Children and Young People's Partnership Board

Background Papers

- Joint Area Review Report for Herefordshire - December 2005.

The Herefordshire Council JAR Performance Improvement Action Plan: Improving Children's Services in Herefordshire

This Action Plan sets out what the Council intends to do to ensure a successful response to the recommendations in the JAR 2005 report.

The details of what we will do to address each individual recommendation follow below. Of these, by far the most important are those about ensuring fully robust arrangements for safeguarding children. We have therefore devoted most of our attention at this stage to taking immediate action to strengthen these arrangements and to planning in detail what more needs to be done in this respect, particularly to remedy the deficiencies identified as urgent in the JAR Report. That priority is reflected in the draft detailed Action Plan. Whilst we have identified the main actions and timelines for the other recommendations, we recognise the need to do further work to tie these down to the same degree.

This introduction too concentrates on the crucial issue of safeguarding, describing what we aim to achieve; what we intend to do to get there, including the additional capacity we are creating to deliver and sustain improvement; how we will measure our achievement; and the arrangements for external and internal challenge, and performance management.

The primary tasks in respect of safeguarding are to ensure:

1. consistently sound practice at the front-line, with qualified social workers overseeing all judgements when child concern matters are drawn to the Council's attention, from whatever source. We have already put the necessary changes in place, introducing new procedures that involve the presence in the Duty Office at all times of a Duty Social Worker (DSW), under the direction of the dedicated additional resource of an Assistant Team Manager (ATM) to oversee and sign-off the quality of decision-making. Calls received by non-social work qualified staff (Customer Service Officers) are immediately referred to one or other of these qualified social workers.
2. the accurate and consistent recording of all referrals and subsequent action in response to them. This has also already been put in place, as an integral part of the arrangements described in 1. above. All relevant staff have been trained in the revised procedures.
3. appropriate and well-understood thresholds for qualified social worker involvement, drawn up by reference to identified sound practice in other authorities, which will drive up referrals to what are regarded as safe levels. Wherever possible, we are looking at thresholds and the associated issues as operated by authorities serving broadly comparable areas and/or using the Child Concern Model (CCM). We have already been in touch with the local authorities in Devon, Northumberland, West Berkshire and Merton. We have established a multi-agency working group of the Safeguarding Board Executive to consider these issues, looking not just at thresholds but also at whether wider changes should be made to our operation of the CCM. It has already met. Arrangements are also in hand for senior, experienced social work managers in Shropshire and Worcestershire to work with us as critical friends in the fulfilment of this and other elements of the Action Plan
4. enabling all agencies (including schools) to operate the Child Concern Model confidently and effectively, including the involvement of the CCM consultants in all partners' (including schools') decisions as to whether to refer individual cases to the Council's social workers. We are establishing a pilot with the South Wye cluster of schools. Between now (an initial meeting with the headteachers has already taken place) and April, the pilot will identify potentially vulnerable children and the need for various levels of services to meet them. From April to July the services will be developed. Their operation and performance will be evaluated by an external consultant. The evaluation will inform the wider development of the CAF and services across the county.
5. robust performance management arrangements to ensure compliance with procedures and assure the quality of services. In addition to day-to-day supervision by the AMT, weekly written reports to managers are already being produced as part of the revised Duty Office arrangements described in 1. and 2. above. These are discussed weekly by the Head of Service/Service Manager and the ATM, and at fortnightly team meetings, where practice issues are identified and follow-up action agreed and recorded. These and the other performance management arrangements described in the detailed Action Plan will be underpinned by the forthcoming audit programme, which will be agreed and operational by 1 March.

These primary tasks will be enabled by:

6. effective two-way communications between staff, between staff and managers, and between managers at all levels, within the Council and with partner bodies. As an immediate and interim measure, we are reminding consultants and stakeholders about the existing advice routes and responses. Internally, we will quickly refresh our arrangements for regular team meetings, with agendas focused on practical delivery of the Action Plan, including the review of practice and performance. This approach will be extended to our partners, led by the LSCB Executive. We will gather evidence that all this is taking place.
7. the training and development of all staff and managers, within the Council and in partner organisations, to ensure that they understand the thresholds and procedures fully and are competent to operate them effectively. Central to this will be the CCM consultants. The lead consultants will be trained to understand and operate the revised thresholds in early March, ready for their introduction in the middle of that month. All relevant agencies and staff will be informed of the thresholds at that time. The lead consultants will be the notified source of guidance and will

cascade understanding of the arrangements within their organisations. A full programme of multi-agency training will be rolled out from April.

8. effective workforce planning and action to ensure that we have the right number of qualified social work staff, with the right skills and understanding, and that we avoid fluctuations in staffing that would impact on our ability to operate the safeguarding arrangements well at all times. A full workforce strategy and action plan will be in place by 15 March. In the interim, we are putting in place contingency arrangements for the immediate deployment of additional qualified social workers where workloads under the revised thresholds to exceed our current capacity.
9. the Council is creating immediate additional management capacity to drive the improvements, with the appointment of an interim Senior Social Work Manager, reporting directly to the Director of Children's Services.
10. We have identified the urgent need for other, targeted professional social work, statistical, administrative and expert consultancy capacity, which we wish to secure with the assistance of DfES. This is described and quantified in the detailed Action Plan below.
11. in addition to the operational performance management arrangements described in 5. above, effective performance management to ensure that senior management, the lead Cabinet member, the Cabinet, Council and partner organisations can be assured about performance and the delivery of this Plan, so as to be able to secure remedial action, wherever necessary.

There are two distinct but complementary elements: those within the Council and those of the Council with its partners.

Within the Council

This Action Plan has been drawn up under the direction of the Director of Children's Services, with the Plan being subject to the approval of the Chief Executive, the Cabinet member for Children's Services and the Leader.

The Plan will be endorsed by Cabinet following formal CSCI and DfES consideration of the draft in early February.

Supporting the Director is a small Action Plan Group, which she chairs. Its members currently include the Head of Children's Social Care, a member of the Children's Services Change Team, a senior manager from the Primary Care Trust and, to provide challenge and links with the wider improvement agenda following the Corporate Assessment and JAR, the Council's Corporate Policy and Research Manager. The interim Senior Manager will join the Group.

Delivery of the Action Plan is again under the personal direction of the Director of Children's Services. The Action Plan Group meets weekly to review progress, on the basis of a written report, following which a written report is sent to the Chief Executive and the Cabinet member for Children's Services, which they follow up as necessary.

Formal reports on progress against the Action Plan will be made regularly and to Cabinet and the Corporate Management Board, which is chaired by the Chief Executive. Progress reports will also be made to each meeting of the Children's Services Scrutiny Committee. All these reports will include the key information about operational performance against the new targets.

The Council and its partners

The Action Plan is being drawn up with the key partner organisations: the PCT, the Police and the voluntary sector. The Children and Young People's Partnership Board (CYPPB) will endorse the Plan following formal CSCI and DfES consideration of the draft in early February.

The Local Safeguarding Children Board will oversee delivery of those elements of the Action Plan that are aimed to ensure fully adequate arrangements for safeguarding.

The CYPPB will retain overall responsibility for oversight of the Partnership's delivery of the Plan and will receive progress reports at each of its meetings. This will not dilute the direct responsibility of the Council for the Action Plan and ensuring that the JAR recommendations are implemented.

Evidencing improvement

A comprehensive central record is being maintained by the Council to document that effective action has been taken to implement the Action Plan.

Measuring success

We will measure our success by reference to newly set targets, determined by reference to the revised threshold criteria, for the following performance indicators:

CH 141 *Referrals of children in need per 10,000 population aged under 18*

CH 143 *% referrals of children in need leading to initial assessments*

CH 145 *Number of core assessments of children in need per 10,000 population under 18*

CH 01 *Number of children on child protection register per 10,000 population under 18*

CH 12 *The % of children who were subject to Section 47 enquiries which led to initial child protection conferences which were held within 15 working days*

Following a review to assure the quality of baseline data, then full analysis (including advice from our critical friends from Shropshire and Worcestershire), the targets will be set before the end of March. At that stage, these will need to strike a balance between the aspirational (where we should aim to be eventually) and what can realistically be achieved in terms of new patterns of referral and professional judgement. They will be reviewed quarterly in the light of experience, as will the adequacy of our and partners' capacity, and what further needs to be done to enhance our performance.

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Index to initials used in the detailed Action Plan

SF	Sue Fiennes	Director of Children's Services
HL	Henry Lewis	Head of Children's Social Care
SM	Steve Merrell	Children's Services Manager (Operations)
LM	Linda Maden	Acting Children's Services Manager
JD	Jon Dudley	Children's Services Manager (Resources)
SD	Sue Doheny	Locality Manager - PCT
MP	Marcia Perry	Commissioning Manager - PCT
SS	Dr S Stuckie	Paediatrician, CDC
LR	Lynne Renton	Designated Nurse, Child Protection
MG	Mark Godwin	Directorate Personnel Manager – Business Services
RC	Richard Clarke	Training Officer, Children's Services
DL	Dennis Longmore	Manager of Pupil, School & Parent Support Change Team – Children's Services
JR	Jon Ralph	Youth Service Manager
PL	Peter Lane	Acting Principal Educational Psychologist
LS	Lorna Selfe	Children's Change Team Manager

ISM Interim Senior Manager

- CYPPB Children and Young Peoples Partnership Board
- LSCB Local Safeguarding Children Board
- PCT Herefordshire Primary Care Trust
- CiN Children in need
- CCM Child Concern Model
- CAF Common Assessment Framework
- CAMHS Children and Adolescent Mental Health Service
- YOS Youth Offending Service

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
1.Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified SC staff In child protection cases	Discussion paper to be prepared	SF (ISM)	Dec 05	Discussion paper prepared Dec 05.	C&YPPB, LSCB SM, LR		New threshold in place, understood and consistently applied
	LSCB Subgroup to meet to discuss paper		4 Jan 06	LSCB Subgroup met to discuss paper 04.01.06. and 06.02.06	Unions, staff, other agencies		
	C&YPPB briefing on this Action Plan	"	10 Jan 06	C&YPPB briefed on this Action Plan 10.01.06.			
	Additional resourcing and operational instructions in place for duty team-	"	Jan 06	Instructions in place end Jan 06			
	Comparisons from high-performing authorities to be obtained	"	3 Feb 06	Comparator information requested by SM 31 02 06, Initial benchmarking data produced 06.02.06 SF followed up information request 15.02.06 21 02 06 positive response received SM awaiting additional data from Devon and Northumberland Northumberland data now received and initial analysis produced 21 03 06			
	Remind CCM consultants and stakeholders in writing about existing advice routes and responses	"	8 Feb 06	Interim written guidance issued 10.02.06			
	Paper to Executive of LSCB proposing revised criteria and asking it to consider the operational and staffing implications	"	27 Feb 06	Draft done 18 th February SF has sent paper to Shropshire & Worcestershire outlining programme of requirements. Both have agreed to assist. LSCB agreed revised threshold criteria 27 02 06 Completed		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Council amends, as required, the threshold criteria within Levels 1, 2 and 3 of the Child Concern Model. Focus on Level 1 / 2 interface. (This will be undertaken in the context of a broader review (see note 1) and the developments set out in 5 below).	"	1 Mar 06	Draft amendments circulated for comment 13.02.06 Completed 28 02 06			
	Council determines expected resources needed to meet workload impact of revised threshold.	"	1 Mar 06	Initial assessment made by 28 02 06 (probable need for 1 or 2 additional FTEs; to be confirmed) Confirmed by HL 10.03.06.			Workload implications met; handling of referrals and assessments of required standard and to target timetable
	Put in place contingency plan to provide, at short notice, additional resources to meet workload implications of revised threshold	"	End Feb 06	HL memo to D. Johnson Corporate HR 10.02.06 HL spoke with DJ 17 th Feb DJ to consider 22 02 06 - HL met Mel Ganderton (corp. HR, who will develop arrangements and join strategy group 03 03 06 meeting resulting in production of action plan 17 03 06 Meeting to discuss draft preferred supplier list for agency staff – Target date for list to be agreed and contracts in place 07 04 06	Human Resources Service	Additional social worker capacity to be available contingently from 17 March	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	LSCB endorse revised criteria	"	17 Mar 06	Endorsed at LSCB meeting 27 02 06			
	Publication and implementation of revised criteria.		17 Mar 06	LSCB event 17 03 06 Revised booklet issued Completed			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Following consultation with the CCM Consultants, amend, as required, role, remit, threshold and involvement of Social Care Consultants under the Child Concern Model, and make recommendations to C&YPPB.	SF (ISM)	1 Mar 06	Appointment made to new IRO Team Manager post (including line management of IROs as CCM Consultants) . Expected to be in post no later than May 06. Revised guidance booklet issued 07 03 06	LM	External consultant to help design the new arrangements for revised role, remit, threshold and involvement of Social Care Consultants under the CCM (4 days)	Revised and consistently followed operating procedures in place for access to consultants.
	Revise procedures for recording and holding records of consultations/CiN meetings.	"	1 Mar 06	S Hughes now receives details of all contact with CCM consultants (subject to them providing the info) To be reviewed following 7 March meeting with the CCM consultants Procedure now to be promulgated and operational by 1 April 06, including existing information sharing protocol . Comprehensive information protocol, based on national model, to be in place and operational by end April 06 Draft revised recording and retention policy/procedure produced by SM 07 03 06 Approved by consultants group	LM	Additional administrative resource to record outcomes of CiN meetings and maintenance of central records repository (estimate 1.5fte)	Revised and consistently followed procedures in place for recording and holding records of consultations/CiN meetings
	C&YPPB approve proposal	"	1 Mar 06	Done by written procedure.	HL	External consultant to support preparation for the 7 March meeting and follow-up (3 days - same person as helps design the new arrangements) Amy Weir to undertake in absence of consultant requested	
	Role of CCM consultants confirmed at meeting with them		7 Mar 06	Meeting date confirmed 09.02.06 Done 07. 03. 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports. Weekly meetings of Service Manager Ops with Duty Team Manager, with focus on review of duty team activity and implications. Service Manager Ops monthly supervision meetings with Duty Team Manager . Written status report from each meeting to Head of Children's Social Care		In place and ongoing, subject to completion of the monthly cycle = end Feb 06				
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	"	Commencing Jan 06, thereafter at least monthly, with review of arrangements in April 06	Commenced 27 Jan Visits/Reviews on going 10.02.06 16 02 06 28 02 06, 09 03 06 16 03 06 No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	"	1 Mar 06	Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children's Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Undertake data analysis to inform setting of activity and performance targets	SF	Before end Feb 06	15 03 06 In absence of external support AB and SM assessing the problems and necessary remedial action. Target setting to take place following liason and comparison of activity levels with Shropshire and Worcestershire Referral rates Oct05-Feb 06 indicative increase from 650 to 800 referrals per annum. Assessment rate of 70% maintained over same period Audit of files being commissioned to verify data accuracy/completeness		Social work professional with appropriate skills and data analyst to assess reliability of data, how to improve it, and undertake intelligent analysis to inform target setting and workload assessment	
	Set revised targets for referral levels and other relevant activity indicators- CH141,143,145,01,12	"	Before end Mar 06	Qtrly. Performance data provided 06.02.06		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	
	Assess anticipated impact on referral levels, workload and staff capacity to deliver improvement targets	"	Before end Mar 06	Initial analysis produced 21 03 06 – further work required			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice.	Issue revised threshold criteria as part of revised inter-agency booklet on safeguarding children in Herefordshire	SF (ISM)	17 Mar 06	Rewriting commenced, draft threshold and guidance produced 13.02.06 Revised criteria agreed by LSCB 27 02 06 Final draft of booklet with printers 03 03 06	SM		
	Ensure understanding and ownership by LA duty staff	SF (ISM)	Late Feb. – 7 March 06	Done by 07. 03. 06	PCT Police Vol. Sector Schools	Additional CCM consultant time to be agreed and allocated	Consultants actively engaged in all eligible cases in light of overall targets established for referrals.
	Content of the paper for 7 March meeting to be agreed at LSCB and issued to the consultants before the meeting	“	27 Feb 06	Issued on 02 03 06		External consultant to support preparation for the 7 March meeting and follow-up (3 days - same person as helps design the new arrangements)	Positive results from survey of multi- agency professionals
	Ensure understanding of multi-agency CCM consultants Full meeting of the multi-agency consultants 7 March – propose new consultant job description, identify lead consultants in each agency, agree process for consultants' involvement in individual cases	“	7 Mar 06	Revised criteria and booklet presented to CCM Consultants 07 03 06 Done 07. 03. 06			
	Confirmation of multi -agency consultant requirements for record keeping and reporting.	“	7 Mar 06	Done 07. 03. 06			
	Agree time commitment of lead CCM consultants for 06/07.	“	7 Apr 06				
	Training multi-agency consultants in revised role and procedures, including requirements for record keeping and reporting(in interim will act following guidance from lead consultants)	“	Apr 06				
	Multi-agency group supervision of lead consultants to ensure compliance and quality of decision making	SF	From Apr 06 - no less than bi monthly (to be reviewed Dec 06)				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine supervision, audit and management arrangements. Team managers' monthly supervision meetings with staff to review sample of files, in particular LAC and child protection cases. Review results to be evidenced and forwarded to Service Manager.	SF (ISM)	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	<p>Initial audit identified need to ensure legal advice received is recorded on file –25 01 06</p> <p>In place and ongoing, subject to completion of the monthly cycle by 01.03.06. HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) Audit questionnaires for LAC & child protection finalised 23 02 06</p> <p>Team Managers reminded of Child Protection case transfer procedure and process by HL 09 03 06</p>	HL		
	Monitoring and effective management of social work files to ensure good casework practice – SF and HL to undertake unannounced observation and review. The results of these reviews will be recorded.	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	<p>Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06</p> <p>No material issues highlighted to date</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	“	1 Mar 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) final draft developed 16 th Feb Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation		External consultant to help with the development of the audit programme (4 days)	
	Review of supervision, audit and management compliance by IRO,s		Oct 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March)final draft developed 16 th Feb. Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Managers/Legal reminded of procedure for recording legal decisions/advice by HL 25 03			
	Undertake quarterly reviews of performance against targets, activity levels, the targets themselves and future capacity requirement	SF (ISM)	End June 06				Achievement of set targets
			End September 06				
			End Dec 06				
			End Mar 07				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's Social Care Service.	Submit bid for consultancy support to the Children's Workforce Development Council (CWDC) for help in developing the strategy	SF (ISM)	24 Jan 06	<p>Bid submitted to CWDC 24.02.06 (SD - Need copy for evidence file!!!!)</p> <p>Bid successful w/b 27 02 06: one and a half days offered (to be used by 31st May 06) – ideally to be before 15 March deadline for production of the Strategy; otherwise, to test and refine it as soon as possible thereafter</p> <p>Agreed with CWDC that their input would be to help widen the strategy to make it cross-agency, focused on May seminar with the CCM consultants</p>	RC, MG Corporate HR	Consultancy support from the CWDC to develop the strategy	<p>Practical programme for improvement, including concrete timetabled actions for critical areas e.g. the duty team, and fostering services and children with LDD</p> <p>We have the right staff, with the right skills and understanding, operating the CCM and CAF successfully. In particular, that we avoid fluctuations in qualified social work staffing that would adversely impact on our ability to operate the safeguarding arrangements well at all times</p>
	Draft project plan to be produced and discussed .	"	27 Jan 06	<p>Working Group met 07.02.06</p> <p>Working Group met 27.02.06</p> <p>Draft project plan prepared and forwarded to DCS and Head of HR 30.02.06</p> <p>03 03 06 meeting resulting in production of action plan</p>			Vacancy, turnover and sickness rates reduced (quarterly reports)
	Project plan agreed by director and Head of HR	"	3 Feb 06	Project plan agreed by 03.02.06			
	Confirm potential requirements for agency staff to HR	SF	27 Jan 06	<p>Memo sent to HR confirming potential requirements for agency staff 27.02.06</p> <p>22 02 06 - HL met Mel Ganderton(corp. HR), who will develop arrangements and join strategy group</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Establish baseline budget and FTEs in each team	“	mid Feb 06	Produced by 17 02 06			
	Identify numbers and levels of employees required (having regard to comparator authorities)	“	3 Mar 06	Done 03 03 06			
	A workforce development strategy and action plan will be completed on the basis of analysis of workloads and staffing requirements arising from revised thresholds and other arrangements above	“	15 Mar 06	On track for the Council element to be in place, subject to adjustment in May when it is widened to cover all relevant agencies. 08 05 06 Provisional scooping day for Childrens Workforce Strategy			
	<p>The strategy will include:</p> <ul style="list-style-type: none"> Sponsorship for new Social Work degree Traineeship scheme Consideration of overseas recruitment /qualifications Recruitment incentives, notice periods Secondments Exit reviews and applying learning Training and development of all staff (including non-social work qualified support staff, induction and mentoring, and three-year pathway for social workers), to ensure effective operation of all policies and procedures, including the CCM and CAF 						
	The strategy will incorporate known/possible changes to service structures and organisation						
	Implement action plan			From 15 Mar 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
4. Ensure that a written record is made of all contacts with the Social Care Duty Team.	Review revise and issue protocols and procedures regarding the recording of all contacts with the Duty Team.	SF (ISM)	18 Jan 06	Completed 18 Jan	LM		See 2 above. Positive ongoing results from review and observation.
	Assistant Team Manager reports weekly to HL.	SF	Jan 06	New Assistant Team Manager appointed 21 02 06 – HL confirmed weekly meetings are taking place			
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports.	SF	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	In place and ongoing, subject to completion of the monthly cycle	HL		
	Duty Team Manager to observe and review records on a daily basis, and discuss observations at team meetings. Duty Team Manager to review weekly.						
	Weekly meetings of Service Manager(Operations) with Duty Team Manager, with focus on review of duty team activity and implications			LM commenced 20.02.06			
	Service Manager Operations monthly supervision meetings with Duty Team Manager.			<i>Evidence being collated</i>			
	Written status report from each meeting to Head of Children’s Social Care			Evidence being collated			
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	“	1 Mar 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children's Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
5.Ensure that there is a single referral, assessment and service planning framework for children in need, which is consistently and effectively applied in practice.	Agree members of project group	SF (ISM)	27 Jan 06	Group members agreed in Jan	Project group	Additional redirected staffing costs.	
	Plan drafted		15 Mar 06	Draft plan produced Mar 06	SM		
	Approve the project plan for the pilot with the South Wye cluster		12 April 06	SM/HL/AH met with 6 headteachers 30.01.06 Meeting with South Wye headteachers 28 02 06 Meeting scheduled 05 04 06 to agree project plan for pilots			
	Specification of core information requirements	SF (ISM)	June 06		Health, Police, Women's Aid, NSPCC, NCH, Voluntary Sector	Management time	Core information requirements agreed
	Implementation of paper based interim system in light of core information requirements						
	Information sharing protocol development	HL	Apr 06	04.01.06 Agreement reached to develop existing PCT/Health information sharing protocol.			
	Commissioning training of practitioners and managers engaged in CAF pilot			Meeting of inter agency group to scope training programme-10 03 06		Materials and cost of delivering programme	
	CCM amended to satisfy CAF requirements	SF (ISM)	April-Oct 06		LR, MP, SM, Dave Llewelin, Pat Jewkes, PL, Voluntary Sector Alliance, Richard Aird, YOS, CAMHS. Reps.	Software development costs.	
	Establish multi-agency group to develop the CCM and associated ICT requirements to incorporate standard CAF templates and the requirements for the Lead Professional role and local Information Sharing Index			Apr 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Incorporate SEN arrangements		Mar 06	Dec 05 Paper on SEN elements produced.	PL		
	Lead Professional role to be specified and incorporated within the CCM Model and CAF arrangements.	SF (ISM)	July 06		SM		Lead Professional requirements met.
	Draft Multi Agency Lead professional guidance to be developed						
	For CAF pilot in Autumn 2006 - Identify training requirements and produce plan to meet them Project to be approved by SF and CYPBB	SF (ISM)	Sept 06	Meeting to scope training requirements held 10 03 06		Administrative time. Materials and cost of delivering programme	
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)	June 06		SM	Funding implications of ICT software procurement	Plan for ICT developments in place, but subject to outcome of corporate review.
	Integration with corporate strategy first stage		Feb 06	Included in 3 proposed projects Feb 06			
	Partners engaged in discussions		Apr 06				
	Corporate strategy review outcome will determine ongoing timetable		Apr 06				
	Discussion with the Alliance	SF (IMS)	Feb 06	HL held initial discussion with Helen Horton - Alliance Meeting with Allianctook place on 08. 03. 06 Agreed Family Support commissioning actions	Initial funding approved by Health & Care Partnership 23 Jan 06		Consultants actively engaged in all eligible cases in light of overall targets established for referrals
	Expand NCH service provision from April 06 for 12 months		Apr 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Service need Gap analysis with partners, of family support to children with needs identified under/vulnerable children (level 2)		Apr 06	South Wye Cluster Headteachers undertaking audit of additional needs 28 02 06 – results to be available for meeting on 05 04 06		Cost of survey and full cost of expanded service provision to be determined	Positive result from survey of professionals Improved family support provision in place.
	Identify capacity and funding gap for family support strategy		Apr 06				
	Family Support Strategy produced		May 06				
	Funding for delivery of Strategy approved		May 06				
	Compact compliant tender document drafted with Alliance		May 06				
	Commissioning of services to deliver strategy		Jun 06				
	Monitoring and management to ensure best practice SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded	SF	Commencing July 06, thereafter at least monthly, with review end Oct 06		HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
6.Ensure that the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.	(See 2 above). Delivery of multi agency training programme by CCM lead consultants	SF (ISM)	From Apr 06		Health, Police, Voluntary Sector	Consultant time, production costs. Establish budget..	Internal evaluation by Jul 06, external evaluation Dec 06
	Establish budget		1 Mar 06	Done by 28 02 06			
	Discussion with CCM consultant group including proposed key outputs.		7 Mar 06	<i>Done</i>			
	Training package revised		End Mar 06				
	Schedule of training agreed.		End Mar 06				
	Commission external evaluation of training programme effectiveness		May 06				
	Review content of package in light of CAF pilot.		June 06				
	Internal (multi agency) evaluation of programme		July 06				
	External evaluation		Dec 06			Cost of external evaluation project	
	Evaluation of Year 1 of CCM and results of the matching needs and services audit - Disseminate lessons at conference	SF (ISM)	Apr 06			All partner organisations	Staff time, venue and materials.
	Hold regular review/supervision meetings with all CCM consultants						

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
7.Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children.	Audit every looked after child's health record to ensure that it includes a health care plan	SD	End Jan 06	All January actions achieved in that month	LR		
	Transfer health care plans to SC	HL to sign off	End Jan 06	All January actions achieved in that month			
	Any child without a healthcare plan – schedule appointment for assessment		End Jan 06	All January actions achieved in that month			
	Ensure every LAC has a healthcare plan subject to their consent		May 06	Mar 06 Majority of plans in place. Only outstanding cases are those awaiting a response from LAC			
	Draft procedures produced for consideration and approval by PCT	SD	Jan 06	All January actions achieved in that month Approved by PCT 02.02.06	LR		Procedures approved by PCT.
	Procedures to be approved by PCT	SD	Jan 06	Guidance document produced Approved by PCT 02 02 06 need evidence document from SD)			
	SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded.	SF	Commencing February, thereafter at least monthly with review in May.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL LR		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
8.Improve access to Occupational Therapy Services.	Review of current working practices and requirements including creative thinking about team composition(skills mix)	SD	Feb 06	PCT have produced a plan for the development of CAMHS (SD need copy for evidence file!!!!) Workshops undertaken for early years staff by OT's Feb 06 Letter to special schools offering termly consultation and workshops Mar 06		Could require two additional Ots (est. cost £60K)	Everyone seen and assessed within 12 weeks.
	Recommendations produced		Mar 06	Done by 10.03.06			
	PCT to determine actions to be taken.		Mar 06	Appointment of occupational therapist (housing) 01 02 06 OT for children with autism appointed Done by 10. 03. 06			
	Monthly performance data to be reported to SD, SF PCT and C&YPPB		Apr 06 and monthly thereafter				
9.Ensure appropriate Social Care support for the families of children with learning difficulties and disabilities.	Prepare a business case for the development of short-term breaks strategy for families.	SD	June 06	2 additional Family Support Workers appointed. Preferred candidate for shared social work post selected Mar 06	MP All statutory agencies, Voluntary sector, parents/users	Will require increased resources and finance	Business case produced and approved by C&YPPB
	Establish a disability taskforce		June 06	Key stakeholders identified			Task force established

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	NSF/ECMCare pathways to be developed to improve outcomes for C&YP		May 06	Multi-disciplinary assessment ready for consultation 14 03 06 Downs syndrome- done 14 03 06 Epilepsy- done 14 03 06 Social communication orders- final draft produced 14 03 06			All children with LDD to have care plans All children with LDD to have multi-disciplinary assessment. NSF standards met All children with LDD to have good quality transition planning.
	Approval of business case by C&YPPB		June 06				
	Seek financial approval		Oct 06- Apr 07				
	Review and integrate all procedures and policies for children with LDD.	SD	Feb – Apr 06	HL reviewing material 16.02.06	MP		
	Implement integrated approaches to identification, assessment, care planning, provision, transition and family support. Including SEN arrangements. (Links to item 5 – CAF)	SD	June 06	Kite team piloting multidisciplinary/agency shared records for 10 children with highly complex disabilities	MP Multi disciplinary team	Storage and administrative support. Longer term – integrated systems	
	Hold disability workshop day for stakeholders	SD	May 06	Planning for event in progress Mar 06			
	Kite team to be 2 nd CAF pilot	SD	Autumn 06				
	Publish/disseminate integrated procedures		June 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	SF,HL,AH,SD to undertake unannounced observation and review of compliance with best practice for children with disability. The results of these reviews will be recorded.	SF	Commencing Feb 06, thereafter at least monthly, with a review in May 06.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL/SD		
10.Ensure better co-ordinated transition planning for all young people with learning difficulties and disabilities.	Business case for recruitment for transition care pathway officer to Health and Care Partnership Board	SD	Agreed by June 06 for immediate implementation	Completed, funding approved and ready for implementation Mar 06	MP	Staff time and ICT software development costs. Subject to successful recruitment.	Development Plan including resource implications approved by C&YPPB. Single process folder and procedure operational.
	Establish Group		23 Jan 06	Transitions Executive group established and review commenced Jan 06. Project plan scoped.			
	Review of processes		Feb-Apr 06	HL/SD met 16 02			
	Recruitment of Transitions Care Pathways officers		May 06	Agreed recruitment of two workers to develop and lead on transitions work(Interviews May 06)			
	Prepare and implement a transitional care pathway for 14-16 year olds.		Jun 05				
	New procedures documented for handbook						
	Draft handbook issued for consultation with users.		Oct 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria	
	Produce and publish integrated LA and PCT handbook on services to children with disabilities including new procedures		Feb 07					
Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria	
11.Improve communication with parents and young people with leaning difficulties and disabilities in terms of both the assessment of need and planning of provision.	User test of draft leaflet describing how to access services for children with disabilities	SD	May06	Draft leaflet produced for consideration by carers group 14 03 06	Health - Children's Services	May require some additional admin. support in preparing leaflets Printing costs: Printing in a variety of formats and communication systems will increase cost		
	Approval by Senior management		Apr 06		MP			
	Publication of leaflet describing how to access services for children with disabilities		Sep06					
	Working group established to develop publication of clear standards about communication with parents and young people by all professions		Jan 2006	MP to co-ordinate MDT meeting to look at carer and user involvement	Change Team Involving People team/ PALS			
	Draft produced for multi agency consultation and approval by top management		June 06					
	Draft issued for consultation with users.		Oct 06					
	Final version published		Feb 07					
	Improve website:	SD				ICT Services	Web development costs C&YPPB	Improved and expanded web presence. Positive on-line evaluation results.
	Initial review meeting		Jan 06	Initial review meeting Jan 06	MP			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Update present site incl. New leaflet.		Update May 06				
	Scope project to develop website with special schools subject to confirmation		July 06				
	Development of project		Development project Autumn 06				
	Review and determine how to improve and evidence in records young disabled people's involvement in their care planning and carers' needs.	SD		Started	MP		
	Baseline audit and variance tracking of 40 sets of records		May 06				
	Follow up with individual staff as necessary		May/June 06				
	Confirm required standards for inclusion in the handbook		Oct 06				
	Draft issued for consultation with users.		Feb 07				
	Final version of handbook issued		Initially Jan – June 2006		MP		
	Audit during supervision and report	SD				Additional Independent Reviewing Officer recruited	
	Undertake evaluation exercise e.g. focus groups/ survey of parents and young people's information needs for the long term	SD	Autumn 06		MP		
12.Improve action planning to deliver strategic aims and	Identify all relevant action plans across all agencies	SF (ISM)	Jan 06	Completed 01 03 06	AB		Action Plans approved and performance management effective.

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
strategic aims and objectives and, in particular, ensure that associated resourcing needs are met.	Review the plans, and ensure that they will collectively implement the strategic aims and objectives.		Feb 06	Key plans identified. Some plans currently being updated 15 03 06			
	Follow up action to plug gaps		Apr 06	Multi agency managers to be requested to review action plans and targets to more closely align with C&YPP following it's issue 01 04 06			
	Review to the CYPPB		Apr 06				
	All plans affecting children to the Safeguarding children board						
	All future plans to be logged and reviewed for compliance						
13.Improve information systems within the local authority's Social Care Services to enable better management oversight and evaluation of service effectiveness.	Ensure effective implementation of supervision policy	SF (ISM)	Feb 06	Audit processes in place			
	Head of Service to establish audit schedule	HL	Mar 06				
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)			SM	Level of investment to be determined through corporate strategy review process	
	Integration with corporate strategy first stage		Feb 06	Part of 3 proposed projects			
	Corporate strategy review		Apr 06				
	Specification to be produced by		Apr 06				
	Further stages to be determined and developments reflected in updated version of this plan						
Review allocation of available financial resources against priorities	tbc						
Carry out annual Laming audit – results to be reviewed by Director of Childrens Services	HL		End Apr 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
14.Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS).	PCT to Produce proposals, gain approval and implement a development/commissioning plan	SD	06/07	Initial proposals developed and considered by LSCGs	CAMHS strategy group Regional Specialist Services Commissioning Group CSIP CAMHS lead		
	PFI bid to Dept. of Health for multi agency cross county provision		20 Jan 06	Bid to Dept. of Health made by 20 Jan 06 Understood to be with Ministers 10.03. 06			
	Decision on PFI bid considered by RSSCG		Apr 06				
	Business case for specific proposals to be developed and submitted to RSSCG. Detail and timing will depend on outcome of PFI bid.		tbc			Additional clinical /consultants staff and associated operating costs	
	Approval of proposals and resources required by PCT/CYPPB		tbc		PCT CYPPB		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
15.Improve coordination of consultation with children and young people to support their participation in strategic planning and review.	Through Herefordshire Partnership, co-ordinate all consultations with, and participation by, children and young people using a senior adviser	LS	Jan 06	Arrangement established Jan.	Herefordshire Partnership Schools		
	Recruitment campaign for C&YP Youth Council with LAC engagement	JR	Jan/Feb 06	Started		C&YP Youth Council – Budget pressure bid submitted by JR Oct 05 - £75k	Positive evaluation results from C&YP.
	Youth Council Elections		Mar 06	Completed Mar 06			
	Create a shadow C&YPB	LS	18 Jan 06	Completed		Shadow C&YPB resources to be identified	
	Adopt 'Hear by Rights' standard	LS		CYPPB adopted 06 05		To be identified	Standard adopted and adhered to.
	Scope and development of overarching participation strategy with C&YP and families	tbc					

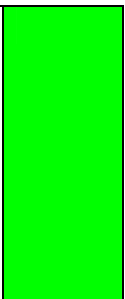
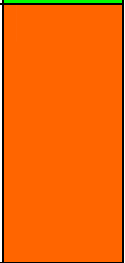
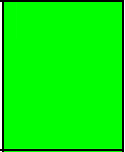
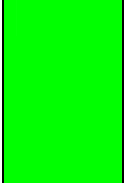


Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Enhance C&YP Services Directory to ensure it is comprehensive and up-to-date	tbc					
16.Improve housing provision for both single young people and families.	Early intervention to prevent homelessness strategy approved/implemented	HL	Jun 06	Multi agency working group established to develop co-ordinated accommodation strategy and action plan to improve access to housing with emphasis on care leavers	Richard Gabb, Derek Allen, Housing Agencies Planning Services		Reduced homelessness statistics for single young people, care leavers and families
	Protocol developed and agreed for referrals from duty team where tenancy is at risk affecting CYP assessed at level 1		Jan – Mar 06				
	Herefordshire Council to purchase 2 properties to provide transitional tenancies for care leavers		Mar 06	Enabling People Housing Team negotiating 6 additional accommodation units for independent living Authorisation received to carry forward funding to 06/07 22 02 06 – Project Initiation Document produced		Capital purchase and associated revenue costs	
	Specification developed and agreed with Supporting People to provide housing related support to care leavers		Jan – Mar 06	Contract with 'New Dawn' to deliver Housing related support to increased number of care leavers extended 22 02 06 – Project Initiation Document produced		SLA costs	
	Responsibility for homelessness returns to Council from Herefordshire Housing		1 st Apr 06				
				Negotiations underway with SHYPP to increase service levels to young people including lone parents/teenage pregnancies to meet identified needs			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
17. Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the local authority's Children's Services Scrutiny Cttee.	Define reporting framework, timetable and template	SF	Jan – Mar 06	<p>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</p> <p>Cabinet member, leader and Chief Executive receiving weekly reports on progress against this Action Plan</p> <p>Audit and supervision arrangements have been strengthened</p> <p>Plan to undertake annual Laming Audit</p>			
	Co-ordinate performance management processes across agencies and produce format/ template for all performance reporting to cover CYPP, JAR Action Plan, LAA etc	SF	Mar 06	<p>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</p>			
	Develop appropriate work programme with Scrutiny Committee focussed on strategic aims set out in CYPP, JAR action Plan and LAA	"	Mar- May 06	<p>Progress against this action plan reported MAR 06. (updates will be provided)</p> <p>All inspection reports e.g. adoption, fostering to be considered by Cabinet and Scrutiny</p>			

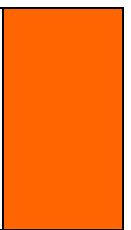
Herefordshire Council: JAR Performance Improvement Action Plan - Summary Progress Report

Recommendation	Summary Progress to date	
1.Ensure that appropriate criteria are set for the involvement of the LA’s professionally qualified SC staff In child protection cases	Work in progress. Most items completed. The major remaining action to be completed is the analysis of activity levels, referral rates and target setting for 06/07. This is subject to a review of files to verify data accuracy.	
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice.	New interagency safeguarding booklet produced and issued for operational use following consultation with multi-agency Child Concern Model Consultants. Further communications work and “road shows” across all agencies to be rolled out April and May 2006. Testing and survey of implementation will be continuous monitoring process. Audit /Supervision arrangements have been reviewed strengthened and implemented.	
3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority’s Social Care Service.	Action plan produced and outline strategy being completed; details of this included in Children & Young People’s Plan. Interagency workshop event to develop strategy further to be held in May 2006. Children’s Workforce development Council providing free consultancy that will be used to take forward actions from this workshop.	
4. Ensure that a written record is made of all contacts with the Social Care Duty Team.	Procedure and system in place; regular monitoring and audit by local manager implemented as part of strengthened audit and supervision arrangements.	
5.Ensure that there is a single referral, assessment and service planning framework for children in need, which is consistently and effectively applied in practice.	To achieve whole systems approach – linkage with threshold criteria (Child Concern Model as above in 1) and development of Every Child Matters common processes – Information Sharing, Common Assessment is being developed for implementation through pilots starting in September 2006. Monitoring and tracking systems will be put in place o ensure consistency and congruency of practice.	
6.Ensure that the training, guidance and support needs of all staff	Refocusing of Child Concern Model Consultants role developed and the Consultants have been involved in recent event to consider implications of this and to agree	

<p>contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.</p>	<p>ongoing, regular review and evaluation of the effectiveness of the model in practice. Roll out of revised guidance and of road show and training for groups of staff will take place in April and May to reinforce developments.</p>	
<p>7.Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children.</p>	<p>Close partnership working with the PCT on this with all immediate action required delivered.</p>	
<p>8.Improve access to Occupational Therapy Services.</p>	<p>Required action completed.</p>	
<p>9.Ensure appropriate Social Care support for the families of children with learning difficulties and disabilities.</p>	<p>Development work is under way and progress is as required within timescales prescribed.</p>	
<p>10.Ensure better co-ordinated transition planning for all young people with learning difficulties and disabilities.</p>	<p>Progress has been made and actions to date completed as per required timescales.</p>	
<p>11.Improve communication with parents and young people with leaning difficulties and disabilities in terms of both the assessment of need and planning of provision.</p>	<p>Work on this issue is progressing in line with the timetable</p>	
<p>12.Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are</p>	<p>Review of planning in place has been completed as feed-in to production of Children and Young People’s Strategic Plan for 1st April 2006. CYP’s Plan is drafted and scheduled for publication on time as required by the Children Act 2004 Guidance.</p>	

<p>associated resourcing needs are met.</p>	<p>Multi-Agency managers to be requested to review all action plans to improve alignment with the C&YPP</p> <p>All new and updated plans will be reviewed by the LSCB to ensure safeguarding issues are properly addressed</p> <p>Associated and resource requirements work needs further consideration within plans for restructuring and reconfiguration of the whole children's services department.</p>	
<p>13.Improve information systems within the local authority's Social Care Services to enable better management oversight and evaluation of service effectiveness.</p>	<p>Audit and supervision arrangements strengthened which will improve assurance levels regarding information/data recording accuracy and completeness.</p> <p>Scoping of required information needs and systems is under way. This is being linked to the corporate performance system and the performance management system required for Children's Services. Capacity and resourcing requirements still being explored.</p>	
<p>14.Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS).</p>	<p>Proposals in place and these are the subject of a Public Finance Initiative PFI bid to government. Work competed to justify this but further progress dependent on outcome of this.</p>	
<p>15.Improve coordination of consultation with children and young people to support their participation in strategic planning and review.</p>	<p>Significant progress made. Hear by Rights Standard adopted. Ongoing monitoring of progress will be required. Shadow C&YPPB and Youth Council in place. Resources will need to be identified to support and monitor this work.</p>	
<p>16.Improve housing provision for both single young people and families.</p>	<p>Work in progress. Progress on housing for care leavers. Further work on provision for homeless young people required. This can be taken forward through the CYPP.</p>	
<p>17,Strengthen performance management processes involving</p>	<p>Weekly reporting to cabinet member, Leader and Chief Executive in place regarding progress against this action plan.</p>	

Summary report of progress on JAR ACTION Plan as at 24th March 2006

<p>elected members and senior officers at all levels including the Children and Young Peoples Partnership Board and the local authority,s Childrens Services Scrutiny Committee.</p>	<p>Overall reporting arrangements will be in accordance with the councils performance management framework and that adopted by the Herefordshire Partnership in respect of the Local Area agreement. This will include reporting to the C&YPPB.</p> <p>Initial consideration has been given to the development of a work programme for the Childrens Services Scrutiny Committee</p>	
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CHILDREN AND YOUNG PEOPLE'S PLAN FOR HEREFORDSHIRE

PORTFOLIO RESPONSIBILITY: CHILDREN AND YOUNG PEOPLE

CABINET

30TH MARCH, 2006

Wards Affected

County-wide

Purpose

To present the plan for Herefordshire for 2006-08 and consider the Council's contribution to priorities going forward.

Key Decision

This is not a Key Decision. It is one of the Plans that form the Council's Policy Framework and will be submitted to Council on 12th May, 2006 for approval.

Recommendation

THAT Cabinet support the plan and the priorities outlined.

Reasons

The Plan identifies the direction of travel in the Every Child Matters outcomes and, therefore, is an important document for the Herefordshire area.

Considerations

1. The Children and Young People's Plan (attached) is part of the Children Act 2004 arrangements.
2. It is not a statutory plan but it does have considerable significance as a commissioning plan and is to be used as the basis of routine annual performance assessments both of the Local Authority and wider partnership performance.
3. The plan has been the subject of much partner discussion and input and has incorporated the views of children and young people.
4. The plan will also form the basis for developing Children's Trust arrangements and integrated multi-professional working in Herefordshire.
5. The performance management arrangements will be undertaken by the Children & Young People's Partnership Board and will include the children's aspects of the Local Area Agreement and wider Joint Area Review improvement planning.

Further information on the subject of this report is available from
Sue Fiennes, Director of Children's Services on 01432 260039

Alternative Options

There are no alternative options

Risk Management

The direction of travel and delivery of the change and/or improvement depends on all partners working together effectively, securing additional investment will be challenging for all stakeholders.

Consultees

All partners in Herefordshire, and Children and Young People on the Shadow Partnership Board.

Background Papers

None identified.

Herefordshire **NHS**
Primary Care Trust



connexions
HEREFORDSHIRE & WORCESTERSHIRE



Worcestershire & Herefordshire
Youth Offending Team

NATIONAL PROBATION SERVICE
for England and Wales

Hereford Hospitals **NHS**
NHS Trust



Children and Young People's Plan 2006-8

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Glossary

PART 1

EXECUTIVE SUMMARY

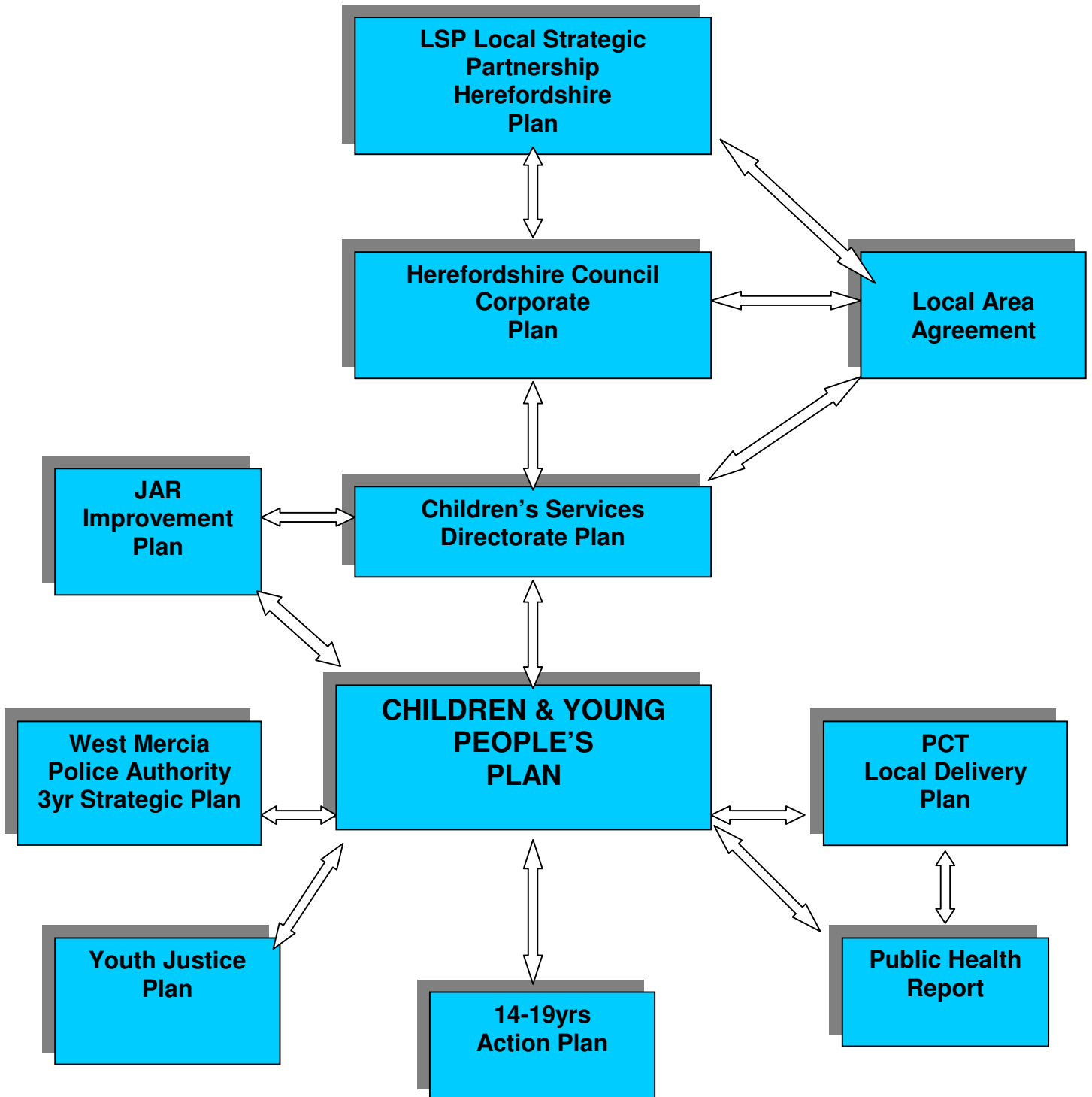
This is the first Children & Young People's Plan for Herefordshire. The government's intention is that there should be a single, strategic overarching plan for all services for children and young people in the local area. There should be a particular focus on these services where outcomes require improvement and this can be achieved most effectively by agencies work together. The plan is intended to incorporate all local authority service plans relating to children and young people.

The Children and Young People's Plan is therefore, an important part of Herefordshire's programme for improving and integrating services for children. This builds upon a national programme brought about by the Children Act, 2004 which requires all local areas to produce a Children and Young People's Plan by April 2006. This plan sets out how children's services in Herefordshire will be developed over the next two years. It will be reviewed after a year and a revised plan will be published in April 2007.

The main partners who provide and commission services for children and young people in the county have all agreed this plan. Our overall vision is framed by national policies which identify five outcome areas for our services. These are: Be Healthy, Stay Safe, Enjoying & Achieving, Make a Positive Contribution and Achieving Economic Well-Being. Our local vision has been defined by a review of our current position, and identification of what work now needs to be done in order to meet national standards. From this analysis of needs we have listed broad local improvement areas for service development and from interagency workshops we have detailed priorities for action. In this more detailed discussion, we have considered a current position statement, and then outlined areas where early progress will be made. We are committed to performance management and have presented a series of key targets and indicators by which improvements will be measured.

This is an exciting time for those working in children and young people's services as we move to delivering Children's Trust arrangements by 2008, under the strategic direction of the Children and Young People's Partnership Board. During 2006/2007 we will be scoping the development of joint commissioning and pooled budgets. These will be tools by which to deliver an integrated children's service, which is based on closer multi-disciplinary working, co-location where possible, and which is driven by the needs of the child, rather than the organisation.

Relationships between the Children and Young People's Plan and Local Strategic Plans and Reports



THE VISION FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE

In Herefordshire we recognise that children are our future. The best investment that we can make for everyone will be to ensure good outcomes for all our children. When children and young people were asked what they would want to secure their futures, they said that they need to be healthy and protected from harm. They want to enjoy school and to do well; they want to be able to make a positive contribution to society and, eventually, they want to have a good job and be independent.

In 'Every Child Matters: Change for Children', 2004, the government has asked all those who work with children and young people and provide services for them, to put five basic needs at the centre of an agenda for change. These are:

- **Be Healthy**
- **Stay Safe**
- **Enjoying and Achieving,**
- **Make a Positive Contribution**
- **Achieving Economic Well-Being**

We want to enhance the opportunities for every child, narrowing the gap between the disadvantaged and their more fortunate peers. Also, to minimise the chance of any child becoming at risk of harm or neglect or of failing to reach their potential. The Herefordshire vision is one that can only be achieved through all organisations, voluntary, community, private and public, working together to make the lives of children and young people better and more secure.

The focus of our plan is to maintain good outcomes for all children and young people whilst ensuring better outcomes for the most vulnerable. Our aim is to promote the quality, efficiency and effectiveness of services for children and young people in the County.

We are commencing on a programme of integrating services, processes and strategies across agencies in the County. Key features of this agenda are the creation of multi-agency teams, co-located and easily accessible to clients. This will require information sharing agreements, a common assessment framework and a lead professional role together with a number of new initiatives. All these features place children and their families at the centre of developments with services, processes and planning organised around their needs. Herefordshire's Children and Young People's Partnership Board is committed to making this happen as follows:

Making it happen

Integrated Front-Line Delivery

- Children's Centres and Educare
- Extended Schools
- Integrated Youth Offer
- Common Core
- Climbing Frame of qualifications
- Multi-disciplinary Teams & Lead Professionals
- Support for parents, carers and families
- Support for children with additional needs
- Integrated Safeguarding



Integrated Processes

- Common Assessment Framework
- Information Sharing
- New Barred List/ Registration Scheme
- Re-engineered local processes

Integrated Strategy

- Needs Analysis & CYPP
- Local workforce planning
- Joint Commissioning
- Pooled Budgets

Inter-agency Governance

- Co-operation arrangements with partners (e.g. VCS, Schools, GPs)
- Local Safeguarding Children Boards

Leadership

- Directors of Children's Services & Lead Members
- Multi-disciplinary team leadership

Involvement of CYP

- Children's Commissioner
- Views into local planning

Performance Management

- Integrated Inspection of Children's Services
- Annual Performance Assessment into CPA
- Annual priorities conversation

CHILDREN'S TRUST ARRANGEMENTS

To overcome the problems of fragmentation of services, poor communication between services, and difficulties of safeguarding vulnerable children, The Children Act, 2004, gave force to a programme of changes in children's services. This is to be achieved by having an overarching strategy between all services and by combining and integrating what we do and how we work together. This will be achieved by having one body to coordinate plans. The aim is to set up Children's Trust arrangements by 2008.

Children's Trust arrangements comprise a board of representatives of all the partner agencies who will commission services for children and young people according to a careful assessment of their needs. To begin this process it was necessary to establish a board of all the partner agencies. In Herefordshire, we inaugurated this partnership board in March 2005, so we have already started on our journey towards Herefordshire Children's Trust arrangements.

Children's Trust arrangements have four essential components:

- 1. Professionals are enabled and encouraged to work together in more integrated front-line services.**
- 2. Common processes are designed to create and underpin joint working.**
- 3. A planning and commissioning framework that brings together agencies planning supported by the pooling of resources**
- 4. Strong interagency governance arrangements in which shared ownership is coupled with clear accountability**

The NHS

The NHS has a key role to play in working with the local authority and other partners to deliver improved outcomes for children and young people. There is already a significant reform agenda underway in the NHS, introducing new systems such as practice based commissioning, patient choice, and payment by results. These will create new opportunities for service improvement and it will be important to maximise them with regard to services for children and young people, and ensure that all key players are involved in the partnership effort.

In 2004, the Department of Health published its National Service Framework (NSF) for children, young people and maternity services. This sets eleven service standards against which quality and performance can be measured. The standards together define a direction of travel for a ten year implementation period, and all partners will work together to achieve them, with performance management being both through the Healthcare Commission and OFSTED.

The eleven standards are:

Standard 1 Promoting Health and Well-being, Identifying Needs and Intervening Early	<p>The health and well-being of all children and young people is promoted and delivered through a co-ordinated programme of action, including prevention and early intervention wherever possible, to ensure long term gain, led by the NHS in partnership with local authorities.</p>
Standard 2 Supporting Parenting	<p>Parents or carers are enabled to receive the information, services and support which will help them to care for their children and equip them with the skills they need to ensure that their children have optimum life chances and are healthy and safe.</p>
Standard 3 Child, Young Person and Family-Centred Services	<p>Children and young people and families receive high quality services which are co-ordinated around their individual and family needs and take account of their views.</p>
Standard 4 Growing up into Adulthood	<p>All young people have access to age-appropriate services which are responsive to their specific needs as they grow into adulthood.</p>
Standard 5 Safeguarding and Promoting the Welfare of Children and Young People	<p>All agencies work to prevent children suffering harm and to promote their welfare, provide them with the services they require to address their identified needs and safeguard children who are being or who are likely to be harmed.</p>

<p>Standard 6 Children and Young People who are ill</p>	<p>All children and young people who are ill, or thought to be ill, or injured will have timely access to appropriate advice and to effective services which address their health, social educational and emotional needs throughout the period of their illness.</p>
<p>Standard 7 Children and Young People in Hospital</p>	<p>Children and young people receive high quality, evidence-based hospital care, developed through clinical governance and delivered in appropriate settings.</p>
<p>Standard 8 Disabled Children and Young People and those with Complex Health Needs</p>	<p>Children and young people who are disabled or who have complex health needs receive co-ordinated, high quality child and family-centred services which are based on assessed needs, which promote social inclusion and, where possible, which enable them and their families to live ordinary lives.</p>
<p>Standard 9 The Mental Health and Psychological Well-being of Children and Young People</p>	<p>All children and young people, from birth to their eighteenth birthday, who have mental health problems and disorders have access to timely, integrated, high quality multidisciplinary mental health services to ensure effective assessment, treatment and support, for them, and their families.</p>
<p>Standard 10 Medicines for Children and Young People</p>	<p>Children, young people, their parents or carers, and health care professionals in all settings make decisions about medicines based on sound information about risk and benefit. They have access to safe and effective medicines that are prescribed on the basis of the best available evidence.</p>
<p>Standard 11 Maternity Services</p>	<p>Women have easy access to supportive, high quality maternity services, designed around their individual needs and those of their babies.</p>

The work of the Partnership Board

The Partnership Board was formed in accordance with government directives as an interim arrangement to establish Children's Trust arrangements by 2008. The Board's role is to provide leadership and be the catalyst for change. It is the focal point for bringing information together across agencies. Its role is also to examine the priorities of individual agencies, determine needs and decide on priorities for the whole area. Our partner agencies are involved in developing arrangements to pool budgets and the Partnership Board will develop commissioning strategies. Finally, the Board is responsible for formulating and delivering this Children and Young People's Plan.

The Partnership Board is leading on the changes that will be needed in order to bring about the vision and is committed to the following principles:

- The development of services around children, young people and families through the delivery of better and more easily accessible services.
- The drawing together of professionals into multi-disciplinary teams.
- The development of a shared sense of responsibility across agencies for safeguarding children and protecting them from harm.
- The provision of specialised help and early intervention to promote opportunity and prevent problems when they arise.
- Listening to children, young people and their families when assessing and planning service provision as well as in face-to-face delivery.
- Consultation and involvement with young people, parents and carers which will be central to the development and review of this plan.

The plan will be based on a thorough audit of performance measured against identified needs and this will inform the determination of priorities for action.

Areas for improvement identified and agreed by the Partnership Board (not in priority order)

- **Integration of services, processes and strategies**
- **Further implementation of the Child Concern Model including the JAR Action Plan**
- **Improving outcomes for children with LDD and Looked After Children**
- **Improving outcomes on mental health and physical health**
- **Improving standards in education, tackling underachievement and improving opportunities for recreation**
- **Reducing anti-social behaviour**
- **Improving learning outcomes for 14-19 year olds including access and housing**

The Partnership Board's Prorities for Improving Outcomes.

The improvements in outcomes will be at the heart of the Herefordshire Children's and Young People's Plan. Herefordshire's priorities have been agreed by the Partnership Board. These priorities were (2005) mapped against the Herefordshire Plan ambitions and Herefordshire Council objectives, as follows:

A PRIORITIES MAP FOR CHILDREN & YOUNG PEOPLE IN HEREFORDSHIRE				
CHANGE FOR CHILDREN AGENDA/ OUTCOMES	THE HEREFORDSHIRE PLAN AMBITIONS	THE COUNCIL'S OBJECTIVES	CHILDREN & YOUNG PEOPLE PARTNERSHIP BOARD PRIORITIES	CHILDREN'S SERVICES DIRECTORATE PRIORITIES
<ul style="list-style-type: none"> Be Healthy 	<ul style="list-style-type: none"> Health & Well-Being 	<ul style="list-style-type: none"> Maximise the Health, Safety, Economic Well-Being, Achievements & Contributions of Every Child 	<ul style="list-style-type: none"> Improving Mental Health Outcomes Improving Physical Health Outcomes Improving Outcomes for Children with LDD 	<ul style="list-style-type: none"> Social Inclusion Personal Development Child Concern Model LPSA2
<ul style="list-style-type: none"> Stay Safe 	<ul style="list-style-type: none"> Crime & Disorder Poverty & Isolation 	<ul style="list-style-type: none"> Promote Diversity & Community Harmony & Strive for Equal Opportunities 	<ul style="list-style-type: none"> Improving Outcomes for Children Looked After Further Implementation of the Child Concern Model 	
<ul style="list-style-type: none"> Enjoy & Achieve 	<ul style="list-style-type: none"> Excellent Education 	<ul style="list-style-type: none"> Improve the Achievement of Pupils 	<ul style="list-style-type: none"> Improving standards in education across all sectors and tackling underachievement 	<ul style="list-style-type: none"> Early Years Teaching Quality Pupil Achievement Special Education
<ul style="list-style-type: none"> Making a Positive Contribution 	<ul style="list-style-type: none"> Community Involvement Improving the Environment 	<ul style="list-style-type: none"> Develop a Community Leadership Role Protect the Environment 	<ul style="list-style-type: none"> Improving Learning & Recreational Opportunities Reducing Anti Social Behaviour 	<ul style="list-style-type: none"> Cultural Learning & Community Development
<ul style="list-style-type: none"> Achieve Economic Well-Being 	<ul style="list-style-type: none"> Business Growth & Jobs An Active Vibrant place to Live 	<ul style="list-style-type: none"> Sustain Vibrant & Prosperous Communities 	<ul style="list-style-type: none"> Improving learning outcomes for 14-19 year olds 	<ul style="list-style-type: none"> 14-19 Learning Opportunities LPSA2

PLANS FOR GOVERNANCE AND COMMISSIONING

The purpose of a commissioning strategy is to enable us to achieve better outcomes for children and young people as efficiently as possible. We will aim to ensure that any economies achieved through integrated working will be used to enhance preventative and frontline services. The focus, therefore, is the efficient use of resources. Across all the partnership organisations the majority of resources are currently committed to staffing. The process of joint commissioning and pooling budgets will start with these current staffing resources being identified and opportunities explored to develop multi-agency teams and joint working on the delivery of the agreed priorities set out in this plan. This approach builds on the good practice already in place in Children's Centres. In the early stages of the delivery of this plan, grant and external project funding will be aligned and targeted towards identified joint activities that will deliver improvements in the priorities. Training budgets will also be considered at an early stage to ensure that economies are found and a common training platform is developed to ensure integrated working and a shared understanding of practices and procedures, as detailed in our integration programme. The opportunity created by falling rolls in schools to release space for a broader range of children's, family and community services will also be examined.

The introduction of Local Area Agreements in April 2006 will spearhead the introduction of pooled budgets focussed around improving outcomes for children and young people. The pooling of new project funding and commissioning will be the focus of early work and experience gained in these areas will be used to further develop pooling in more complex areas through the three years of the plan. Freedoms and flexibilities granted through the introduction of the Local Area Agreement could be exploited to drive forward the pooling of resources.

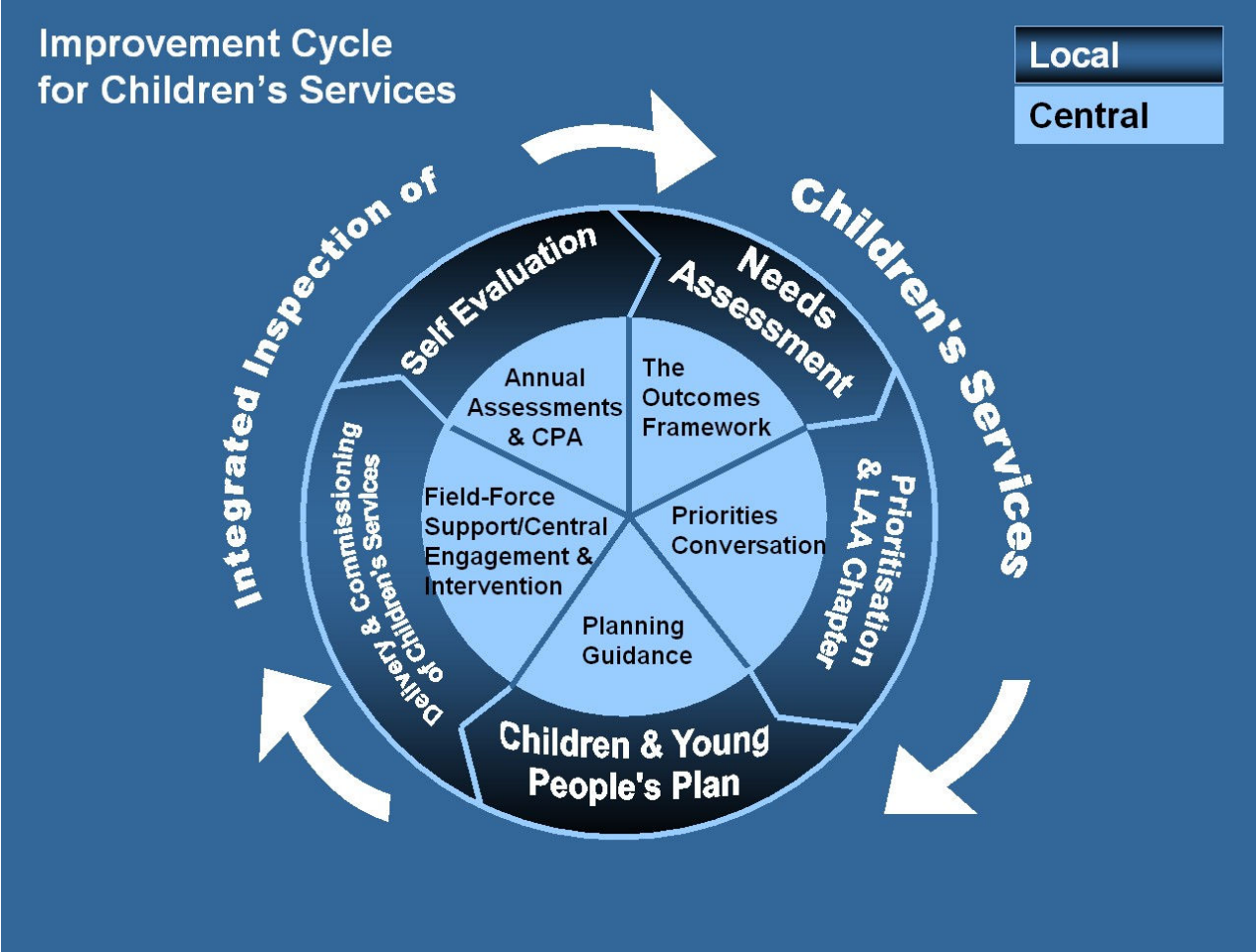
Interagency governance

Local partners remain responsible for discharging their statutory responsibilities and arrangements to integrate services will need to take this into account. The Local Safeguarding Children's Board (LSCB), coordinates and monitors agencies efforts to safeguard and promote the welfare of children and provides an example of good practice for interagency governance.

Our plans to develop this work

A multi-agency working party will help to develop multi-agency working and explore the opportunities, benefits and limitations of co-location. The working party's main focus will be outcomes for children and their families rather than the needs of professional groups. At the same time it will be essential to maintain and enhance service delivery that is already producing good outcomes for children and young people. An integrated approach to delivering on the priorities, however, should ensure that common areas are targeted and that duplication of effort and conflicting actions are avoided. Herefordshire's Children and Young People's Partnership Board will develop into Children's Trust arrangements and this will be the key vehicle for the agreement of resource allocation and the joint commissioning of services. It will be important to build into this work the model of practice-based commissioning which is being introduced by the Department of Health from April 2006. This partnership will need to be aware of the statutory nature of some functions as well as promoting the priorities identified in this plan. They will be responsible for ensuring that the targets identified in the plan are adhered to through regular monitoring and evaluation processes. In addition, an assessment of needs is a continuous process which will be used to determine and realign priorities. Finally, the move to joint commissioning and pooled budgets in order to provide multi-agency teams and joint working will

require the development of a clear strategy for workforce planning. The following diagram illustrates this process.



THE PARTICIPATION OF CHILDREN AND YOUNG PEOPLE

Herefordshire's services for children and young people have a good record of consulting with children, young people and families on service evaluation and developments. This was recognised in the Joint Area Review inspection, 2005, and has involved many services undertaking surveys, conducting face-to-face interviews, holding events, making videos, and organising creative initiatives which have won national recognition. We want to build on this good work. The new legislation calls for coordinated consultation and the wider participation of children and young people in decisions about provisions and services for them. This is not just about asking children and young people about proposals, but it is about empowering children and young people to be actively involved in decisions that affect them directly. We have been making plans to further this aim and have incorporated best practice guidelines such as the Hear by Rights standards.

Hear By Right

The Hear by Right standards, published by the National Youth Agency in partnership with Local Government Association, outline a set of shared values for the participation of children and young people:

- Children and young people's involvement is a visible commitment that is properly resourced.
- Children and young people's involvement is valued.
- Children and young people have an equal opportunity to get involved.
- Policies and standards for the participation of children and young people are in place, evaluated and improved.

Hear by Right also publish 'planning tools' in order to help formulate consultation in line with good practice. Using the Hear by Right standards as the basis for consulting with children and young people, will allow future consultations to be coordinated and to be based on common principles, facilitating on going consultation.

A requirement of this plan is that children and young people are consulted on the issues and priorities that have been identified. In addition, there must be on-going, coordinated consultation on every aspect of services for them.

What is being done?

In order to meet all the various requirements for consultation and participation of children and young people, we identified the need for a standing committee of children and young people who could be consulted on strategic issues and especially on the proposals in this plan, as well as advise on ongoing service evaluations. With this in mind, a Shadow Children and Young People's Partnership Board was set up, composed of young people from Herefordshire between the ages of 14-19 yrs.

This board is composed of representatives from various school and college councils in Herefordshire, along with young people from minority groups. Whilst the exact composition of the Shadow Board is dependent upon the young people who wish to participate and are elected, young people from minority groups are given a number of reserved spaces to ensure they are not excluded from participation and the consultation process.

This Shadow Board has been consulted on this plan and on the priorities we have identified. Another purpose of the Shadow Board is for young people to discuss issues that arise in the meetings of the Children and Young People Partnership Board and to provide a youth perspective to the Partnership Board, to assist them when they make their decisions.

Subject to partners agreeing collaborative arrangements, in future, the Shadow Board will be managed by the Youth Service and will incorporate the development of the Youth Council and the Children's Parliament. However, there will still be a keen focus on young people from minority backgrounds to ensure that the views of a wide range of young people are represented.

The Youth Service is in the best position to lead on regular consultations and surveys of the views of children and young people. It is expected that the Youth Service will be responsible for the coordination of all Council led consultations with children and young people in Herefordshire, in collaboration with the Council Officer responsible for consultation with members of the public.

The Youth Matters Agenda also provides the Council and its partners with an opportunity to further develop positive activities for young people and they will want to have their say in these plans too.

THE MODEL FOR IDENTIFYING NEEDS

The government requires all local authorities and their partners to undertake a thorough-going approach to identifying vulnerable groups and the relative needs of the area. This is a needs assessment and the government requires that a needs assessment should:

- a) set the local pattern of outcomes for local children and young people and recent trends against national data and data for similar areas**
- b) make a rigorous and honest assessment of where outcomes are good, satisfactory or need improvement**
- c) look within the overall picture at outcomes for particular groups**
- d) determine how this assessment of outcomes relates to the pattern of adequately and inadequately met needs and identify gaps and priorities for future action**
- e) develop targets and performance indicators for those priorities**

Herefordshire has a well established and systematic approach to needs assessment. All strategic, statutory and operational plans were inherited by the Children and Young People's Partnership Board and together with further work to capture the need in the area, we have been able to decide priority areas which have been agreed by the Board in broad terms. The need to promote further integration of services and integrated service planning, thereby ensuring a better fit between assessed need and the commissioning for and provision of services, was identified through the 2002 Joint Review.

The approach has been in essence five-fold:

- Establishing Herefordshire's Child Concern Model.
- Developing a shared process for mapping of needs and provision of services including gap analysis via the development of a Needs Assessment Group.
- Augmenting existing strategic arrangements for integrated planning via The Children and Young People's Partnership Board.
- Using existing knowledge and data from neighbourhood studies.
- Widening the remit and consistency of existing consultative processes.

The assessment of needs has been carried out in partnership with Children's Services and the Primary Care Trust and has included the voluntary and community sector and private sector providers. Data has been collected from a wide range of sources including demographic studies based on the Index of Multiple Deprivation, educational attainment data, public health inequalities, teenage conception, youth offending, and substance misuse data. The data which has been collected from local audits has been supplemented by the dataset provided for Annual Performance Assessment. The needs assessment has also drawn on the views of children and young people themselves, although consultation is in a process of development currently and is not yet fully comprehensive.

Deciding our priorities for improvement

Local Analysis

An analysis of existing plans from all the partners was undertaken for the Joint Area Review (2005). The priorities in these plans have been collated and mapped against the government data analysis. There is considerable correspondence between local and national data analysis, as one might expect.

Local priorities for action are informed by the needs analysis and are determined by:

- Which outcomes need most improvement based on comparisons with similar areas and any agreed targets.
- Which specific outcomes have the most leverage on overall outcomes.
- The strategies available and steps that must be taken to improve the outcomes.
- The most cost effective of different approaches.

National Analysis

The Annual Performance dataset contains over 250 indicators of Herefordshire's performance against the five outcomes (Be Healthy, Stay Safe, Enjoy and Achieve, Make a positive contribution, Achieve Economic Well-being). This confirmed our own analysis of needs. In addition to this government data set, the Joint Area Review process helped the government to identify a set of priorities for Herefordshire.

An analysis of all these key needs for children and young people in Herefordshire can be drawn together to identify key priorities which will make a difference to outcomes as follows:

IMPROVING OUTCOMES:

Partnership Board Improvement Areas	Government Analysis
Integration of services, processes and strategies	Young people's participation in strategic planning
Further implementation of the Child Concern Model including the JAR Action Plan	Joint Area Review Report regarding safeguarding and Social Care
Improving outcomes for children with LDD and Looked After Children	<ul style="list-style-type: none"> • Transition planning for young people with LDD • Post-16 strategy for children with LDD • LAC's who are NEET's
Improving outcomes on mental health and physical health	<ul style="list-style-type: none"> • Drugs action • Dental health
Improving standards in education, tackling underachievement and improving opportunities for recreation	<ul style="list-style-type: none"> • Standstill in KS2 performance in '05 • Schools coasting at KS4 • Raising the attainment of low-achievers in KS4 • Youth Matters Agenda
Reducing anti-social behaviour	First-time offenders and recidivism rates
Improving learning outcomes for 14-19 year olds including access and housing	Post-16 staying-on rates

PART 2

IMPROVING OUTCOMES - THE CONTEXT

Setting the Scene

Herefordshire covers about 840 square miles and has a population of approximately 177,800 (ONS Mid-2003 Population For Herefordshire). The County is sparsely populated with one of the lowest county population densities in England. Approximately one third of the population live in Hereford City; a fifth in the five market towns and almost a half in the rural areas. The city of Hereford is the major centre for administration, health, education, shopping and employment. Herefordshire generally performs well in the services it offers for children and young people but it is also a low funded County.

There are 41,619 children and young people (C&YP) aged 0-19yrs living in Herefordshire (Sept. 2005). The County's population contains a slightly lower proportion of 0-19 year olds (24%) compared with 25% nationally. From 2003 to 2011, however, the number of 0-19 year olds is expected to fall by 10% compared with 4% nationally (Herefordshire Population Forecast). This is already apparent. There were over 2200 16 yr. olds in the County in Aug. 2005, but fewer than 1700 1 yr. olds. This will present challenges to the viability of current service structures and will be a driver for change.

Herefordshire is a beautiful rural county, however, this disguises the fact that there are areas of poverty and deprivation. The challenge of relatively small numbers, isolation and pockets of deprivation are significant policy considerations in the development and delivery of flexible and accessible children's and young people's services across the County. The most deprived areas are within Hereford City (South Wye and Central) and Leominster, (Index of Multiple Deprivation, 2004, Page 5).

Herefordshire has a significant number of small schools, both secondary and primary, many of which are affected by rural isolation and long journey times for pupils; 36 primary schools have fewer than 100 pupils and five high schools have numbers below 600. Those young people who wish to attend university have to leave the County and some seek better employment opportunities elsewhere.

In the 2001 Census, 3.4% of the population is from minority ethnic communities including a relatively large Gypsy population. There has been a recent growth in minority ethnic groups in Herefordshire from the expanded European Union. The permanent ethnic minority population has a younger age profile, better health and a higher proportion living in rented accommodation, (2001 Census).

Herefordshire Council currently shares boundaries with Herefordshire Primary Care Trust (PCT) and the Herefordshire Division of the West Mercia Constabulary. The County is characterised by strong strategic and professional multi-agency partnerships.

Overall Performance

Services for C&YP have been the subject of a Joint Area Review which took place in September 05. The Inspection Team identified our strengths and areas for improvement. Herefordshire performs at average or above in most areas relating to the outcomes for children and young people. However, serious weaknesses in Staying Safe were highlighted in the Joint Area Review. Most services for children and young people are generally effective and are making a

difference. One of the underlying factors in achieving this is the strength of partnership working both strategically and at operational level.

The majority of health indicators for children and young people in Herefordshire are satisfactory or above and there is access to a number of single and multi-agency services which are highly rated. Early years provision in Herefordshire is good with universal provision for four year olds being achieved ahead of target. The quality of independent settings is high and nursery provisions in the maintained sector have received very positive Ofsted ratings.

Overall performance for children in need of referral and assessment (Staying Safe) is currently under review as a result of the Joint Area Review which assessed the overall contribution of services to keeping children and young people safe as inadequate. The Child Concern Model is being substantially strengthened and this will ensure improved outcomes. A full-scale review of safeguarding arrangements and thresholds for intervention is underway. Overall performance for Looked After Children is good and improving. Consistently good results for short and long term placements have been achieved within family settings.

Overall, Herefordshire schools perform well. Herefordshire has developed a child-focused method of funding additional resources for children with special educational needs. This banded funding is having a positive effect both on the rate of statementing and on inclusion in schools. There is a tripartite shared budget for specialist placements for children with complex needs. A joint Service Manager has been appointed to progress development of integrated frontline services for children with disabilities.

For many young people leaving school, there are good opportunities for higher education, employment and training in Herefordshire. The 14-19 Inspection, 2005, stated that performance was 'good' in all areas apart from one, which was rated as 'satisfactory'. Connexions exceeded its key target for achieving a 10% reduction in the percentage of 16-18 year-olds not in education, employment or training. Housing for vulnerable young people and for care leavers is an identified problem.

Crime rates in Herefordshire are generally below the national average and have been falling in contrast to the national situation. However, there is a rise in alcohol related crime. Drug related offences are below 'most similar' Crime and Disorder Reduction Partnerships. Herefordshire Community Safety and Drugs Partnership are effective in both prevention and containment. The Youth Offending Service inspection report, 2005, stated that outcomes for children and young people are being addressed 'satisfactorily'. Offending behaviour has been reduced by 9% across all cohorts.

The Council is rated as being at Level One of the Equality Standard. It is currently engaged in the third year of diversity impact assessments of all its policy and practice, with a reviewed Race Equality Scheme. The Community Youth Service delivers youth work from nine Council owned youth centres and outdoor education facilities located across the County. In rural areas youth work is delivered, either through rented locations such as village halls, or via mobile provision. In 2004-5, the Youth Service worked with 1,785 young people aged 13-19 yrs. The service was assessed as adequate in the Joint Area Review apart from the quality of curriculum and resources which was inadequate.

There are many other Council services, partners and the voluntary agencies delivering services contributing to the five outcomes for children and young people in the County, ranging from transport to leisure activities.

THE PRIORITIES FOR IMPROVING OUTCOMES IN HEREFORDSHIRE

Introduction and explanation of our analysis

The following priorities are the subject of interagency working parties which convened to answer four simple questions

Where are we now?

Where do we want to be?

How are we going to get there?

How will we know we are making progress?

The following is a synopsis of their findings and deliberations. Not all of these priorities are as well developed as others and further meetings are planned over the next two years so that these aspirations and targets may be revised and extended. The process is a dynamic one and needs assessment, prioritisation and determining improvement targets is a continuous process.

The statements under the headings '**How are we going to get there**' represent an outline of the key actions needed to achieve improvements in our priority areas. The next step is to develop action plans with key performance indicators and specific targets to deadlines for all these priorities. This work is underway in some of the priority areas e.g., in staying safe with the JAR action plan and the 14-19 action plan, and is still to be developed in others.

Key targets and indicators

Targets have been derived from;

- ❑ Major plans including the Local Authority Corporate Plan.
- ❑ Government Dataset.
- ❑ Local Area Agreement targets (incorporating LPSAs).

These targets will form the basis of performance management for the Plan and progress will be reported to the Partnership Board on an annual basis.

BE HEALTHY

PRIORITY AREA

Improving physical and mental health

Key judgement

- Action is taken to promote children and young people's physical health
- Action is taken to promote children and young people's mental health

Where we are now

All services for children in Herefordshire contribute to an environment in which all children can live healthy lives but the health services clearly lead in this area. The Primary Care Trust offers routine health surveillance and health promotion, as well as a full range of other primary care services to children and young people and their families. The PCT commissions a full range of secondary care services, many of which are provided in the local hospital Trust. This includes advice and support to parents in areas such as healthy eating, breast-feeding and immunisation as well as acute, secondary and palliative care. Being healthy in Herefordshire was rated as good in our Joint Area Review and our performance against national and similar areas is generally in line or above national averages.

Joint Area Review Comments

Strengths:

- The combined work of all local services in securing the health of children and young people is good.
- There is effective promotion of healthy lifestyles.

Improvements Needed:

- Poor dental health of 5-12 year olds.
- Capacity of the Drugs Action Team.
- LDD assessment and planning processes are not always well co-ordinated across agencies.
- The provision of occupational therapy services is unsatisfactory.

Where we want to be (Preliminary analysis)

- Improve oral health of children and young people.
- Reduce childhood obesity.
- Improve sexual health services for young people.
- Decrease smoking in young people.
- Commission effective specialist/ secondary services for children and young people.
- Encourage breastfeeding.
- Implement NSF by 2014.
- Develop Comprehensive CAMHS services.
- Improve Tiers 1-4 CAMHS activity recording.
- Improve access to Tiers 1-4 CAMHS services.
- Improve services for children whose parents have mental health problems.
- Implement Children's NSF Standard for CAMHS.

How we are going to get there

- Ensure dental care for Looked After Children is protected despite the service changes prompted by changes to the dentists contract in April 2006.
- Develop and implement the obesity strategy across the county.
- Produce an obesity resources pack for all those who work with children and young people.
- Introduce robust height and weight measurement of children in Reception year and Year 6.
- Target young people to stop smoking.
- Develop satellite sexual health services in market towns to improve access for young people.
- Maximise community pharmacy contribution to sexual health services.
- Explore the possibility of fluoridation of water supply subject to feasibility and public consultation.
- Work in partnership to improve significantly the number of schools achieving the Healthy Schools Standard from the 2005 base.
- Create an integrated acute and community paediatric service.
- Establish a breast feeding, peer support intervention, focusing on teenage mothers across the county and all women in South Wye.
- Using the multi-agency Children's Implementation Group to oversee the implementation of the NSF.
- Project plan for children's respite care.
- Review capacity of Drugs Action Team.
- Agree a multi-agency CAMHS strategy, through the CAMHS Partnership Board.
- Ensure close working with the Youth Offending Team.
- Upgrade facilities at the Linden Centre to maintain improving waiting times.
- Ensure priority system for vulnerable groups such as children and young offenders is maintained.
- Develop tier 1 generic staff training programme.
- Develop services for children and young people with conduct disorders.

How will we know we are making progress?

BE HEALTHY
• Increase in % of 2 year olds who are up-to-date with MMR immunisation from 2004/2005 baseline
• Increase in the % of babies who are breast fed in the county from 2004/2005 baseline
• Increase in the % of babies born to South Wye mothers who are breast fed from 2004/2005 baseline
• Improvements in % of 5 year olds free from dental decay from 2001/2002 baseline
• Reducing year on year rise in obesity among children under 11 by 2010
• Reducing teenage conceptions by 50% from 1998 by 2010
• Reduce hospital admission rates for accidents among children from 2002 baseline
• Improvements in access to CAMHS

STAY SAFE

PRIORITY AREA – Developing the Child Concern Model (JAR Action Plan)

Key judgements:

- The incidence of child abuse and neglect is minimised
- Agencies collaborate to safeguard children

Where we are now

Children in Herefordshire are provided with services to try to ensure that they are safe. However, the Joint Area Review regarded the overall contribution of services to keeping children safe as inadequate. The council with its partners are working to improve substantially performance in areas of concern. Further implementation of the Child Concern Model should ensure that all agencies work together to prevent children suffering harm. The safeguarding of children is regarded as the responsibility of the whole community. Good partnership arrangements exist and will be further strengthened. Outcomes for Looked After Children are generally better. All these children have an allocated social worker and the Council has achieved a consistently high performance in placements.

Joint Area Review Comments

Strengths:

- Some good support to prevent family breakdown, abuse and neglect.
- Some individual casework by social workers is good.
- Good support overall is provided for young people in the care of the local authority.

Improvements Needed:

- Processes to be adopted to address the recommendations of the Joint Area Review Report regarding safeguarding and Social Care.
- The implementation of the Child Concern Model needs strengthening.
- Criteria for involvement of social workers are set too high.
- Capacity to fill gaps by other services is not there.
- Training and support needs to be addressed.
- Support to families with children with LDD needs strengthening.

Where we want to be

- Further development and implementation of the Child Concern Model.
- All frontline staff will be thoroughly conversant with the CCM through training programmes and supervision.
- Consultants will be available to advise and support Child in Need meetings.
- All frontline staff will be comfortable and conversant in its use and application.
- Safeguarding will be regarded as a corporate responsibility to which all agencies are committed and all agencies will collaborate to safeguard children.

- Procedures will be in place so that all children in Herefordshire will be safe from abuse and neglect.
- The aim is to have in place a fully revised and fully enabled CCM as the framework to safeguard children and young people in Herefordshire by June 2006.

How we are going to get there

- Processes to be adopted to address the recommendation of the Joint Area Review Report regarding safeguarding and Social Care.
- Establish interagency agreement on the criteria for referral.
- Establish consensus about thresholds across all agencies.
- Provide an extensive programme of training for all frontline staff.
- Provide close supervision, via consultants, for Child in Need meetings.
- Consult with front line staff and monitor progress.
- Provide continuous evaluation of the model.

How will we know we are making progress?

STAY SAFE
• Full implementation of the Child Concern Model
• Positive evaluations of the Child Concern Model
• Reduce the number of C&YP killed or injured in road traffic collisions
• Fewer admissions to hospital due to injuries under 18yrs
• Improved Health and Safety provisions in PRUs
• A higher proportion of social workers per child population
• The number of children on the CPR in line with statistical neighbours
• A lower number of CPR re-registrations
• A higher number of first time registrations as a proportion of all registrations
• A rise in de-registrations from the CPR
• A lower percentage of children subject to S47 leading to a case conference
• Reduce the number of young people (under 25 years old) who are victims of crime in Herefordshire by 6% by 2007/08
• Reduce young people (under 18 years) as victims of violence against the person by 10% in Herefordshire by 2007/08

ENJOY AND ACHIEVE

PRIORITY AREA

Improving standards in education, tackling underachievement and Improving opportunities for recreation

Key judgements;

- Early years provisions promote children's development.
- Action is taken to ensure that 5-16yrs education is of good quality.
- Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way and educational training is of a good quality.
- All children and young people can access a range of recreational activities including play and voluntary learning provision.

Where we are now

Herefordshire's children and young people enjoy and achieve well in comparison with national averages and with pupils in similar authorities. A variety of services contribute to these good outcomes. The education system in Herefordshire contains many high performing institutions in all phases of education, and in partner organisations including early years settings, colleges of further education and work based learning providers. There is a shared commitment to continuous improvement and partnership working. As schools continue to feel the impact of falling rolls, there will be a greater challenge to maintain the quality and breadth of the curriculum. The Youth Service offers various recreational facilities to over 1500 young people. The Youth Service was regarded as adequate in the Joint Area Review, apart from the quality of curriculum and resources which was assessed as inadequate.

Joint Area Review Comments

Strengths:

- The overall contribution of services to helping children and young people enjoy their education and recreation and to achieve well is good.
- Children are prepared well for school by early years provisions.
- Quality of education in most schools is good overall.
- Schools are challenged and supported effectively to improve.
- Support for improving pupil behaviour is good.

Improvements Needed:

- Tackle the standstill in KS2 performance in '05.
- Challenge schools who are coasting at KS4.
- Raising the attainment of low-achievers in KS4.
- Transport difficulties are barriers to recreation.
- Special educational needs assessment and planning is not well integrated into the CCM.
- The quality of curriculum and resources offered by the Youth Service.
- Review of school provisions to improve standards of teaching and learning.

Where we want to be

- Sustain and further develop the good quality early years provision
- Further consolidation of the prevention and intervention work of the EYDCP
- Sustain and further develop the good quality of education offered in most schools, colleges and work-based learning providers.
- Extend the range of curriculum courses offered by the school Sixth Forms.
- Improve the overall percentage of pupils achieving 5A*-C including maths and English.
- Reduce the percentage of pupils leaving school with no qualifications.
- Achieve a step change in performance at Key Stage 2 mathematics to mirror the significant improvements already seen in English.
- Raise the overall performance of boys in primary and secondary schools.
- Promote better educational outcomes for vulnerable groups.
- Children involved in environmental issues through initiatives such as the Eco school scheme.
- Provide a wide range of positive activities for children and young people that are responsive to their needs and encourages them to shape the services they receive (Youth Green Paper).
- More young people volunteer and become involved in their communities (Russell Commission).
- "Enhancing quality of life" by...and providing more opportunities for physical activity and access to a choice of leisure and cultural opportunities (Sports Development Service Plan 2006-7).
- Young people contribute and influence the vibrancy of Herefordshire through taking part in cultural activities.

How we are going to get there

- Tackle the standstill in KS2 performance in '05.
- Challenge schools who are coasting at KS4.
- Raise the attainment of low-achievers in KS4.
- Maintain a school improvement team who work with schools to raise standards and implement the national, and other related strategies.
- Implement and achieve the targets set out in the Local Area Agreement and Local Public Service Agreement.
- Further develop and resource a Children's Services data unit that emphasises the importance of pupil level targets and tracking, and conversion rates.
- Implement the AWI action plan.
- Review the provision of school places to ensure resources are used to best effect.
- Ensure that there is positive action to promote better educational outcomes for vulnerable groups and travellers in particular
- Through partnerships and commissioning with the voluntary, community and business sectors map all positive activities and opportunities available and publicise to young people.
- Support school / club links using education resources to sustain leisure development.
- Manage the Council's interests in the delivery of facility based Leisure Services (i.e. Leisure Centres, Swimming Pools and Sports Clubs).
- Through the Cultural Consortium Partnership run cultural programmes in schools and community locations (DRAFT Cultural Services Business Plan 2006-7).

How will we know we are making progress?

ENJOY AND ACHIEVE
• Improve the number of new out of school hours child care places (LAA)
• Increase % of 3 yr olds who have access to good quality free early years education places in the voluntary private and maintained sectors.
• Value added between Key Stage 1-2 improved
• Improved results for Science at GCSE
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 maths
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English
• Improved results for 1 or more GCSEs A-G (LPSA2)
• Improved results for children achieving 5 or more GCSEs at grades A-C or equivalent (LAA)
• Improved results on school inspections of <ul style="list-style-type: none"> - Leadership and management - Pupil attitudes - Behaviour and exclusions
• Fewer fixed term and permanent exclusions
• Schools meeting National Health Schools Standards in accordance with DfES targets
• More children achieving 5+ GCSEs being educated in alternative settings
• Fewer half days missed due to absence in primary and secondary schools maintained by the authority (LPSA 12 c&d)
• Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12)
• Improved results for 1 or more GCSEs for Looked After Children (LPSA 2G Target 13)
• Fewer children and young people with a statement of SEN
• More statements of SEN completed within deadlines
• Fewer SEN tribunals
• More reviewed and discontinued statements of SEN
• Integrated processes for LDD
• Increase the % of the total youth population aged 13-19 in contact with the youth service
• Improved opportunities for children with LDD in education and training

MAKE A POSITIVE CONTRIBUTION

PRIORITY AREA **Reducing anti social behaviour**

Key judgements;

- Action is taken to reduce anti social behaviour by children and young people.
- Action is taken to prevent offending and reduce re-offending by children and young people.

Where we are now

Children and young people are supported in making a positive contribution by many agencies. Pupil engagement in citizenship is high and every high school has a school council. We are strengthening the participation of young people through the Youth Council and the Shadow Partnership Board. Crime rates are generally lower in Herefordshire than elsewhere and offending behaviour has been reduced by 9% in recent years. Herefordshire Community Safety and Drugs Partnership contribute to improved outcomes. The quality and availability of early years provisions is good. This outcomes area was rated as good in our Joint Area Review.

Joint Area Review Comments

Strengths:

- The overall contribution of services in helping children and young people to contribute to society is good.
- There are good opportunities to express views by children and young people – particularly in schools.
- Consultation with LAC is good.
- Support for children dealing with major challenges and changes is good overall.

Improvements Needed: (JAR Report)

- Reduce the number of young people who become first time offenders.
- Reduce the number of young people who re-offend.
- More use of child advocacy service to support young people's contribution to planning and review of provision.
- Planning and review for children and young people with LDD is patchy.

Where we want to be

- Continued reduction in anti-social behaviour by working in an effective multi-agency network between Children's Services Directorate, Youth Offending Service, Police, Connexions, Probation Service, Community Safety and Drugs Partnership and all appropriate agencies.
- Identification, monitoring and support for children and young people assessed as being at risk of crime, disorder, anti-social behaviour and substance misuse.
- Provision of effective preventative work addressing crime, disorder, anti-social behaviour and drugs issues within and beyond all education phases, including early years.

- Further promotion of good race relations in accordance with the Race Relations (Amendment) Act 2000.
- Reduce the use of class A drugs and the use of any illicit drug among all young people, especially the most vulnerable.
- Action is taken to increase the participation of young problem drug users (under 18 years of age) in treatment programmes by 50%.
- Improved school attendance for persistent truants.
- Support parents and carers to improve their management of their children.
- Provision of more effective support for victims of crime, disorder, anti social behaviour and drug misuse.

How we are going to get there

- Reduce the number of young people who become first time offenders.
- Reduce the number of young people who re-offend.
- By implementing the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005/8.
- Through developing the Child Concern Model to incorporate crime and disorder, anti-social behaviour and drug misuse.
- By the Youth Offending Service and Police School Liaison Officers developing preventative programmes in schools to address crime, disorder, anti social behaviour and drug misuse and its consequences.
- By continuously reviewing and developing educational programmes regarding drug and alcohol misuse.
- Through identification of persistent truants and initiating appropriate follow-up action from schools and Education Welfare Service.
- By developing, establishing and integrating the multi-agency Prevent and Deter Programme (from the Prolific and Priority Offenders Scheme).
- Through improved support for children and young people and their parents who are engaged in the ASBO and ABC process.
- Delivery of 14-19 Action Plan with particular reference to vulnerable young people.
- By developing more positive and diversionary activities for children and young people.
- Developing a strategy to offer Parenting Courses where children and young people are involved in crime, disorder, anti-social behaviour and/or substance misuse.
- Develop family support and systems of early identification of children for all ages at risk of crime, disorder anti-social behaviour and drug misuse.
- Develop and communicate clear plans for identifying and supporting victims of crime and disorder, anti-social behaviour and drug misuse.

How will we know we are making progress?

MAKE A POSITIVE CONTRIBUTION
• Shadow Partnership Board fully operational and effective
• Improved voluntary and community engagement of children and young people
• Increased participation of all children and young people in school and youth councils
• Reduced number of racist incidents in schools
• Reduce levels of 1 st time offending
• Reduced first time entrants to the Youth Justice System (LAA)
• Reduced levels of re-offending (LAA)
• Increase the participation of young problem drug users under 18yrs in treatment programmes
• Reduce the percentage of fixed term and permanent exclusions
• Decrease in all forms of bullying behaviour

ACHIEVE ECONOMIC WELL-BEING

PRIORITY AREA

- **Improving learning outcomes for 14-19 year olds**
- **Improving access and housing**

Key judgements:

- a coordinated 14-19 Strategy is being implemented, which is based on an agreed set of performance indicators and improvement targets, and achieving improved outcomes in terms of:-
 - access to their curriculum entitlement for young people;
 - the achievement of all groups of learners when compared with benchmark data;
 - the quality of teaching and learning;
 - the level of resourcing for 14-19 learning;
 - guidance and support to enable more young people to access and remain in appropriate learning.
- Action is taken to ensure that young people have decent housing.
- Community regeneration initiatives address the needs of children and young people.

Where we are now

The proportion of young people in employment, further education and training in Herefordshire is above the national average and overall standards of attainment at Key stage 4 and 5 are high. The recent 14-19yrs Area Wide Inspection reported that provisions in Herefordshire are at least satisfactory and the Partnership Board has endorsed the Action Plan as a priority area. Provisions for early years are good and this supports the economic well-being of families in the County. The number of homeless families has been rising and is a cause for concern that will be addressed in this plan, for this reason the Joint Area Review rated this area as adequate.

Joint Area Review Comments

Strengths:

- A good 14-19 Strategy.
- Some further education provision is outstanding.

Improvements Needed:

- Improve post-16 staying-on rates.
- Strengthen transition planning for young people with LDD.
- Improve post-16 strategy for children with LDD.
- Strengthen opportunities for employment, education and training for Looked After Children.
- Shortage of suitable housing.
- Transition planning for children and young people with LDD is weak.
- Insufficient curriculum opportunities for vulnerable groups.

Where we want to be:

- Widespread awareness of, and commitment to, a 14-19 Strategy which is capable of delivering the national requirements.
- Senior managers signed up and working to an agreed, core set of performance indicators.
- A time-bound and resourced implementation plan is in place for the realisation of the 14-19 curriculum entitlement.
- Benchmark data is being used effectively to direct effort in improving achievement and outcomes for groups of young people.
- All teaching and learning is judged good or better in external inspection.
- All young people are aware of the 'things to do and places go' in the area (Youth Green Paper – Youth Offer).
- That all our customers have equal access to services they need.
- 'A balanced and affordable housing market, providing decent homes and sustainable communities, and ensuring opportunities for choice and independence for all residents in Herefordshire' (Strategic Housing –Service Plan 2006-7).
- Provide transitional, supported housing on low density developments (Supporting People Strategy 2005-10).
- Provide supported lodging scheme for young offenders (Supporting People Strategy 2005-10).

How we are going to get there

- Improve post-16 staying-on rates.
- Improve the effectiveness of the 14-19 Strategy Group.
- Improve the effectiveness of the 14-19 Strategy in the light of the national 14-19 Implementation Plan.
- Version 3 of the Plan produced incorporating agreed performance indicators.
- Baselines established for each indicator.
- Targets for improvement agreed.
- Methodology agreed for the collection and analysis of the data and for its resourcing.
- All providers are committed to collaboration.
- Curriculum advisory expertise is available.
- The implementation plan is incorporated in version 3 of the Strategy and its implementation supported by the core performance indicators.
- Effective means of measuring achievement of all groups of learners and of comparing this with benchmark data are in place.
- Data is being used to identify areas for improvement.
- Action is agreed to achieve improvement.
- Analyse reasons for learner withdrawal from courses and take appropriate action.
- Children's Services and LSC quality improvement strategies continue to build on good practice.
- Develop coherent 14-19 Continuous Professional Development (CPD) strategy for all Consortium partners.
- Continue to make the case for fairer funding for Herefordshire schools.
- LSC to work hard to maximise FE and WBL annual settlements.
- Work hard to secure, and to make best use of available development and capital funding.
- All young people and their parents/carers have access to impartial IAG.
- Area prospectus produced.
- Access for all young people to the full entitlement offer.
- Action resulting from the analysis of reasons for premature drop-out.

- Through the Herefordshire Accessibility Partnership provide tailored community transport services for young people to improve access to services (Local Transport Plan 2006-7).
- Further develop School Travel Plans linked to the Safer Routes to School initiative.
- Implement Equality Impact Assessments of all service areas and delivering the actions of the Comprehensive Equality Policy, the Race Equality scheme and the Disability scheme.
- Regularly identifying and responding to local accommodation needs.
- Improving the condition of public and private housing.
- Providing affordable and accessible accommodation.

How will we know we are making progress?

ACHIEVING ECONOMIC WELL-BEING	Priority Areas
• Increased up take of child care for all families	9
• Implementation of the 14-19 Action Plan and successful evaluation	10
• Improved performance in GCSE (or equivalent) performance tables	7
• Increased NVQ level 2 achievement at 19.	10
• Distance travelled in post-16 level 2 provision.	9
• Value Added in post-16 level 3 provision.	10
• Increased 16-18 participation rates in learning.	10
• Fewer 16-18 year olds in jobs without training.	10
• Fewer 16-18 year olds who are NEET.	10
• Increased % of teenage mothers, young offenders and care leavers in EET.	10
• Fewer drop-outs from post-16 learning.	10
• Rate of expansion of curriculum offer.	10
• External inspection grades for teaching and learning.	10
• Reduce the number of care leavers without appropriate accommodation	9
• Reduce the number of families in temporary accommodation	9
• Decrease the number of homeless young people	9
• Increase the number of Herefordshire residents aged 19yrs to achieving a skills for life qualification	10

VULNERABLE CHILDREN AND YOUNG PEOPLE (LDD & LAC)

PRIORITY AREA

Improving outcomes for children with Learning Difficulties/Disabilities
Improving outcomes for Looked After Children

Key judgements;

- Children and young people with LDD are helped to enjoy and achieve.
- Children and Young People with LDD are helped to make a positive contribution.
- Children and young people who are Looked After are helped to enjoy and achieve.
- Children and young people who are Looked After are helped to make a positive contribution.

Where we are now

There are many groups of very vulnerable children whose needs are covered by the five priority outcomes above. These include Travellers, Asylum Seekers and EAL. However, the two largest groups of very vulnerable children and young people in Herefordshire are those with Learning Difficulties/Disabilities and those who are Looked After. These children are considered separately here in line with the Ofsted Outcomes Framework.

Joint Area Review Comments

The JAR report recommended the following actions

- Ensure that there is a single referral, assessment and service planning framework for children in need which is consistently and effectively applied in practice.
- Ensure effective implementation of the multi-agency healthcare planning procedures for Looked After Children.
- Ensure appropriate Social Care support for the families of children with LDD.
- Ensure letter co-ordinated transition planning for all young people with LDD.
- Improve communications with parents and young people with LDD in terms of both the assessment of need and planning of provision.

Where we want to be

LDD

- A clear definition of LDD incorporating all aspects of SEN.
- All children with LDD identified and assessed as early as possible in accordance with NSF Standards.
- Earlier intervention to prevent problems escalating and to improve the outcomes for children and young people.
- A common assessment framework operating to ensure information sharing between partners and to streamline assessment.
- Greater transparency around assessment and the services available for children and their families.
- A multi-agency coordinated assessment of LDD reducing the number of professionals seen

- by the family and offering local access.
- A key worker/lead professional identified for every child with LDD.
- Improved training and employment opportunities for children with LDD.
- Improved access to supported living and housing.
- Care pathways and an interagency care plan following assessment for every child with severe LDD.
- Interagency involvement in transition arrangements for all C&YP with LDD.
- Improved Standard 8 of the NSF.

LAC

- We will achieve even better outcomes for Looked After Children.
- Further steps will have been taken to avoid children having to become looked after.
- Looked After Children will be provided with further opportunities to express their views and have them listened to.
- A wider range of care arrangements will have been secured for Looked After Children.
- Unmet health needs will have been addressed.
- Looked After Children will be further supported in achieving their educational potential.
- Looked After Children will be enabled to enjoy a range of cultural and leisure activities and helped to develop individual interests.
- Looked After Children will be supported when leaving care in education and training and with enhanced opportunities for employment.
- Support for access to accommodation on leaving care will be improved.

How we are going to get there

LDD

- Transition planning for young people with LDD.
- Post-16 strategy for children with LDD.
- Decisions needed about information sharing arrangements.
- A multi-agency Working Party to develop the common assessment framework.
- A multi-agency Working Party to develop the lead professional/key worker role and care planning.
- Protocols and procedures for transition arrangements in place.
- Implementation of JAR Action Plan for children and young people with LDD.
- Implementation of the 14-19yrs Action Plan.
- Development of multi-disciplinary LDD team including all relevant agencies.
- The development of an integrated LDD policy incorporating the CAF.

LAC

- Improve education, employment & training opportunities for Looked After Children.
- Improve educational attainments of Looked After Children through targeted support.
- Reduce Looked After Children school absence by tenacious tracking and early intervention.
- Intervene to prevent Looked After Children being excluded from school and minimise the impact for cover of exclusions.
- Ensure early intervention for all Looked After Children.
- Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.
- Increase the number of support staff available for Looked After Children in schools through positive action.
- Prioritise access to therapy and specialist assessment of needs of children Looked After.
- Raise awareness of outcome for children Looked After in order to improve them.

- Provide financial support to ensure participation in activities which build self esteem.
- Survey the views of Looked After Children including exit interviews.

How will we know we are making progress?

LDD

- Integrated process and assessment for LDD.
- Fewer children and young people with a statement of SEN.
- More statements of SEN completed within deadlines.
- Fewer SEN tribunals.
- More reviewed and discontinued statements of SEN.
- Improved opportunities for children with LDD in EET.
- Improved transition arrangements for children and young people with LDD.

LAC

- Increase % of LAC offered a health check in the year (LAA).
- Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12).
- Improved results for 1 or more GCSEs for LAC (LPSA 2G Target 13).
- Increased % of LAC in EET.
- Reduced number of care leavers without appropriate accommodation.

OUR PLANS FOR INTEGRATING SERVICES IN HEREFORDSHIRE

PRIORITY AREA

Integrating services and multi agency working

- **Our Plan for Integrating Services, Processes and Strategies.**

Herefordshire is very well placed to press ahead with plans to integrate the various services. We already have very good partnership working; boundaries of service provision are co-terminous and structures are in place such as the Children and Young People's Partnership Board and Children's Services.

The population in Herefordshire is thinly spread and a pattern of small market towns with problems of distance and access to services argue for co-located multi-professional teams. The government model is for community based 'service hubs', however, it may not be practical to deliver all services in this way. Developments in Children's Centres and in extended schools are already proceeding and this work will inform and shape the location of these service hubs. Developments are based around schools, as envisaged by government. This is closely linked to the development of Children's Centres and to the Extended Schools initiatives. There are 14 school partnerships. Based on an analysis of need and considerations of efficiency and effectiveness, a smaller number of partnerships are proposed based on school areas and PCT localities. These will be based on two high schools and their feeder primary schools in most instances. These children's services improvement partnerships will have a close relationship to the five current Primary Care Trust localities.

The proposed partnerships could be based around Bromyard, Ledbury, Ross-on-Wye, Golden Valley, Kington / Weobley, Leominster and Hereford City. The development of Extended School and Children's Centre provision should be linked and co-ordinated in these partnership localities, and access/transport considerations planned ahead. The partnerships would require a Herefordshire information sharing agreement; on systems developments based on the common assessment framework and leadership/co-ordination with clear lines of accountability to the Director of Children's Services and the Children and Young People's Partnership Board and eventually, the Children's Trust would commission services.

It can be seen that the concept of developing "service hubs" and their location in areas of relative deprivation is already well developed and comparatively straightforward in Herefordshire. A clear view of our long-term destination is apparent and this local framework is built on work already underway in developing service hubs in Herefordshire. It is accepted, however, that some services will best meet needs if they remain centrally organised (especially those for very small cohorts of children) and locally delivered in the partnership areas. The arrangements for multi-disciplinary working in the areas are properly still under discussion and areas remain to be designed between partner agencies. The key principle must be to place the needs of children and their families first. This broad vision was the subject of consultation in September 2005 and agreed by the Partnership Board in October 2005. (See appendix for further information).

Where we are now

- The Child Concern Model, launched in May 2004, has cross agency agreement.
- The C&YP Partnership Board have agreed to develop integrated services, processes and strategies and have a shared vision.
- Information sharing arrangements have been agreed between some agencies.
- There is an interagency working party developing a common assessment framework.
- Arrangements for the lead professional role have been agreed in broad outline by Health and Children's Services through the National Service Framework.
- An interagency working group is considering joint care plans in line with the National Service Framework requirements.
- The participation of children and young people has been developed.
- Hear by Rights standards for consultation have been adopted.
- A shadow C&YP Partnership Board of young people has been established.

The Joint Area Review report has recommended actions within 6 months for:

- Reviewing the threshold criteria for the Child Concern Model with all partners and ensure these are understood and consistently applied.
- Training and support of all front-line staff on the CCM.
- Addressing recruitment and retention difficulties.
- Ensuring written records are made of all contacts with the duty team.

Where we want to be

- Better integrated services, processes and strategies.
- Further implementation and consolidation of the Child Concern Model as per JAR Action Plan.
- An information sharing agreement between all agencies and protocols in place.
- A common assessment framework in place and being used by all the agencies.
- Lead professional appointed for every new referral at Level 1 & 2 of the Child Concern Model.
- Interagency care plans drawn up for every child at Level 1 of the model.
- Multi-professional teams established and holding regular meetings with coordination around local service hubs.

How we are going to get there

- Consultation with young people to support their participation in strategic planning.
- Restructuring of Children's Services Directorate.
- Stakeholder events to take place to ensure involvement by all relevant groups.
- A multi-agency working party will be formed to develop plans for integrating services, processes, strategies and co-location, for ratification by the Partnership Board.
- An Action Plan for further implementation of the Child Concern Model is now in place.
- A multi-agency working party is developing the common assessment framework, care planning and lead professional role: the work must be concluded by June 2006.
- Information sharing agreements will be developed in line with government guidance.
- Developing the Children's Workforce Strategy and common core of skills and knowledge.

WHAT RESOURCES ARE AVAILABLE?

Herefordshire Council operates an annual planning framework with resources being aligned to the ambitions set out in the Corporate Plan and the Herefordshire Strategic Partnership. Priorities within the Corporate Plan and the Herefordshire Plan form a basis for the priorities in the Children and Young People's Plan as detailed elsewhere. In addition the Council are committed to improvements in Staying Safe and specifically to the JAR Action Plan. The Children's Services directorate has an Operations Plan which sets out in detail how priorities relating to the Children and Young People's Plan will be met and resources are identified.

The Children and Young People's Plan attempts to draw in and co-ordinate the work across other agencies. The focus in the Plan has been to co-ordinate and integrate services around the five outcomes and to outline how we can move forward on the development of multi-agency teams; integrated processes (CAF, information sharing, etc) and integrated strategies. As this work develops it will be necessary to consider the potential of pooled budgets. It will be necessary to set out the scope, aims and benefits of pooling arrangements as well as governance and financial arrangements. There are already some good experiences in Herefordshire of such arrangements, e.g. JAM (Joint Agency Meeting for out county placements). A legal agreement might set out responsibilities, service standards and management arrangements. The Local Area Agreement is another example of our commitment to pooling and aligning budgets.

There is already a significant investment in services for children and young people in Herefordshire, and much of this is in staff. By way of illustration, selected whole time equivalent staffing levels are shown below. The local challenge is for the Partnership Board to create a shared vision so that all staff in children's services work to commonly agreed priorities implementing the policy frameworks set out in this Plan.

To develop joint commissioning and explore pooled budgets, all partners will need to understand better their current spend and commissioning arrangements, and this work will be taken forward in 2006/2007. This year will also see progress in identifying which budgets might be appropriately considered for pooling arrangements. Governance arrangements will also be further developed.

Some current staffing resources include: (Approx numbers only)

- 2 Child Psychiatrists
- 46 Medical Staff in Hospital Paediatric Services
- 73 Hospital Paediatric Nursing Staff
- 2 Community Paediatricians
- 7 Educational Psychologists
- 43 Social Workers
- 24 Children's Therapists
- 7 Youth Counsellors
- 17 Youth Offending Staff
- 23 Operational Probation Staff
- 6 C.P. Police Officers
- 7 EWOs
- 27 Connexions Personal Advisers
- 20 Youth Workers
- 9 School Nurses
- 25 Advisers/Inspectors
- 36 Centrally retained Support Teachers
- 1282 Teachers in schools
- 30 Health Visitors
- 24 G.P Practices
- 87 Midwives

Workforce Strategies

In order to achieve the best services for our County's children we need to have a workforce which is skilled, effectively led and supported. We aim to ensure that staff work together across professional boundaries so that the child is at the centre of any service delivery.

The development of a Children's Workforce Strategy in 2006 will reflect the vision of reducing professional boundaries; increase the common understanding of each other's role, approach and language.

The CYPP Board are sponsoring in the Spring of 2006 a scoping day for all agencies. This work, with the support of the Children's Workforce Development Service, will be shaped into a Strategy over the next three years.

The key challenges focussed upon will be:-

- Recruitment and Retention
- Development of staff and core skills
- Integration of services
- Strengthening of our leadership, management and supervision

Conclusion

In this Plan we have outlined an exciting programme for improving the delivery of services for children and young people. There is a considerable amount of work to be done on this improvement journey but we have begun to detail the destinations and the route maps. The Plan is ground breaking; for the first time we have had the full participation of a range of agencies, professional groups and children, young people and their families. We have started to work together in deciding on what needs to be improved and how we might do this in an integrated and coordinated way. The Plan and our progress will be reviewed by April 2007.

GLOSSARY FOR CHILDREN AND YOUNG PEOPLE'S PLAN

A3, C20, C21	Performance indicators
ACPC	Area Child Protection Committee
APA Indicators	Annual Performance Assessment
ASBO	Antisocial Behaviour Order
AWI	Area Wide Inspection (14-19)
BVPI	Best Value Performance Indicator
CAF	Common Assessment Framework
CAMHS	Child Adolescent Mental Health Service
CASS	Children's and Students' Services
CCM	Child Concern Model
CDC	Child Development Centre
CDDR	Crime Disorder and Drugs Reduction
CDRP	Crime and Disorder Reduction Partnerships
CLD	CLD Youth Counselling Service
COMPACT	Agreement with the Voluntary Sector
CP	Child Protection
CSCI	Commission for Social Care Inspection
CSDP	Community Safety Drugs Partnership
CYPP	Children & Young People Plan
DDA	Disability Discrimination Act
DfES	Department for Education & Skills
DIS	Delivery Improvement Statement
EDP	Education Development Programme
EDP	Education Development Plan
EET	Education, Employment and Training
ELSS	Education & Learning Support Service (Looked After Children)
EP	Educational Psychologist
ESA Standards	Environmental Safety Awards
EWO	Education Welfare Officer
EYDCP	Early Years Development & Childcare Partnership
GCSE	General Certificate of Secondary Education
GP	General Practitioner
HASH	Hereford Association of Secondary Heads
HAT	Herefordshire Aftercare Team
HEP	Herefordshire Equality Partnership
HHSP	Herefordshire Healthy Schools Partnership
HLSS	Herefordshire Learning Support Service
HPS	Herefordshire Psychological Services
IFP	Increased Flexibility Programme
IMD	Index of Multiple Deprivation
IMPACT	Integrated, Modernisation, Planning and Change Team
IRT	Identification, Referral and Tracking
ISA	Information Sharing Assessment
KITE	Children with Disabilities Multi Agency Centre
KS (1,2,3,4)	Key Stage (1, 2, 3, 4)
KSF	Knowledge and Skills Framework
LA	Local Authority
LAC	Looked After Children
LDD	Learning Difficulties and Disabilities
LPSA	Local Public Service Agreement

LSC	Learning & Skills Council
LSCB	Local Safeguarding Children's Board
MAPPA	Multi Agency Public Protection Arrangements
MBSS	Medical and Behavioural Support Service
MIS	Management Information System
MMR	Measles, Mumps and Rubella
NCH	National Children's Homes
NEET	Not in Education, Employment or Training
NHS	National Health Service
NOF	New Opportunities Fund
NPFA	National Performance Framework Assessment
NSF	National Service Framework
NVQ	National Vocational Qualification
ONS	Office National Statistics
OT	Occupational Therapy
PAF	Performance Assessment Framework
PANDA	Performance and Assessment Data
PASS	Physical and Sensory Support Service
PCT	Primary Care Trust
PE	Physical Education
PEC	Professional Executive Committee (of PCT)
PEP	Personal Education Plan
PFI	Private Finance Initiative
PIs	Performance Indicators
PLASC	Pupil Level Annual School Survey
PRU	Pupil Referral Unit
PSHE	Personal, Social & Health Education
QCA	Qualifications and Curriculum Authority
QTS	Qualified Teachers
ROSPA	Royal Society Prevention Accidents
RSL	Registered Social Landlord
SA	Statutory Assessment
SACRE	Standing Advisory Council for Religious Education
SCBU	Special Care Baby Unit
SCITT	School Centred Initial Teacher Training
SEN	Special Educational Needs
SFSS	School's Formula Spending Share
SHYPP	Supported Housing for Young People Project
SIS	School Improvement Service
SLA	Service Level Agreement
SOP	School Organisation Plan
SRD	Staff Review & Development
STI	Sexual Transmitted Infection
VI	Visually Impaired
WRVS	Women's Royal Voluntary Service
YOS	Youth Offender Service
YS	Youth Service



IMPLEMENTING ELECTRONIC GOVERNMENT 6 RETURN

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

30TH MARCH, 2006

Wards Affected

Countywide

Purpose

To seek Cabinet's approval of the Implementing Electronic Government return (IEG6).

Key Decision

This is not a key decision

Recommendation

THAT Cabinet approve the IEG6 return.

Reasons

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against central government's 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from the investment in e-government and the use of IEG funding in individual local authorities

Considerations

1. This is the seventh time the Council has been required to submit an IEG return to central government to set out how it has or plans to achieve improvements in customer focused services underpinned by information technology. The ODPM has provided a prescriptive format that cannot be changed and this is essentially a technical document. The ODPM has mandated that the IEG6 return be submitted through the use of an electronic toolkit (ESD-toolkit); this toolkit has been used regularly to monitor local progress in the delivery of e-government through to March 2006 and is also used to submit the Council's Annual Efficiency Statement.
2. Self-assessment against priority outcomes again appears in this IEG return. These priority outcomes provide a focus for reaching 100% e-enablement of services by December 2005 and shift the onus onto the service areas. Priority Outcomes are defined in a detailed and specific way to overcome some of the interpretations possible under BVPI 157. During October 2004 an exercise was carried out to allocate responsibility for each priority outcome to the appropriate Director and Department head.

Further information on the subject of this report is available from Julie Holmes Head of Information Technology and Customer Services on telephone 01432 260403

3. This particular return marks the end of the IEG programme and will be used as a key reference document in the audit process for assessing how related grant funding has been used.

Risk Management

4. The IEG6 return is a required reference document providing evidence to auditors of how IEG grant funding has been used.
5. The Herefordshire Connects programme has impacted the short-term delivery timescales for IEG targets as certain projects have been suspended. However, in the longer-term, this programme will offer greater and more sustainable service improvement opportunities as well as taking into account the requirements of IEG through adopting a strategic approach to both ICT and IEG.

Consultees

The IEG6 return has been produced as a consequence of a Council wide collaboration to collate and validate the information provided within the report.

Background Papers

None identified.



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: Herefordshire Council

IEG Contact Name: Julie Holmes

Email: jholmes@herefordshire.gov.uk

Telephone No: 01432 260225

Local Context

The Corporate Management Board of the Council has recently approved a programme of work to build on the existing service plans of the council and create a Council Transformation Business Case to make substantial improvements to and efficiencies in the way the organisation delivers services to the communities of Herefordshire. This programme is known as 'Herefordshire Connects'.

Herefordshire Connects will articulate a 5-year vision for the delivery of critical Council Services through a series of both directorate and cross-cutting service improvement plans, which will outline the key priorities and the relevant projects needed to implement relevant service improvement. At the same time a supporting ICT strategy will be created that describes the necessary ICT application and technical infrastructure to support the service improvement activities. It must be noted that Herefordshire Connects is NOT an ICT lead initiative; it is a business-led transformation programme that will make best use ICT, where appropriate, to enable the changes that the organisation needs to achieve.

As the first phase of this programme, an initial 13-week strategic review has been started from the beginning of 2006. This first phase is supported by an external services partner – Axon – and a dedicated team from across all of the Council's directorates. Axon were chosen for this work based on their experience with other local authorities in this field and the capability to use a template based approach.

This first phase will produce:

- Service Improvement Plans (SIP) for each directorate. This will provide a business context in which both the initial projects can be determined and the ICT strategy designed. The SIP will include a summary of key projects the directorate will undertake in the next 3-5 years as well as the associated costs and benefits. The programme of work will be prioritised based upon need, cost and risk.
- A Council Transformation Business Case. The directorate specific SIPs above will be consolidated into a council business transformation business case.
- Detailed Business Cases for each of the initial projects. This will include (a) statement of how the project supports council priorities (b) implementation options (c) proposed approach and solution (d) detailed costs (e) detailed benefits and outcomes (f) proposed delivery approach – internal or external.

As a consequence of this programme, all other projects apart from a small number of key enablers (e.g. upgrade of ICT network infrastructure) are on hold pending the outcome of this review. This is necessary to limit any potential investments in solutions that will not fit in with the long-term vision of the Council. This decision has had a small impact on a number of planned projects to meet IEG criteria. However through this strategic approach and the

incorporation of IEG requirements into the transformation programme, the Council will better meet the goals, aspirations and service improvement opportunities offered through e-Government in the longer-term.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 01/11/2004	Amber 01/11/2004
	Comment: Project on hold due to infrastructure of website/services being updated as part of the Herefordshire Connects programme.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005
	Comment:	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 01/11/2004	Amber 01/11/2004
	Comment: Project on hold due to infrastructure of website/services being updated as part of the Herefordshire Connects programme.	
If already 'green' on R1, R2 & G1 above please comment on	Comment:	
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 31/12/2005	Green 31/12/2005
	Comment:	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 31/12/2005	Green 31/03/2006
	Comment: Liasing with the Youth Justice Board to implement an exchange of secure e-mails between Service providers.	
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 01/03/2005	Green 31/03/2006
	Comment: Herefordshire's County Portal is due to go live by 31/3/06. This will allow local organisations, community groups and clubs the ability to maintain their own information online.	
If already 'green' on R3, R4 & G2 above please comment on	Comment:	
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2004	Green 01/01/2004
	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/01/2005	Green 01/01/2005
	Comment:	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 10/11/2005	Green 10/11/2005
	Comment: All future consultations to be performed using corporate standard software allowing both the Council and Herefordshire Partnership to engage with the citizen.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/12/2005	Green 31/12/2005
	Comment: Video streaming has been enabled to support communications strategy relating to policies .	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:	
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 31/12/2004	Amber 31/12/2004
	Comment: Priority Outcome is being developed under the Integrated Customer Services Work Package, as part of the Herefordshire Connects programme.	
R8 Online receipt and processing of planning and building control applications.	Green 31/08/2005	Green 31/08/2005
	Comment: The Planning Portal and integration and availability of UK Planning implemented	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 30/12/2005	Green 30/12/2005
	Comment: Corporate GIS implemented	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/02/2005	Green 31/03/2006
	Comment: Sharing of Trading Standards data between councils has been implemented via the West Midlands hub based at Coventry. But that due to demand Hereford Council will be in the next round of Local Authorities to go live.	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Green 30/12/2005	Green 30/12/2005
	Comment: On-line forms and e-consultation available for electronic submission. Scanned copies of submitted plans to be available as part of GIS project.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/08/2005	Green 01/08/2005
	Comment: An e-procurement solution has been deployed across the Authority for ICT and consumables procurement. This provides the potential for a wider roll-out should future efficiency savings be identified.	
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/04/2004	Amber 01/04/2004
	Comment: The work which will achieve this outcome is part of the new Herefordshire Connects, and will be fully met by the Integrated Customer Services and Integrated Support Services work programmes. Implementation of this strategy will commence from April 2006.	
G9 Regional co-operation on e-procurement between local councils.	Red 01/04/2006	Red 01/04/2006
	Comment: The Authority and our partners in West Mercia Supplies [Worcestershire, Shropshire & Telford & Wrekin] are working closely with WMCoE, but have no firm projects in place at this point in time.	
If already 'green' on R9, G8 & G9 above please comment on	Comment:	
E5 Access to virtual e-procurement 'marketplace';	Comment:	
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:	
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:	
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 30/04/2005	Green 30/04/2005
	Comment: Improved e-Payment solution implemented on the Council's Internet site.	
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/08/2005	Amber 01/08/2005
	Comment: As part of the Corporate review, known as Herefordshire Connects, this has been identified as part of the Service Improvement Programme and as such will be included in future developments.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/01/2003	Green 01/01/2003
	Comment: The council has provided on-line payment facilities for the last 2 years via the internet. However the most efficient and cost effective e-method of payment is Direct Debit. This Council has increased direct debit payments for the past 4 years and collection figures have also improved consistently over the same period.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/08/2005	Amber 01/08/2005
	Comment: As part of the Corporate review, known as Herefordshire Connects, this has been identified as part of the Service Improvement Programme and as such will be included in future developments.	
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 26/04/2005	Green 26/04/2005
	Comment: Online reservations of library books available with effect from April 2005.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Amber 01/07/2005
	Comment: Herefordshire Council outsource their Leisure facilities to HALO Leisure Services. They have recently decided to disengage from the Councils ICT environment, therefore all planned projects are on hold.	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Current systems support the booking of library, sports and leisure services via membership cards using a swipe facility. A policy for the Council's adoption of smartcards is not yet in place though we are in consultation with regional bodies (Black Country Consortia) as to how this may be achieved.	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/01/2004	Green 01/01/2004
	Comment: A web-based timetable information and journey planner is available through deep links from Council Website.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 30/11/2005	Green 30/11/2005
	Comment: Public e-consultation recently implemented. Past consultations available on-line.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Downloadable "Challenge" form now available on the web-site. The work which will achieve this outcome is part of the Herefordshire Connects. Implementation of this strategy will commence from April 2006.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 30/12/2005	Green 30/12/2005
	Comment: This is included in Phase I of GIS project due for delivery December 2005	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 31/12/2005	Amber 31/12/2005
	Comment: Housing & Council Tax benefit "one-stop" resolution is part of the Herefordshire Connects project.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 31/12/2005	Green 31/12/2005
	Comment: Currently customers can download a claim form from the web, where there is also a benefit calculator. The web pages are updated regularly. Started implementation of online form with completion anticipated during December 2005.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/06/2005	Amber 01/06/2005
	Comment: Due to the embargo on completing the implementation of all the Academy modules this is now being addressed via the Herefordshire Connects project.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:	
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/12/2005	Green 31/12/2005
	Comment: A Public Contact Officer has been recruited and part of the remit of the post will be to cover this element. It is anticipated that information will be available from 31/12/2005.	
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Amber 19/09/2005	Amber 19/09/2005
	Comment: An Electronic Social Care Record forms part of the Herefordshire Connects. Implementation of this Strategy should commence in April 06.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/11/2004	Red 01/11/2004
	Comment: Herefordshire Connects intends to support ICS and IS index through its Integrated Customer Services. This will enable Common Assessment Framework to be used.	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/09/2004	Amber 01/09/2004
	Comment: The Single Assessment Process is included and forms part of Herefordshire Connects. Implementation of this Strategy should commence in April 06.	
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/01/2004	Green 01/01/2004
	Comment:	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/03/2004	Green 31/03/2004
	Comment: Policy and guidance has been developed. Flexible Working Guidance for Employees (Council internal document), plus presentation overheads. Flexible Working Policy and Guidance (Council internal document). Member Development programme in place (internal Council document).	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 31/12/2005	Green 31/12/2005
	Comment: Flexible Working policy and guidance in place includes supporting home working. Detailed employee guidance also in place re terms and conditions.	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2005	Green 31/03/2005
	Comment:	
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:	
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and will be fully met by the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/03/2004	Green 01/03/2004
	Comment: Signed contracts are in place with partnerships for website content which underpins council website.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Green 31/12/2005	Green 31/12/2005
	Comment: The adoption of ISO 15489 methodology is captured within the Policy document for Records Management. Work will be on-going to manage all records within a corporate records system, including an electronic record management system this programme of work will be included in the next phase of Herefordshire Connects.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/03/2005	Green 31/03/2005
	Comment: Software is in place to monitor compliance of published web/intranet content with AA standard at 78%, with 100% to be achieved by December 2005. Actively working towards AAA standard and RNIB "See It Right" accreditation	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/01/2004	Green 01/01/2004
	Comment:	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 30/09/2005	Green 30/09/2005
	Comment:	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/04/2004	Green 01/04/2004
	Comment:	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/12/2005	Green 31/12/2005
	Comment: These are under development as part of the Corporate Customer Services policy and will be supported through the web-reporting project.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 31/03/2005	Green 31/03/2005
	Comment: We have also now achieved Internet Crystal Mark accreditation, 08/11/2005.	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of the Herefordshire Connects, and is an integral part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and is part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/01/2004	Amber 01/01/2004
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and is part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/01/2004	Amber 01/01/2004
	Comment: The integration of the CRM with back office systems will be clarified by the current Corporate ICT Strategy review. Workflow is included within this review.	
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Green 01/01/2004	Green 01/01/2004
	Comment: The Authority has a CRM solution, deployed in Info Shops, that allows citizens to notify a change of address - as part of this process the citizen is asked to specify which other departments in the Authority this information can be shared with to fulfil the requirements of the Data Protection Act.	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	Comment:	
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. Otherwise you may leave this row blank.		

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/01/2004	Green 01/01/2004
	Comment: Member e-champion is Councillor Mrs. June French Officer e-champion is Julie Holmes - Head of Information, Technology & Customer Services	
ii) e-government programme manager	Green 01/09/2004	Green 01/09/2004
	Comment: 2 new posts recruited to carry out project and programme management for e-government related projects	
iii) customer services management	Green 01/01/2004	Green 01/01/2004
	Comment:	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/01/2004	Green 01/01/2004
	Comment: New staff recruited with relevant areas of expertise and extensive staff training programme in place.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/11/2002	Green 01/11/2002
	Comment: IPG (Information Policy Group) has responsibility for e-programme delivery. This group has representatives from all Directorates and reviews and approves all ICT projects	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/01/2004	Green 01/01/2004
	Comment: Prince2 is used for project and programme management across the Council	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2004	Green 31/03/2004
	Comment: Corporate Risk Management strategy documented and agreed with Chief Executive.	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Red 01/10/2003	Amber 01/01/2006
	Comment: This is a key element of the Community Access Points programme which is funded by AWM, GOWM and the Council.	
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/01/2004	Green 01/01/2004
	Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002. Compliance officer appointed for FoIA - each Directorate also has a Data Protection Liason officer.	
<ul style="list-style-type: none"> • Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/09/2005	Amber 01/09/2005
	Comment: This will form part of the the delivery of a new Customer Services Strategy.	
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/05/2000	Green 01/05/2000
	Comment: LSP Partnership in place since May 2000	
<ul style="list-style-type: none"> • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 01/01/2004	Green 01/01/2004
	Comment: e-enabled service provided via INFO shops – age concern, CAB, Leominster Credit Union. Portals developed for partners.	
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Amber 01/11/2005	Amber 01/11/2005
	Comment: We have engaged with an external specialist consultancy company to advise on the implementation of BS7799. An additional post has been approved to support this initiative. Originally certification was planned for March 2006. Due to capacity issues and the need to plan for certification of both ICT and Children's Services, this has now been delayed until October.	
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/02/2005	Amber 01/02/2005
	Comment: Currently under review as part of the Authority-wide consultation on efficiency savings and a fundamental part of the Herefordshire Connects programme.	
<ul style="list-style-type: none"> • Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: It is our intention to adopt standards wherever possible in this area. As an 'early adopter' of the Government Connect programme we anticipate that through this engagement we will be able to make use of the experiences and best practices of the organisations involved in this programme.	
<ul style="list-style-type: none"> • Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 01/11/2004	Red 01/11/2004
	Comment: The Council has registered as an 'early adopter' for Government Connect. Through adopting the standards offered by Government Connect we expect to comply to HMG frameworks.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/04/2005	Red 01/04/2005
	Comment: Currently under review as part of the implementation of the Council's Customer Service programme which will include the use of Government Connect.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the initial phases of the Council's Customer Service strategy this year we intend to use the GC core register product for personalisation and registration.	
<ul style="list-style-type: none"> ii) adoption of Unique Identifiers (UIDs) and associated standards, as designated in Government Connect 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the Council's Customer Service strategy this year we plan to adhere to the required standards and adopt UID's.	
<ul style="list-style-type: none"> iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) 	Red 01/04/2005	Red 01/04/2005
	Comment: This is under review for inclusion as part of the implementation of the Council's Customer Services Strategy.	
<ul style="list-style-type: none"> iv) citizen & business authentication for services for services categorised at security levels 0-3 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the initial phases of the Council's Customer Service strategy this year we intend to use the GC core register product for authentication for security levels 0 -1. As GC further develops services for higher security levels these will also be considered for adoption.	
<ul style="list-style-type: none"> v) registration & authentication of employees for internal and cross-agency services 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	
<ul style="list-style-type: none"> vi) corporate approach to collection of e-payments 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered under the Government Connect scheme. As part of the technical component of the current Corporate ICT Strategy review we will determine how we integrate govconnect into our enterprise services architecture.	
<ul style="list-style-type: none"> vii) cross agency secure transactions (Government to Government) 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005
	Comment:	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005
	Comment:	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005
	Comment:	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Red 01/04/2005
	Comment:	
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5)	Green 09/12/2005	Green 09/12/2005
	Comment:	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/02/2005	Green 01/02/2005
	Comment:	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/02/2006	Red 01/02/2006
	Comment: A review of the potential for this will be included as part of the Herefordshire Connects programme.	
• Establishment of dedicated telephone contact centre(s) services	Amber 01/09/2005	Amber 01/09/2005
	Comment: Being implemented as part of the Customer Service Strategy.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 01/01/2004	Green 01/01/2004
	Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002.	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 01/01/2004	Green 01/01/2004
	Comment:	
• Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Red 01/09/2005	Red 01/09/2005
	Comment: Under consideration as part of Customer Services contact centre implementation scope.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/01/2004	Green 01/01/2004
Comment:		
<ul style="list-style-type: none"> • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 01/11/2004	Green 01/11/2004
Comment: New children' services directory launched during October 2004.		

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 0 • 0.00 %	• 0 • 0.00 %	• 416 • 86.31 %	• 428 • 88.80 %	• 481 • 99.79 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	96 %	• 0 • 0.00 %	• 0 • 0.00 %	• 3 • 42.86 %	• 5 • 71.43 %	• 7 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	92 %	• 0 • 0.00 %	• 0 • 0.00 %	• 5 • 100.00 %	• 5 • 100.00 %	• 5 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	98 %	• 0 • 0.00 %	• 0 • 0.00 %	• 19 • 47.50 %	• 19 • 47.50 %	• 39 • 97.50 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	90 %	• 0 • 0.00 %	• 0 • 0.00 %	• 51 • 83.61 %	• 51 • 83.61 %	• 57 • 93.44 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	96 %	• 0 • 0.00 %	• 0 • 0.00 %	• 235 • 78.86 %	• 258 • 86.58 %	• 297 • 99.66 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	88 %	• 0 • 0.00 %	• 0 • 0.00 %	• 17 • 77.27 %	• 21 • 95.45 %	• 21 • 95.45 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	91 %	• 0 • 0.00 %	• 0 • 0.00 %	• 5 • 8.93 %	• 11 • 19.64 %	• 56 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	98 %	• 0 • 0.00 %	• 0 • 0.00 %	• 67 • 93.06 %	• 72 • 100.00 %	• 72 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %
Total: • Total types of interaction e-enabled • % e-enabled	97 %	• 0 • 0.00 %	• 0 • 0.00 %	• 818 • 78.20 %	• 870 • 83.17 %	• 1035 • 98.95 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	1,875,000	2,067,918	2,124,729	2,224,729	2,324,729
• Unique users, i.e. separate individuals visiting website (annual)	68,000	174,785	243,728	250,000	260,000
• Number of e-enabled payment transactions accepted via website	2,000	3,361	5,500	6,050	6,655
• Number of change of address notifications accepted via website	0	0	0	100	200
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	36	72	144
	Comment: Re- launch of new internet site has significantly increased the number of page impressions for 04/05. Forecast is based on a steady rise of around 200,000 per annum. Following the re-launch of the new Internet site an improved unique user ID count based on IP address calculation is available. Broadband rollout will increase web usage across the County and so forecasts are based around steady take-up of this service. Move towards transaction based site next year will also increase unique users.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	0	3,808	8,000	9,000	10,000
• Number of change of address notifications accepted via telephone	2,000	11,000	12,000	12,200	12,200
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	0	16,207	18,500	19,000	19,500
• Number of change of address notifications accepted via personal contact	4,000	3,396	2,900	2,600	2,400

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment:				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	489,000	468,000	454,500	458,950	463,500
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	23,300	23,500	23,750	24,000
• Number of change of address notifications accepted via other electronic media	0	0	1,000	1,200	1,400
	Comment:				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	470,000	335,300	320,000	310,000	30,000
• Number of change of address notifications accepted via non-electronic form	9,000	8,600	4,100	3,900	3,800
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment: No further monies confirmed.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	23,000	177,000	0	0	0
	Comment: Not awarded any further funds.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	331,000	662,000	821,000	286,000	100,000
	Comment: Flexible Working Disaster Recovery IEG Revenue / Capital budget				
• other resources (e.g. training) (please specify)	43,000	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2,450,000	2,048,000	681,000	808,000	0
	Comment: SRB Funds subject to approval ERDF Monies subject to approval				
TOTAL	3,247,000	3,237,000	1,652,000	1,094,000	100,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	7,600	7,600	29,800	29,800	35,000	35,000	40,000	40,000
	Comment: Services now using directional press advertising where possible to divert potential applicants to web based information. Significant savings achieved in all recruitment from this together with creation of central recruitment centre.							
• e-payments	25,900	25,900	26,700	26,700	27,500	27,500	28,200	28,200
	Comment: Payments are made for any transaction which has a reference number on the Internet. E payments can be made during office hours on the Intranet but involves customer making a phone call. 24/7 telephone payments not operational yet but commitment to do it. There has been a reduction in cashiers hours due to this although this is not quantifiable at the moment.							
• corporate services efficiencies not covered above	0	0	10,000	10,000	10,000	10,000	10,000	10,000
	Comment:							
e-Procurement, of which:								
• Service specific	0	0	45,000	15,000	44,000	14,000	43,000	13,000
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Productive time, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Service specific	0	0	401,000	401,000	546,000	481,000	546,000	481,000
	Comment: Social Care - Managing demand for services across all use groups while still giving choice Social Care - Improved Transport route scheduling County Treasurer - Introduction of Academy Benefits System EH & TS - further work to introduce a mini call centre as part of broader corporate initiative Education - Improved Transport route scheduling							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	0	0	0	0	0	0	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	33,500	33,500	512,500	482,500	662,500	567,500	667,200	572,200
LESS e-government implementation expenditure	3,237,000		1,652,000		1,094,000		100,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-3,203,500		-1,139,500		-,431,500		567,200	

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