

## **REPORT MARKED TO FOLLOW – 28 April 2008**

**Pages**

The following report was not available when the agenda was despatched.

### **5. INTEGRATED PERFORMANCE AND FINANCE REPORT**

**1 - 74**

To report:

- i the Council's performance for the operating year 2007-08 against the Annual Operating Plan and national performance indicators used externally to measure the performance of the Council;
- ii partnership performance in delivering the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy; and
- iii performance against revenue and capital budgets and corporate risks for the period to February 29<sup>th</sup> 2008



## INTEGRATED PERFORMANCE AND FINANCE REPORT

**Report By: Director of Corporate and Customer Services and  
Director of Resources**

### Wards Affected

County-wide

### Purpose

1. To report
  - i the Council's provisional performance for the operating year 2007-08 against the Annual Operating Plan and national performance indicators used externally to measure the performance of the Council;
  - ii provisional partnership performance in delivering the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy; and
  - iii performance against revenue and capital budgets and corporate risks for the period to February 29<sup>th</sup> 2008

### Financial Implications

2. None.

### Background

3. The Council's current Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2007-10. The Annual Operating Plan (AOP) is the detailed action plan for the first of these years, 2007-08; it includes all the indicators in the Local Public Service Agreement (LPSA), the Local Area Agreement (LAA) and the Herefordshire Community Strategy (HCS), as well as the Council's own indicators.
4. Many of the data, particularly in respect of the best value performance indicators at Appendix B, have yet to be reported. This is necessarily the case because they rely on the closure of accounts or the collation of information from external sources. This is acknowledged by the Audit Commission in their requirement that final results should be published by 30<sup>th</sup> June.

### HIGHLIGHTS OF PERFORMANCE

- 31 of 111 Council-led indicators from the AOP are currently marked **R**, compared to 25 at the end of January. The largest number remain in the Council priority of 'Maximising the health, safety, economic well-being,

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

<p>achievements and contribution of every child', including one new <b>R</b> in respect of 16-18 year-olds not in education, employment or training (not on target, but improved compared with last year). The five other new <b>R</b> are in adult social care (four in respect of helping vulnerable groups to live at home, of which, in the case of mental health and learning disabilities, there should nonetheless be improvement compared with last year).</p> <ul style="list-style-type: none"> <li>• 29 are marked <b>G</b>, compared to 27 at the end of January.</li> <li>• Of the 34 indicators currently marked <b>A</b>, the judgement in respect of 19 is based on the results of surveys that do not allow us to know, within the margins of statistical confidence, whether or not a target has been achieved; in the case of the remaining 15 there will be data to report by early June.</li> </ul>
<ul style="list-style-type: none"> <li>• The number of LPSA indicators marked <b>R</b> has risen to 12, compared with 6 at the end of January. The main areas of concern are in relation to the Council priority of 'Maximising the health, safety, economic well-being, achievements and contribution of every child'; the PCT-led indicators in respect of breastfeeding; and the West Mercia Constabulary-led indicators in respect of criminal damage, violent crimes and a range of perception indicators.</li> <li>• The number of current LAA indicators marked <b>R</b> has risen to 29, compared with 17 at the end of January. The main areas of concern are the same as those for the LPSA.</li> </ul>
<ul style="list-style-type: none"> <li>• Where data is available, 64% of indicators used in external judgements show improvement against last year's performance, compared to 62% at the end of January. At the end of 2006-07, 70% of indicators had improved on the previous year.</li> <li>• 27% of indicators, the same as at the end of January, are currently worse than last year. This compares to the 20% at the end of 2006-07 that had worsened compared with the previous year.</li> </ul>
<ul style="list-style-type: none"> <li>• The overall revenue budget forecast at the end of February is an overspend of £578k, compared with the overspend of £698k forecast at the end of January.</li> </ul>
<ul style="list-style-type: none"> <li>• The revised capital budget forecast is £52.821m, compared with the original forecast of £65.462m.</li> </ul>

**Progress against the Council's AOP Priorities (Appendix A)**

5. Performance has been monitored for each indicator using the following system.

<b>G</b>	Achieved target or on course to achieve target
<b>A</b>	Some progress, or data not yet available so not possible to determine
<b>R</b>	Missed or unlikely to achieve target

6. Analysis of performance against **target** by Council priority is detailed in the table

---

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

below:

Priority	No. of Indicators	Judgement			n/a <sup>1</sup>
		R	A	G	
Securing the essential infrastructure for a successful economy	3	0	0	2	1
Giving effective community leadership	1	0	0	0	1
Improving transport and the safety of roads	9	1	5	3	0
Maximising the health, safety, economic well-being, achievements and contribution of every child	30	15	5	7	3
Sustaining thriving communities	36	6	17	6	7
Reshaping adult social care to enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes	8	5	1	2	0
Protecting the environment	10	0	2	4	4
Understanding the needs and preferences of service users and Council Tax-payers, and tailoring services accordingly	2	0	1	0	1
Recruiting, retaining and motivating high quality staff	4	2	0	2	0
Embedding corporate planning, performance management and project management systems	3	0	2	1	0

<sup>1</sup> n/a = indicators in respect of which it is not possible to make a judgement. In some cases this is because they are unlikely, as with climate change, to be affected by actions over a short period; in others it is because a baseline was being set during the year to provide the basis for setting future targets.

Priority	No. of Indicators	Judgement			n/a <sup>1</sup>
		R	A	G	
Promoting diversity and community harmony	4	1	1	2	0
Ensuring that essential assets are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies	1	1	0	0	0
<b>Total number of indicators</b>	<b>111</b>	<b>31</b>	<b>34</b>	<b>29</b>	<b>17</b>

7. Details of the indicators in the table above, as well as those in the LPSA, LAA and HCS, are at **Appendix A**.
8. It should be noted that the judgement of these indicators has been made on the basis of whether or not targets have been achieved; if they haven't they are marked **R**, but this does not necessarily mean that performance has deteriorated. In fact, of the 31 indicators marked **R**, 7 indicators have improved compared to last year, and 7 indicators, in respect of the Teenage Lifestyle Survey (HCS 22a-g), were marked **R** owing to an initial failure to establish baselines and set future targets. As reported to the Committee in the end of January report, pending the next Teenage Lifestyle Survey in 2009 this matter has now been addressed by putting in place a set of proxy indicators that will be used to measure performance during 2008-09.

#### ***Local Public Service Agreement (LPSA)***

9. Of the 31 LPSA indicators, the provisional year-end position is that 12 indicators are marked **G**, 7 marked **A**, and 12 marked **R**, compared to 9, 16 and 6 at the end of January.
10. Of these, judgement of the Council-led indicators is 6 indicators marked **G**, 7 marked **A**, and 4 marked **R**, compared with 4, 11 and 2 at the end of January.
11. The main areas of concern are within the Council priority of 'Maximising the health, safety, economic well-being, achievements and contribution of every child'; the PCT-led indicators in respect of breastfeeding; and the West Mercia Constabulary-led indicators in respect of criminal damage, violent crimes and a range of perception measures.

#### ***Local Area Agreement (LAA)***

12. Of the 89 indicators in the current LAA (which include the 31 in respect of the LPSA) the provisional year-end position is that 27 indicators are marked **G**, 30 marked **A**, and 29 marked **R**, compared to 25, 44 and 17 at the end of January. 3 indicators have not been judged, a baseline having only been established in the

---

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

last 12 months.

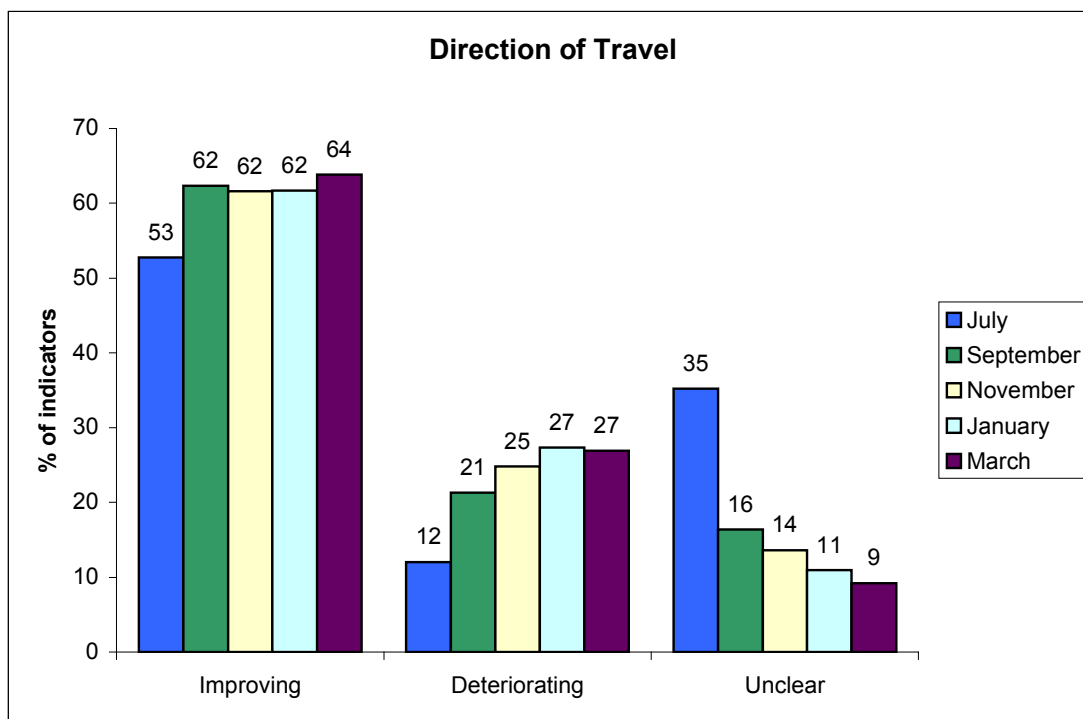
13. Judgement of the Council-led indicators is 15 marked **G**, 23 marked **A**, and 17 marked **R**, compared with 13, 30 and 12 at the end of January.
14. The main areas of concern are the same as in respect of the LPSA (see paragraph 11 above). The indicators marked **R**, over and above those for the LPSA, are related to the Teenage Lifestyle Survey (see paragraph 8 above) and to additional aspects of crime.

#### ***Herefordshire Community Strategy (HCS)***

15. In respect of the indicators use to measure progress towards achieving the outcomes of the HCS, the provisional year-end position is that 19 indicators are marked **G**, 17 marked **A**, and 27 marked **R**, compared with 18, 23 and 22 at the end of January. The main areas of concern are those identified in the sections on the LPSA and the LAA above.

#### ***Direction of Travel***

16. In addition to those indicators which the council measures itself against through its Annual Operating Plan, the council is judged externally on its performance against a number of national indicators, including Best Value Performance Indicators (BVPIs) and Performance Assessment Framework indicators (PAF). Performance against national indicators is shown in **Appendix B**. Primarily, the council is judged **on its performance against the previous year**, rather than against target. A proportion of these indicators will be used by the Audit Commission to inform the annual Direction of Travel Assessment of the Council in February 2009.
17. Of those indicators where data or a service forecast is available, 64% are on course to improve on last year, the highest proportion at any point this year.
18. 27% of indicators, the same as at the end of January, are predicted to be worse than last year.
19. There are still a number of indicators where final data is yet to be reported; these will be included in the full end-of-year report, in early June.



### **Revenue Monitoring**

20. Details of the revenue budget position are at **Appendix C**, first in summary, then directorate-by-directorate.
21. The overall position shows a projected overspend of £578k, compared with the projected overspend of £698k at the end of January 2008. This total is 0.5% of the Council's £122.371m net revenue budget (excluding Dedicated Schools Grant). The projected position is after allowing for the use of the £1.3m Social Care contingency, an estimated £2.8m underspend on modernisation funding for social care services, additional Local Authority Business Growth Incentive (LABGI) grant of £600k and additional interest from cash transactions.
22. The key areas of concern are the Adult & Community Services Directorate, with a projected £3.866m overspend; the Children & Young People's Directorate, with a £832k projected overspend; and the Corporate & Customer Services Directorate, where a £1.100m overspend is projected. Underspends of £77k and £30k are projected for the Environment Directorate and Resources Directorate respectively. It should be noted that the Adult & Community Services Directorate and Children & Young People's Services Directorate overspends are before the application of the centrally held social care contingency and unused spend-to-save allocations.
23. Appendix C includes a section on the July floods, which caused significant damage to council assets. The Council has received £1.983m from central government towards the costs incurred to repair flood damage.



***Capital Monitoring***

24. Details of the capital programme are at **Appendix D**.
25. The overall position is forecast expenditure of £52.821m, compared with the original budget of £65.462m. This is a slight decrease of £597k on the previous capital programme forecast outturn for 2007/08 as at 31<sup>st</sup> January.

***Corporate Risk monitoring***

26. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.
27. The log sets out the actions that need to be taken to mitigate the risks, names the responsible officer for each action and gives the target date for completion or review.
28. The main issues arising from the register are as follows:
- a) The number of Corporate Risks has decreased to 15 (from 21). This is due to combining some risks and removing others. Where they have been removed, this is either because they are time-barred or because accountability has been delegated to directorate level.
  - b) There are six risks that continue to score 'high' even after the mitigating actions have been taken into account. These are:
    - i) CR2 – 'Corporate Spending pressures outweigh the level of resources available to meet them. There are particular pressures in Adult Social Care, Children's Social Care and ICT Services and Customer Services'.
    - ii) CR5 – 'The inability to provide critical services due to the failure of the ICT networks'.
    - iii) CR17 – 'Reduction in the Use of Resources overall assessment'.
    - iv) CR28 – 'Deliverable benefits from Herefordshire Connects not realised'.
    - v) CR29 – 'Both Data Centres are in leased accommodation, are near capacity, plus there are environmental issues such as power and fire suppression that need to be addressed. Loss of data centres will affect delivery of all services. This is linked with accommodation strategy risk CR13'.
    - vi) CR32 – 'Currently the Council's websites use the Star internet feed, which is becoming increasingly unreliable. The target is to move the internet feed to a larger capacity "pipe" as soon as possible, however feedback from the ICT Networks section is that this is already reaching capacity usage at peak times from School traffic which already uses this feed. Other factors will place additional demands on this bandwidth but the level of additional traffic is not known'.

- c) Additional points of note are:
- i) Risk CR2 - Review dates for end of March 2008 have been entered for actions 1 and 2. The remaining four actions require updating, removing or new review dates provided.
  - ii) Risk CR4 – ‘Failure to prepare adequately for CAA [*Comprehensive Area Assessment*] and raise our DoT [*Direction of travel*] score from improving adequately’ - a new risk description has been entered to replace the risk connected with maintaining a CPA 3 star rating. The new risk focuses attention on the Council’s ability to prepare adequately for the CAA.
  - iii) Risk CR5 – Although this is indeed a corporate risk, part of the mitigation actions lies in each directorate and service area ensuring that it has up-to-date and tested service continuity plans, and that ICT requirements have been communicated to ICT Services. The Audit Commission’s comments in the Use of Resources report for 2008, regarding the need for a consolidated continuity plan, have been added.

It should be noted that there are clear links between CR13 - ‘review of Accommodation Strategy’ - and CR29, which mean that close working between relevant management teams is necessary when considering the relevant mitigating actions.

In addition CR5, 29, 28 and 30 - ‘Legacy systems out of support with vendors, and on old hardware’ - together with 32, have the common theme of the provision or failure of ICT systems. This highlights the need for the Council to ensure that the mitigating strategies and projects are coalesced.

## RECOMMENDATION

### THAT

- i) **the report be noted; and**
- ii) **that SMC consider whether it wishes to make any comments to Cabinet**

## BACKGROUND PAPERS

- None



Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
<b>Secure the essential infrastructure for a successful economy</b>								
1	HCS Ratio of earnings compared to West Midlands Region	✓			0.94:1	Tracker Indicator	0.89:1	n/a
2	HCS No. of VAT registered businesses	✓	✓		8,520	2% increase	4.1% (8,870)	G
3	HCS No. of people employed in technology and knowledge intensive industries	✓	✓	✓	9,339 (2003)	=>10,286	10,923 (2006)	G
<b>Give effective community leadership</b>								
12	HCS d % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	✓			47%	No survey was planned	-	n/a
<b>Improving transport and the safety of roads</b>								
52	HCS No. of people (all ages) killed or seriously injured on Herefordshire roads	✓	✓	✓	119	<=134	133	G
99	HC No. of people slightly injured in road traffic collisions				663	<=788	713	G
6	HCS The percentage of adult residents in Herefordshire that usually travel to work for their main job by driving a car or van - on their own. (Method of Travel to Work)	✓			61%	<=57%	58%	A
7	HCS a Index of annual average daily traffic (AADT) volumes into Hereford City	✓	✓		100.63	<=108	Not available until end-of-May	A
7	HCS b Index of annual average daily traffic (AADT) volumes on principle rural road networks	✓	✓		100.63	<=109	Not available until end-of-May	A
72	HC Indexed number of cycling trips				118.99	=>118	Not available until end-of-May	A
76	HC No. of passenger journeys per year on public buses in Herefordshire (thousands)				3,433,043	=>3,948,000	Not available until end-of-May	A
83a	HC Principal Roads condition				14%	<=5%	6%	R
83b	HC Non Principal Roads condition				21%	<=19%	11%	G
<b>Maximise the health, safety, economic well-being, achievements and contribution of every child</b>								
13	HCS Average length of stay in B&B accommodation for homeless households		✓		15	0 weeks	6 @ end-of-January	R

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
24	No. of schools with National Healthy Schools status	✓	✓		70	=>78	71 @ Q3	G
26	% of children on the child protection register that are re-registrations	✓			14.50%	<=15%	14% @ Q3	G
29	Expenditure on family support services per capita aged under 18		✓		£35	£29	£39 @ Q3	R
30	% of pupils achieving 5 or more GCSEs at grades A* - G or equivalent including Maths and English (LEA schools)	✓	✓	✓	88.1% (2004)	=>96% (LPSA target is 96.5% in 2008 exams)	93.60%	R
31	% of pupils achieving 5 or more GCSEs at grades A* - C or equivalent including Maths & English (LEA schools)*	✓	✓		48.20%	=>51.6%	52.30%	G
40	% of 16-18 year olds NOT in education, employment or training		✓		7.20%	<=5.3%	6.10%	R
66	% of 3 year olds who have access to a good quality free early years education place				85%	=>85%	99.20%	G
89	No. of referrals for children in need				266	=>280	245 @ Q3	R
89	Completion rate of initial assessments of children in need within 7 working days of referral				58.70%	=>68%	55.2% @ Q3	R
89	Completion of core assessments for children in need within 35 working days				61%	=>66%	81% @ Q3	G
22	Measure of healthy lifestyles for 11-15 year olds: Smoking rates	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	Measure of healthy lifestyles for 11-15 year olds: obesity	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
22	Measure of healthy lifestyles for 11-15 year olds: alcohol consumption	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	Measure of healthy lifestyles for 11-15 year olds: drug use	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	Measure of healthy lifestyles for 11-15 year olds: scores for mental health	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
28	% of 11-15 year olds who stated they have been bullied in the last 12 months	✓			No baseline	Baseline to be established through Youth Survey	24%	n/a
33	% of half day sessions missed by children in primary schools		✓	✓	5.2% (2003-04)	<=4%	Not yet available	A
34	% of half day sessions missed by children in secondary schools		✓	✓	7.8% (2003-04)	<=6%	Not yet available	A
35	No. of looked after children who missed a total of 25 days or more schooling		✓	✓	14 @ September 2004	7 in 2008	16	R
35	No. of half day sessions missed by looked after children as % of total number of sessions in primary schools		✓	✓	3.49%	<=4.25%	3.85%	G
35	No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools		✓	✓	5%	<=7%	9.04%	R
37	No. of 11-15 year olds volunteering	✓	✓		No baseline	Baseline to be established through Youth Survey	35%	n/a
38	% of young people that feel that they can influence decisions affecting important local services		✓		No baseline	Baseline to be established through Youth Survey	31%	n/a
41	No. of young people looked after in 17th year in education, training or employment at age 19	✓	✓	✓	14/14	46 (cumulative)	Not yet available	A
84	The percentage annual increase in the number of schools with an approved school travel plan (STP)		✓		54%	=>68%	Not yet available	A
85	Conception rate below age 18 (per 1,000 girls age 15-17)		✓		-15.70%	<=-19%	Not yet available	A

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
91	HC	No. of schools that have a functioning school council	✓	Local Area Agreement (LAA)	No baseline	78	71 @ Q3	G
<b>Sustain thriving communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning</b>								
14	HCS	No. of people accepted as homeless & towards whom the council has a full statutory duty	✓	Local Public Service Agreement - second generation (LPSA2G)	149	<=160	162 @ end-of-January	R
54	HCS	% of streets and public areas falling below Grade B for cleanliness (litter)	✓	Local Public Service Agreement - second generation (LPSA2G)	34% (2003-04)	<=17%	14% @ Q3	G
92	HC	Proportion of relevant land and highways from which unacceptable levels of graffiti are visible	✓	Local Public Service Agreement - second generation (LPSA2G)	2%	<=2%	2% @ Q3	G
93	HC	Proportion of land and highways from which unacceptable levels of fly-posting are visible	✓	Local Public Service Agreement - second generation (LPSA2G)	1%	<=1%	0% @ Q3	G
94	HC	Grade for the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' (Grading 1 - very effective; 2 - effective; 3 - good; 4 - poor)	✓	Local Public Service Agreement - second generation (LPSA2G)	Grading 1 (very effective)	1	3	R
96	HC	% of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle	✓	Local Public Service Agreement - second generation (LPSA2G)	99%	100%	97.83%	R
59	HCS	% of respondents finding it easy to access: Library	✓	Local Public Service Agreement - second generation (LPSA2G)	69%	4% improvement by 2009	70%	A
59	HCS	% of respondents finding it easy to access: Sports/leisure centre	✓	Local Public Service Agreement - second generation (LPSA2G)	64%	4% improvement by 2009	69%	G
59	HCS	% of respondents finding it easy to access: Cultural/recreational facility e.g. theatre, cinema	✓	Local Public Service Agreement - second generation (LPSA2G)	47%	4% improvement by 2009	52%	G
60	HCS	Net perceived improvement rating over the last 3 years for QoL factors (adults): Activities for teenagers	✓	Local Public Service Agreement - second generation (LPSA2G)	-32%	4% improvement by 2009	-31%	A
60	HCS	Net perceived improvement rating over the last 3 years for QoL factors (adults): Affordable decent housing	✓	Local Public Service Agreement - second generation (LPSA2G)	-50%	4% improvement by 2009	-57%	R
60	HCS	Net perceived improvement rating over the last 3 years for QoL factors (adults): Job prospects	✓	Local Public Service Agreement - second generation (LPSA2G)	-42%	4% improvement by 2009	-40%	A
60	HCS	Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of traffic congestion	✓	Local Public Service Agreement - second generation (LPSA2G)	-77%	4% improvement by 2009	-70%	G

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
60	Net perceived improvement rating over the last 3 years for QoL factors (adults): Wage levels and local cost of living	✓			-56%	4% improvement by 2009	-64%	R
61	% of adult residents who feel that they can influence decisions affecting their local community	✓	✓	✓	35% ( )	=>40% in 2008 survey	33%	A
61	% of adult residents who feel that they can influence decisions affecting their local area		✓		29%	=>33% in 2009 survey	30%	A
62	% of adult residents who engaged in formal volunteering for an average of 2 hrs a week or more over the previous year	✓	✓	✓	17% (2005)	=>22% in 2008 survey	17%	A
63	% of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	✓			46%	=>77% in 2009 survey	49%	A
64	% of adult residents who are satisfied with their local community as a place to live		✓	✓	80%	=>87% in 2008 survey	79%	A
65	% of adults who use: Sports and Leisure facilities at least once a month		✓		25%	=>30% in 2008 survey	30%	A
65	% of adults who use: Libraries at least once a month		✓		32%	=>34% in 2008 survey	29%	R
65	% of adults who use: Museums or galleries at least once every 6 months		✓		19%	=>21% in 2008 survey	24%	A
65	% of adults who use: Theatres or concert halls at least once every 6 months		✓		32%	=>36% in 2008 survey	32%	A
65	% of adults who use: Parks, open play areas and other recreational facilities at least once a month		✓		49%	maintain baseline	50%	A
70	% of adult residents that feel the Council does enough to give them opportunity to influence important decisions about local services				26%	=>28% (in 2009 survey)	28%	A
79	Compliance with Civil Contingencies Act, Data Protection and Freedom of Information				Compliant	Compliant	Not yet available	A
86	% of people who feel that parents in their local area are made to take responsibility for the behaviour of their children		✓		35%	=>39% in 2009 survey	35%	A
87	the percentage of people who feel that people in their area treat them with respect and consideration		✓		45%	=>49% in 2009 survey	44%	A
95	% of people satisfied with the cleanliness standard in their area				66%	=>66%	63%	A



Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
90	HC	Adult perceptions of improvement in facilities for young children			-5%		-2%	n/a
97	HC	Adult perceptions of improvement in CLEAN STREETS			-23%		-28%	n/a
97	HC	Adult perceptions of improvement in EDUCATION PROVISION			15%		11%	n/a
97	HC	Adult perceptions of improvement in PUBLIC TRANSPORT			-24%	Tracker Indicators	-18%	n/a
97	HC	Adult perceptions of improvement in RACE RELATIONS			-13%		-17%	n/a
97	HC	Adult perceptions of improvement in ROAD AND PAVEMENT REPAIRS			-51%		-56%	n/a
97	HC	Adult perceptions of improvement in THE LEVEL OF POLLUTION			-42%		-40%	n/a
<b>Reshape adult social care to enable vulnerable adults to live independently and to enable many more older people to continue to live in their own homes</b>								
16	HCS	No. of people aged 65+ helped to live at home (per 1,000 population)	✓		81.1	=>83	66.4	R
74	HC	No. of adults with learning difficulties helped to live at home (per 1,000 population)			2.9	=>3	2.9	R
74	HC	No. of adults with mental health difficulties helped to live at home (per 1,000 population)			4.1	=>4.4	4.3	R
74	HC	No. of adults with physical difficulties helped to live at home (per 1,000 population)			6	=>6	3.9	R
17	HCS	Satisfaction with homecare services provided through Social Care via direct payments (65+)	✓	✓	58%	=>66% in 2009 survey	56%	R
18	HCS	No. of people in receipt of Pension Credit	✓	✓	7596 (2004-05)	=>8,138	Not available until end-of-May	G
18	HCS	No. of people in receipt of Attendance Allowance	✓	✓	5874 (2004-05)	=>6,702	6,830	G
18	HCS	No. of people in receipt of Council Tax Benefit aged 60 or over**	✓	✓	6862 (2004-05)	=>8,061	Not available until end-of-May	A

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
<b>Protect the environment, producing much less waste, recycling much more of what remains and reducing carbon emissions</b>								
56	HCS a Amount of household waste collected per person per annum	✓	✓		505.82kg	<=505kg	449.92kg @ end-of-February	G
56	HCS b % of household waste going to landfill		✓		72.85%	<=68.5%	69.68% @ end-of-February	A
56	HCS c % of municipal waste (excluding household waste) recycled		✓		0%	0%	0% @ end-of-February	G
56	HCS d % of municipal waste (excluding household waste) landfilled		✓		100%	100%	100% @ end-of-February	G
56	HCS e % of household waste recycled		✓		18.71%	=>23.97%	22.46% @ end-of-February	A
55	HCS % of Sites of Special Scientific Interest (SSSIs) in favourable condition	✓			22%		Not yet available	n/a
57	HCS No. of key species	✓			No baseline	Tracker Indicators	Not yet available	n/a
58	HCS Environmental/Climate change measure (Carbon per head)	✓			No baseline		Not yet available	n/a
67	HC % of Council-owned or managed land without a nature conservation designation, managed for biodiversity				13.42%	=>15%	25.30%	G
102	HC Council carbon dioxide equivalent emissions					Tracker Indicator	Not yet available	n/a
<b>Understand the needs and preferences of service users and Council-Tax payers</b>								
68	HC % of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall				36%	=>50% (in 2009 survey)	27%	A
69	HC % of young people that feel the Council does enough to give them opportunity to influence important decisions about local services					Establish Baseline	31%	n/a
<b>Recruit, retain and motivate high quality staff</b>								
71	HC Average number of working days lost due to sickness absence per member of council staff				8.41	<=8	7.99 @ end-of-November	G

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
77	Staff turnover				9%	<=9%	8% @ end-of-November	G
103	SRD completion rates				94%	100%	97%	R
73	Investors in people accreditation				Not accredited	Accreditation by October 2007	Not accredited	R
<b>Embed corporate planning, performance management and project management systems</b>								
78	Status of Best Value Performance Plan				Unqualified	Unqualified	Unqualified	G
81	Number of BVPIs qualified				0	0	Not yet available	A
82	Outcome of key process audit				Compliant	Compliant	Not yet available	A
<b>Promote diversity and community harmony and strive for equal opportunities</b>								
80	Equality Standard				2	=>3	3	G
100	a % of employees from black and ethnic minorities				0.64%	=>0.8%	0.61% @ end-of-September	R
100	b % of employees from black and ethnic minorities who are amongst the top 5% of wage earners				2.14%	=>2.85%	2.73% @ end-of-September	A
100	c % of employees declaring a disability				0.69%	=>0.75%	0.88% @ end-of-September	G
<b>Ensuring that essential assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies</b>								
101	Use of Resources score				3	3	2	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
<b>PARTNER LED</b>								
<b>HEREFORDSHIRE INFRASTRUCTURE CONSORTIUM</b>								
51	HCS a No. of calls to the Herefordshire Women's Aid Helpline	✓	✓		860 (2005-06)	=>654	489 @ End-of-December	R
<b>LEARNING &amp; SKILLS COUNCIL</b>								
4	% of working age population qualified to at least Level 4 (% of working age population with higher level qualifications)	✓			26% (2005) 44% (2005)	Tracker Indicators	29% 47%	n/a
4	% of working age population qualified to at least Level 3 (% of working age population with higher level qualifications)				35 (2003-04)	=>57	206	G
4	No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering		✓	✓	1,738 (2003-04)	=>1,872	2,215	G
4	No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering		✓	✓	26 (2003-04)	=>44	121	G
4	No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)		✓	✓	825 (2003-04)	=>878	879	G
5	Measure of basic skills (Train to Gain)	✓				Establish baseline	Not yet available	n/a
<b>PRIMARY CARE TRUST</b>								
10	No. of deaths per annum from chronic diseases (per 100,000)	✓	✓		169.6 (2003-05)	<=174.7 (2005-07)	Not yet available	A
15	No. of emergency unscheduled hospital bed days occupied by a person 75 and over		✓	✓	34,691 (2003-04)	<=31,222	22,508 @ end-of-December	G
20	% of babies born who are breastfed at 6 weeks	✓			48% (2005-06)	=>43%	37.22% @ end-of-November	R
21	% of babies born to teenage mothers who are breastfeeding at 6 weeks		✓	✓	15.1% (2003-04)	=>30%	15% @ end-of-November	R
21	% of babies born to mothers in S.Wye area who are breastfeeding at 6 weeks		✓	✓	25.4% (2003-04)	=>40%	32.12% @ end-of-November	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
23	Measure of sexually transmitted infections for young people	✓			No baseline	Reduction of 1% per annum	Not yet available	A
46	No. of people in drug treatment		✓		632 (2005-06)	=>720	599 @ end-of-November	A
47	Measure of Drugs Intervention Programme		✓		No baseline			G
53	Mortality rate from accidents (per 100,000)	✓			21.26 (2003-05)	To be set		R
8	Mortality rate from cancer for people aged under 75 (per 100,000)	✓			104.2 (2003-05)	<=93	105.44	R
9	Mortality rate from circulatory diseases for people aged under 75 (per 100,000)	✓			81.4 (2003-05)	<=77	62.8	G
11	Gap in all-age, all-cause morality between deprived areas and Herefordshire as a whole	✓			23.7% (2003-05)	<=26% (3 year average)	18.7	G
12	The number of adults helped to stop smoking	✓			No baseline	=>1,200	736 @ end-of-December	A
12	% of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	✓			17%	No survey was planned	-	n/a
12	% of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	✓			34%	No survey was planned	-	n/a
59	% of respondents finding it easy to access: Doctor	✓	✓		80%	4% improvement by 2009	79%	A
59	% of respondents finding it easy to access: Local hospital	✓	✓		57%	4% improvement by 2009	59%	A
<b>WEST MERCIA CONSTABULARY</b>								
25	No. of young people (under 25) who are victims of crime in Herefordshire	✓			6,338 (2005-06)	<=6,173	6,453	R
42	BCS Comparator crimes		✓		6,002 (2005-06)	<=5,872	6,444	R
42	No. of criminal damage incidents		✓	✓	2,524 (2003-04)	<=2,101	2,696	R
42	No. of all recorded crimes	✓			11,535 (2005-06)	<=10,229	11,504	R

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
45	HCS No. of violent crimes		✓	✓	2,844 (2003-04)	<=2,553	2,782	R
48	HCS a Measure of Priority and Prolific Offenders Scheme		✓		No baseline	15% reduction	Not measured until 2009	n/a
49	HCS a No. of domestic burglaries per 1,000 households		✓		372 (2005-06)	<=600	299	G
49	HCS b No. of vehicle crimes per 1,000 population		✓		971 (2005-06)	<=1086	890	G
50	HCS No. of Class A drug supply offences brought to justice		✓		33 (2005-06)	=>28	34	G
51	HCS b No. of domestic violence incidents reported		✓		462 (2005-06)	=>425	1,112	G
51	HCS c No. of arrests for domestic violence offences		✓		326 (2005-06)	To be set	475	R
51	HCS d % of sanction detections for domestic violence		✓		67% (2005-06)	=>55%	56%	G
36	HCS % of young offenders re-offending (recidivism rates of young offenders in Herefordshire)	✓	✓		50%	<=45%	47%	R
43	HCS a % of people thinking speeding traffic is a problem in their area	✓	✓	✓	70%	<=76% (2008)	74%	G
43	HCS b % of people thinking vandalism, graffiti and other deliberate damage is a problem in their area	✓	✓	✓	52%	<=55% (2008)	61%	R
43	HCS c % of people thinking people using drugs is a problem in their area	✓	✓	✓	60%	<=55% (2008)	61%	R
43	HCS d % of people thinking people dealing drugs is a problem in their area	✓	✓	✓	53%	<=48% (2008)	55%	R
43	HCS e % of people thinking people being drunk or rowdy in public places is a problem in their area	✓	✓	✓	51%	<=48% (2008)	54%	R
43	HCS f Percentage of people with a high level of worry about anti-social behaviour		✓		27%	4% over 3 years	27%	A
44	HCS a % of residents worried about house burglary	✓			30%	4% over 3 years	27%	G

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
44	HCS b % of residents worried about vandalism or damage to property	✓			28%	4% over 3 years	29%	R
44	HCS c % of residents worried about drunk people causing a problem	✓			21%	4% over 3 years	23%	R
44	HCS d % of residents worried about their car being broke into	✓			18%	4% over 3 years	20%	R
44	HCS e % of residents worried about having their car stolen	✓			12%	Maintain or reduce baseline	13%	R
44	HCS f % of residents worried about being harassed whilst in a public place	✓			12%	Maintain or reduce baseline	15%	R
44	HCS g % of residents worried about hate crime	✓			3%	Maintain or reduce baseline	4%	R
44	HCS h % of residents worried about being assaulted in a public place	✓			9%	Maintain or reduce baseline	9%	G
44	HCS i % of residents worried about being mugged or robbed	✓			11%	Maintain or reduce baseline	10%	G
44	HCS j % of residents worried about crime (other than a-i above)	✓			3%	Maintain or reduce baseline	2%	G
48	HCS b Number of adults re-offending				No baseline	To be set	Not yet available	A
60	HCS d Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of crime	✓	✓		-46%	4% improvement by 2009	-46%	A
98	HCS the percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area.		✓		20%	4% improvement by 2009	20%	A





APPENDIX B - NATIONAL INDICATORS  
 DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

<b>KEY</b>	
<p>△ ◁▷ ▽ n/a BVPI CPA PAF BLOB</p>	<p>Performance is better than last year                      Performance is either the same or likely to be the same as last year                      Performance is worse than last year                      There is either no guidance to suggest whether high / low performance is good or bad; or, a direction of travel judgement does not apply to this indicator                      Best Value Performance Indicator                      Comprehensive Performance Assessment - these indicators are used in CPA service assessments for Culture, Environment and Housing                      Performance Assessment Framework - used by CSCJ in Adult Social Care and Children's Services                      Used by Commission for Social Care Inspection (CSCI) to indicate performance thresholds, with 5 being the best and 1 the worst</p>

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
<b>ADULT AND COMMUNITY SERVICES</b>							
<b>Economic &amp; Community Development</b>							
126		Domestic burglaries per 1,000 households	Low	4.2	4.2	3.6 (Forecast)	△
127a		Violent crime per 1,000 population	Low	15.1	14.7	16.7 (Forecast)	▽
127b		Robberies per 1,000 population	Low	0.4	0.4	0.2 (Forecast)	△
128		The number of vehicle crimes per 1,000 population	Low	5.1	5.1	5.1 (Forecast)	◀▶
225		Actions against domestic violence - The percentage of questions from a checklist to which a local authority can answer 'yes'	High	81.80%	81.80%	72.7% (Forecast)	▽
178		The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	High	48%	50%	39%	▽
226a		The total amount spent by the Local Authority on advice and guidance services provided by external organisations	n/a	£195,232	£195,232	Not available until June	n/a
226b		The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	High	12%	12%	Not available until June	n/a
226c		The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the Local Authority to the public	n/a	£756,997	£756,997	Not available until June	n/a
170a		The number of visits to/usages of Local Authority funded or part-funded museums and galleries per 1,000 population	High	876	880	Not available until June	-
170b		The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population	High	689	720	Not available until June	-
170c		The number of pupils visiting museums and galleries in organised school groups	High	6491	6,500	Not available until June	-
220		Compliance against the Public Library Service Standards (PLSS)	High	1	3	Not available until June	-

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
<b>Adult Social Care</b>							
53	AO / C28	Households receiving intensive home care per 1,000 population aged 65 or over	High	6.7	8.1	7.5	△
54	AO / C32	Older people helped to live at home per 1,000 population aged 65 or over	High	81.1	83	66.4	▽
56	AO / D54	Percentage of items of equipment delivered and adaptations made within 7 working days	High	96.2%	96%	96.40%	△
195	AO / D55	Acceptable waiting time for assessment - For new older clients (that is over 65 years of age), the average of: the percentage where the time from first contact to contact with client is less than or equal to 48 hours (that is, 2 calendar days), and the percentage where the time from first contact to completion of assessment is less than or equal to four weeks (that is, 28 calendar days)	High	83.60%	90%	89%	△
196	AO / D56	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks	High	75.7%	85%	79.90%	△
201	AO / C51	Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised)	High	82	100	91.5	△
	AO / B11	The number of households receiving intensive home help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care.	High	18	22	19.4	△
	AO / B12	Average gross weekly expenditure per person on supporting adults and older people in residential and nursing care and providing intensive home care	Low	£531.73	<£500	Not available until June (<£531.73 forecast)	△
	AO / B17	Unit cost of home care for adults and older people - average gross hourly cost for home help/care	Low	£17.80	£15	Not available until June (<£17.80 forecast)	△
	AO / D37	The percentage of single adults and older people going into permanent residential and nursing care who were allocated single rooms	High	90%	90%	95.60%	△

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	AO / D39	Percentage of people receiving a statement of their needs and how they will be met	High	95%	100%	96.10%	△
	AO / D40	Adult and older clients receiving a review as a percentage of those receiving a service	High	76%	78%	76.80%	△
	AO / E82	Assessments of adults and older people leading to provision of service	High	82%	77%	83.60%	△
	AO / C72	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care	Low	73	70	53.2	△
	AO / C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care	Low	1.9	1.5	1.5	△
	AO / C29	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64	High	6	6	3.9	▽
	AO / C30	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	High	2.9	3	2.9	◀▶
	AO / C31	Adults with mental health problems helped to live at home per 1,000 population aged 18-64	High	4.1	4.4	4.3	△
	AO / C62	The number of carers receiving a 'carer's break' or a specific carers' service as a percentage of clients receiving community based services	High	10.20%	12%	8.30%	▽
<b>Strategic Housing</b>							
183b		The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Low	26 weeks	6	Not available until June (27 weeks forecast)	▽
202		The number of people sleeping rough on a single night within the area of the authority	Low	0	<3	0	△
213		The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation, per 1,000 households	High	3.12	4	Not available until June (4 forecast)	△
64		Number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	High	52	55	Not available until June (110 forecast)	△
		Percentage of total private sector homes vacant for more than 6 months	Low	0%	0%	Not available until June	-

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
<b>CHILDREN'S SERVICES</b>							
<b>Be Healthy</b>							
	1041YJ	The referral of juveniles manifesting mental health difficulties to Child and Adolescent Mental Health Services	High	91.2%	100%	100% @ Q3	△
	1042YJ	Substance Misuse: the proportion of young people with identified substance misuse needs who receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days (Substance Misuse Assessment)	High	100%	100%	100% @ Q3	△
	1040NT	Proportion of those in substance misuse treatment who are aged less than 18	n/a	24%	Not set	Not available until June	n/a
197	1047SC	Percentage change in number of conceptions amongst 15-17 year olds	Low	-15.7%	-19%	Not available until June	-
	1037SC / PAF CF / C19	The average of the percentages of children looked after who had been looked after continuously for at least 12 months, and who had their teeth checked by a dentist during the previous 12 months and had an annual health assessment during the previous 12 months	5 BLOB = 80<=100 4 BLOB = 70<80 3 BLOB = 60<70 2 BLOB = 50<60 1 BLOB = 0<50	90%	93%	90% @ Q3	◁▷
	1043SC / PAF CF / A70	Councils' self assessment of progress on four elements of the implementation of the CAMHS framework	5 BLOB = 15-16 4 BLOB = 12-14 3 BLOB = 9-11 2 BLOB = 6-8 1 BLOB = 4-5	15	15	Not available until June	-
<b>Staying Safe</b>							
49	2043SC / PAF CF / A1	The percentage of Looked After Children at 31 March with three or more placements during the last financial year	5 BLOB = 0<16.01 2 BLOB = 16.01<20 1 BLOB = 20<=100	8.90%	8%	5% @ Q3	△
	2028SC / PAF CF / A3	The percentage of children who became the subject of a child protection plan, or were registered, during the year, and were the subject of a child protection plan, or were registered, at 31 March, who had been previously registered.	5 BLOB = 10<15 4 BLOB = 8<10 or 15<17.21 3 BLOB = 6<8 or 17.21<20 2 BLOB = 3<6 or 20<24 1 BLOB = 0<3 or 24<=100	14.50%	15%	14% @ Q3	△

**APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE**

<b>BVPI</b>	<b>PAF</b>	<b>Indicator</b>	<b>Good Performance</b>	<b>Baseline</b>	<b>Target</b>	<b>Outturn</b>	<b>Direction of Travel</b>
162	2034SC / PAF CF / C20	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year	5 BLOB = 100 4 BLOB = 97.5<100 3 BLOB = 95<97.5 2 BLOB = 92.5<95 1 BLOB = 0<92.5	100%	<b>100%</b>	100% @ Q3	△
	2036SC / PAF CF / C21	The % of children de-registered from the Child Protection Register during the year who had been on the Register continuously for two years or more	4 BLOB = 0<10 3 BLOB = 10<15 2 BLOB = 15<20 1 BLOB = 20<=100	1.2%	<b>5%</b>	0% @ Q3	△
163	2059SC / PAF CF / C23	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	5 BLOB = 8<25 4 BLOB = 7<8 3 BLOB = 6<7 2 BLOB = 3<6 or 25<=100 1 BLOB = 0<3	4.1%	<b>8%</b>	7.7% @ Q3	△
	2022SC / PAF CF / C64	The % of core assessments that were completed within 35 working days of their commencement	5 BLOB = 80<=100 4 BLOB = 75<80 3 BLOB = 70<75 2 BLOB = 60<70 1 BLOB = 0<60	61%	<b>66%</b>	81% @ Q3	△
	2064SC / PAF CF / C68	The percentage of children looked after cases which should have been reviewed during the year which were reviewed during the year	5 BLOB = 95<=100 4 BLOB = 90<95 3 BLOB = 85<90 2 BLOB = 80<85 1 BLOB = 0<80	97%	<b>100%</b>	100% @ Q3	△
	2067SC / PAF CF / D74 or D78	The percentage of children aged under 16 at March 31 who had been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	5 BLOB = 70<80 4 BLOB = 60<70 3 BLOB = 50<60 2 BLOB = 40<50 or 80<=100 1 BLOB = 0<40	62.2%	<b>62%</b>	62.3% @ Q3	△
	2068 / PAF CF / B79	Of children aged at least 10 and under 16 looked after at 31 March (excluding those placed with parents) the percentage who were in foster placements or placed for adoption	5 BLOB = 85<90 4 BLOB = 80<85 or 90<95 3 BLOB = 70<80 2 BLOB = 55<70 or 95<=100 1 BLOB = 0<55	77.90%	<b>80%</b>	79.7% @ Q3	△

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	2054SC / DIS 1111	Percentage of looked after children fostered by relatives or friends	High	19.5%	20%	15.9% @ Q3	▽
	2060SC / DIS 1114	Percentage of looked after children with a named social worker who is qualified as a social worker	High	100%	100%	97.6% @ Q3	▽
	2058SC / DIS 1115	The percentage of looked after children adopted during the year who were placed for adoption within 12 months of the agency deciding that the child should be placed for adoption	High	100%	100%	100% @ Q3	△
	2024SC / DIS 1219	Percentage of children and young people who are the subject of a child protection plan, or on the child protection register, who are not allocated to a social worker.	Low	0%	0%	0% @ Q3	△
	2020SC / DIS 1704	Percentage of initial assessments within 7 working days of referral	High	58.7%	68%	55.2% @ Q3	▽
	2023SC / KIGS CH01	Children and young people who are the subject of a child protection plan, or on the child protection register, per 10,000 population aged under 18	n/a	14.8	17%	19.4% @ Q3	n/a
	2019SC / KIGS CH02	Initial Child protection conferences per 10,000 population under 18	n/a	23.9	29	25.9 @ Q3	n/a
	2027SC / KIGS CH03	Children who became the subject of a child protection plan, or were registered, per 10,000 population aged under 18	n/a	20.4	21	20.9 @ Q3	n/a
	2035SC / KIGS CH10	Children whose child protection plans were discontinued, or were de-registered, per 10,000 population aged under 18	Low	22.3	20	15.5 @ Q3	△
	2042SC / KIGS CH39	Children looked after per 10,000 population aged under 18	n/a	45.4	45	45 @ Q3	n/a
	2052SC/KIGS CH44	Percentage of children looked after in residential accommodation	Low	12.60%	12%	14% @ Q3	▽

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	2015SC / KIGS CH141	Numbers of referrals of children per 10,000 population	n/a	266	280	245 @ Q3	n/a
	2016SC / KIGS CH142	Percentage of referrals that are repeat referrals within 12 months	Low	20.3%	18%	21.6% @ Q3	▽
	2017SC / KIGS CH143	Percentage of referrals of children in need that led to initial assessments	n/a	66%	65%	54.6% @ Q3	n/a
	2021SC / KIGS CH145	Number of core assessments of children in need per 10,000 population aged under 18	n/a	51.6	50	63.2 @ Q3	n/a
	2039SC	The ratio of the proportion of children subject to a child protection plan, or on the child protection register, that were from minority ethnic groups to the proportion of children in the local population that were from minority ethnic groups.	n/a	1.25	2	1.88 @ Q3	n/a
	2029SC / KIGS CH04	First time registrations on the child protection register as a percentage of total registrations during the year ended 31st march	High	85.50%	85%	85.7% @ Q3	△
	2037SC / KIGS CH12	Percentage of children who were subject to s47 enquiries which led to initial child protection conferences which were held within 15 working days	High	18%	>18%	42.1% @ Q3	△
<b>Enjoy &amp; Achieve</b>							
38		Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent	High	61.80%	66%	62%	△
39		Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs or equivalent at grades A*-G including English and Maths	High	92.80%	96%	93.60%	△
40		Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test	High	75.50%	82%	77%	△



APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
41		Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test	High	80.60%	83%	81%	△
43a		Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and set out in Annex A of the SEN Code of Practice	High	100.00%	100%	100% @ Q3	△
43b		Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and reproduced in Annex A of the SEN Code of Practice	High	100.00%	100%	100% @ Q3	△
181a		The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in English	High	76.50%	83%	80.5% (unvalidated)	△
181b		The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Mathematics	High	79.80%	83%	79.2% (unvalidated)	▽
181c		The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Science	High	77.50%	84%	79.3% (unvalidated)	△
181d		The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in ICT	High	74.00%	84%	75.2% (unvalidated)	△
194a		The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	High	31%	33%	35%	△
194b		The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	High	30.20%	35%	34%	△

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	3085SC / PAF CF / C69	The percentage of children newly looked after in the year, and still looked after at 31 March, who were placed at 31 March more than 20 miles from their home address from which first placed	Low	14%	12%	10% @ Q3	△
	3080YJ	Education, Training and Employment – Proportion of supervised juveniles in full time ETE	High	62.4%	90%	84.7% @ Q3	△
	3074SC / PAF CF / C24	Percentage of children looked after continuously for at least 12 months, of compulsory school age, who missed at least 25 days schooling for any reason during the previous school year	5 BLOB = 0<5 4 BLOB = 5<10 3 BLOB = 10<15 2 BLOB = 15<20 1 BLOB = 20+	10.5%	9%	15.4% @ Q3	▽
	3071SC / DIS 1406	The percentage of children looked after who were pupils in year 11 who were eligible for GCSE (or equivalent) examinations who sat at least one GCSE or equivalent exam	High	84.6%	85%	80%	▽
45		Percentage of half days missed due to total absence in secondary schools maintained by the local education authority	Low	7.90%	6%	Not available until June	-
46		Percentage of half days missed due to total absence in primary schools maintained by the local education authority	Low	5.67%	4%	Not available until June	-
50	3072SC / PAF CF / A2	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ	5 BLOB = 70<=100 4 BLOB = 50<70 3 BLOB = 45<50 2 BLOB = 25<45 1 BLOB = 0<25	76.50%	90%	Not available until June	-
	3073SC / DIS 1403	The percentage of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ	High	5.90%	10%	Not available until June	-
<b>Make a positive contribution</b>							
	4016SC / PAF CF / C63	The number of children and young people who communicated their views specifically for each of their statutory reviews as a percentage of the number of children and young people who had been looked after at 31 March for more than four weeks	5 BLOB = 95<=100 4 BLOB = 90<95 3 BLOB = 80<90 2 BLOB = 70<80 1 BLOB = 0<70	95%	97%	99% @ Q3	△

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
221a		Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the Local Authority area	High	58.2%	60%	41.4% @ Q3	▽
221b		Youth Work – The percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the Local Authority area	High	33.4%	30%	31.1% @ Q3	▽
	4015SC / PAF CF / C18	The percentage of children aged 10 or over who had been looked after continuously for at least 12 months, who were given a final warning/reprimand or convicted during the year for an offence committed whilst they were looked after, expressed as a ratio of the percentage of all children aged 10 or over given a final warning/reprimand or convicted for an offence in the police force area	3 BLOB = 1<3 2 BLOB = 0<1 or 3+	2.5	2.5	Not available until June	-
<b>Achieve economic well-being</b>							
	5026SC	What percentage of children with disabilities aged 14+ had a transition plan to support their move from Children's Services to Adult Services?	High	up to 90%	up to 90%	up to 75%	▽
161	5022SC / PAF CF / A4	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	5 BLOB = 0.6+ 3 BLOB = 0.5<0.6 2 BLOB = 0.4<0.5 1 BLOB = 0<0.4	1.25	0.99	Not available until June	-
	5037SC	Percentage of care leavers at age 19 who are living in suitable accommodation (as judged by the council)	High	100%	100%	Not available until June	-
<b>Service Management</b>							
	6024SC / PAF CF / B8	Average gross weekly expenditure per looked after child in foster care or in a children's home	4 BLOB = £423<£564 3 BLOB = £394<£423 or £564<£630 2 BLOB = £0<£394 or =>£630	£735	£619	£750 @ Q3	▽

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	6010SC / PAF CF / E44	Gross expenditure on children in need but not looked after, as a percentage of gross expenditure on all children's services	4 BLOB = 32<43 3 BLOB = 27<32 or 43<48 2 BLOB = 0<27 or 48<=100	29%	35%	30% @ Q3	△
	6044SC / PAF MR / D74	Practice learning: The number of assessed social work practice learning days per whole time equivalent social worker for employees working in children's services	5 BLOB = 17+ 4 BLOB = 11<17 3 BLOB = 5<11 2 BLOB = (>0)<5 1 BLOB = 0	17.2	14	Not available until June	▽
	6011SC / DIS 3118	Percentage of SSD directly employed staff for children that left during the year	Low	13.8%	11%	13.4% @ Q3	△
	6012SC / DIS 3119	Percentage of SSD directly employed posts for children and families vacant on 30 September	Low	11.3%	6.80%	12.2% @ Q3	▽
	6013SC / DIS 3120	% of working days/shifts lost to sickness absence during the financial year for Social Services staff working with children & families	Low	3.75%	4%	4.16% @ Q3	▽
	6015SC / DIS3121	Percentage of SSD gross current expenditure on staffing for children and families which was spent on training the council's directly employed staff working with children and families during the financial year	n/a	3.10%	3.25%	3.83% @ Q3	n/a
	6006SC / KIGS EX61	Gross expenditure on services to children per capita aged under 18	n/a	£356	£319	£379 @ Q3	n/a
	6045SC / KIGS EX66	Gross expenditure on adoption service per capita aged under 18	n/a	£10.50	£20	£10 @ Q3	n/a
	6009SC / KIGS EX 77	Expenditure on family support services per capita aged under 18	n/a	£35	£29	£39	n/a
	6022SC / KIGS EX 62	Gross expenditure on children looked after per capita aged under 18	n/a	£164	Not set	£167 @ Q3	n/a
	6020SC / KIGS ST03	Social Services Department (SSD) operational staff working specifically for children's services (WTEs) per 10,000 population aged 0-17	n/a	23.74	Not set	26.8 @ Q3	n/a

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
	6021SC / KIGS ST12	Social workers and care managers specifically for children (WTEs) per 10,000 population aged 0-17	n/a	15.4	<b>Not set</b>	17.6 @ Q3	n/a
	6004SC / KIGS EX12	Percentage of (PSS) actual expenditure on provision for children and families	n/a	20.59%	<b>22.70%</b>	Not available until June	n/a
222a		The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority with a qualification at Level 4 or above	High	29.24%	<b>34.90%</b>	Not available until June	-
222b		The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority which have input from staff with graduate or post graduate training in teaching or child development	High	100%	<b>100%</b>	Not available until June	-
	6017SC / DIS 3124	The percentage of social workers and residential managers working with children who need to obtain the child care PQ who have achieved the PQ1 award in child care	n/a	58.10%	<b>Not set</b>	Not available until June	n/a
	6043SC / DIS 3125	The estimated % of current staff working with children in need who are skilled and qualified as at 31 Mar as in the VCI audit	High	100%	<b>100%</b>	Not available until June	-
	6005SC / KIGS BU01PSS	PSS budget for children and families per population aged under 18	n/a	£321	<b>£313</b>	Not available until June	n/a
	6003SC / KIGS BU07	Total Personal Social Services (PSS) budget per capita	n/a	£280	<b>£287</b>	Not available until June	n/a
<b>CORPORATE AND CUSTOMER SERVICES</b>							
2a		The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability	High	2	<b>3</b>	3	△
2b		The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	High	79%	<b>79%</b>	79%	◁▷

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
174		The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population	n/a	28.33	57	Not available until June	n/a
175	H19	The percentage of racial incidents reported to the local authority that resulted in further action	High	100%	100%	100%	△
<b>ENVIRONMENT</b>							
82a i		The percentage of household waste arisings which have been sent by the Local Authority for recycling	High	18.71%	23.97%	22.46% @ end-of-February	△
82a ii		Tonnage of household waste arisings which have been sent by the Local Authority for recycling	High	16,921.66	22,444.11	18,069.06 @ end-of-February	△
82b i		The percentage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	7.36%	6.85%	7.86% @ end-of-February	△
82b ii		The tonnage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6,657.02	6,413.94	6,325.39 @ end-of-February	△
82c i		The percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	1.08%	1.05%	0 @ end-of-February	▽
82c ii		The tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	974.5	983.16	0 @ end-of-February	▽
82d i		The percentage of household waste arisings which have been landfilled	Low	72.85%	68.50%	69.68% @ end-of-February	△
82d ii		The tonnage of household waste arisings which have been landfilled	Low	65,887.51	63,792.96	56,524.65 @ end-of-February	△
84a		The number of kilograms of household waste collected per head of the population	Low	505.82	505.00	449.92 @ end-of-February	△
84b		The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	Low	-3.04%	-0.15%	-3.13% @ end-of-February	△

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
91a		The percentage of households resident in the Local Authority's area served by a kerbside collection of recyclables	High	68%	70%	70% @ end-of-January	△
91b		The percentage of households resident in the Local Authority's area served by a kerbside collection of at least 2 recyclables	High	68%	70%	70% @ end-of-January	△
99a i		The number of people killed or seriously injured (KSI) in road traffic collisions (in 2006)	Low	147	<134	119 (this relates to 2006)	△
99a ii		The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	4%	-28%	-19%	n/a
99a iii		The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-41%	-46%	-52%	n/a
99b i		The number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions (in 2006)	Low	13	<15	10 (this relates to 2006)	△
99b ii		The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	63%	-7%	-23%	n/a
99b iii		The percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-41%	-30%	-44%	n/a
99c i		The number of people slightly injured in road traffic collisions (in 2006)	Low	732	<788	663	△
99c ii		The percentage change in the number of people slightly injured in road traffic collisions since the previous year	Low	-6%	5%	-9%	n/a
99c iii		The percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average	Low	2%	10%	1%	n/a
100		Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by road works, per km of traffic sensitive road	Low	0	0	0	△
109a		The percentage of major applications determined within 13 weeks	High	75%	76%	68%	▽
109b		The percentage of minor applications determined within 8 weeks	High	84%	85%	78%	▽

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
109c		The percentage of 'other' applications determined within 8 weeks	High	92%	93%	89%	▽
165		The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	High	92%	100%	92%	◁▷
166a		Score against a checklist of best practice for Environmental Health	High	98.75%	100%	Not available until end-of-April	-
166b		Score against a checklist of best practice for Trading Standards	High	100%	100%	Not available until end-of-April	-
199a		The proportion of relevant land and highways (expressed as a percentage) that is expressed as having combined deposits of litter and detritus that fall below an acceptable level	Low	17%	15%	14% @ Q3	△
199b		The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	Low	2%	2%	2% @ Q3	◁▷
199c		The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	Low	1%	1%	0% @ Q3	△
199d		The year-on-year reduction in the total number of incidents and increase in the total number of enforcement actions taken to deal with 'fly-tipping'	Low	Grading 1 (Very Effective)	1	3	▽
204		The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Low	22%	21%	36%	▽
205		The local authority's score against a 'quality of planning services' checklist	High	94%	94%	94%	◁▷
215a		The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Low	8.78	5	6.61	△
215b		The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Low	57.16	30	9.5	△



APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
218a		The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	High	98%	100%	94.74%	▽
218b		The percentage of abandoned vehicles removed within 24 hours from the point at which the Local Authority is legally entitled to remove the vehicle	High	99%	100%	97.83%	▽
219b		Percentage of conservation areas in the local authority area with an up-to-date character appraisal	High	12.50%	26.56%	25%	△
223		Percentage of the local authority principal road network where structural maintenance should be considered	Low	14%	5%	6%	△
224a		Percentage of the non-principal classified road network where maintenance should be considered	Low	21%	19%	11%	△
224b		Percentage of the unclassified road network where structural maintenance should be considered	Low	24.28%	19%	32%	▽
86		Cost of household waste collection per household	Low	£47.03	£52.13	Not available until end-of-May	-
87		Cost of waste disposal per tonne of municipal waste	Low	£79.09	£82.33	Not available until end-of-May	-
102		Number of local bus passenger journeys originating in the authority area undertaken each year	High	3,433,043	3,948,000	Not available until end-of-May	-
106		Percentage of new homes built on previously developed land	High	76.70%	60%	Not available until end-of-May	-
187		Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	Low	31%	27.50%	11.20%	△
200a		Did the Local Planning Authority submit the Local Development Scheme (LDS) by 28 March 2006 and thereafter maintain a 3-year rolling programme?	n/a	Yes	Yes	Yes	n/a
200b		Has the Local Planning Authority met the milestones that the current Local Development Scheme (LDS) sets out?	n/a	Yes	Yes	Yes	n/a

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
216a		The number of 'sites of potential concern' [within the Local Authority area], with respect to land contamination	n/a	2,896	<b>5,841</b>	Not available until end-of-April	n/a
216b		The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	Low	0.2	<b>2</b>	Not available until end-of-April	-
217		Percentage of pollution control improvements to existing installations completed on time	High	96.80%	<b>96.80%</b>	Not available until end-of-April	-
<b>HUMAN RESOURCES</b>							
12		The number of working days/shifts lost to the Authority due to sickness absence	Low	8.41	<b>8.00</b>	7.99 @ Q3	△
16		The percentage of local authority employees with a disability	High	0.69%	<b>0.75%</b>	0.88% @ Q2	△
17a		The percentage of local authority employees from ethnic minority communities	High	0.64%	<b>0.80%</b>	0.61% @ Q2	▽
11a		Percentage of top-paid 5% of staff who are women	High	38.57%	<b>42%</b>	42% @ Q2	△
11b		The percentage of the top 5% of local authority staff who are from an ethnic minority	High	2.14%	<b>2.85%</b>	2.73% @ Q2	△
11c		Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	High	0.71%	<b>1.40%</b>	0.91% @ Q2	△
14		The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Low	0.16%	<b>0.14%</b>	0.25% @ Q2	▽
15		The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	Low	0.14%	<b>0.13%</b>	0.18% @ Q2	▽
<b>RESOURCES</b>							
8		Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms	High	92.67%	<b>92.67%</b>	91.8% @ Q3	◁▷

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	PAF	Indicator	Good Performance	Baseline	Target	Outturn	Direction of Travel
9		The percentage of council tax collected by the Authority in the year	High	98.34%	98.34%	77.58% @ Q3	◁▷
10		The percentage of national non-domestic rates collected in-year	High	98.90%	98.90%	79.81% @ Q3	◁▷
76b		The number of fraud investigators employed by the Local Authority, per 1,000 caseload	n/a	0.29	0.28	0.34 @ Q3	n/a
76c		The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	n/a	40.00	35.00	42 @ Q3	n/a
76d		The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	n/a	7.50	8.00	13 @ Q3	n/a
78a		The average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	Low	29.80	26	26.15 @ Q3	△
78b		The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority	Low	15.60	15.00	13.34 @ Q3	△
79a		The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct	High	98.40%	98.80%	96.8% @ Q3	▽
79b i		The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments	High	66.58%	66%	53.44% @ Q3	△
79b ii		HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	High	51.24%	55%	32.64% @ Q3	◁▷

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

<b>BVPI</b>	<b>PAF</b>	<b>Indicator</b>	<b>Good Performance</b>	<b>Baseline</b>	<b>Target</b>	<b>Outturn</b>	<b>Direction of Travel</b>
79b iii		Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	n/a	4.78%	9%	2.15% @ Q3	↔
156		The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	High	63.80%	70%	Not available until end-of-April	-

## 2007/08 REVENUE BUDGET MONITORING

### Summary

- The following table summarises the 2007/08 projected outturn as at the end of February 2008. It also includes figures from the previous Integrated Performance Report (IPR) report to permit comparison between current and previously reported figures.

	<b>2007/08 Budget £000</b>	<b>January 2008 Net over or (-) Underspending £000</b>	<b>February 2008- Net over or (-) Underspending £000</b>	<b>Change since last report £000</b>
Adult & Community	44,684	3,920	3,866	-54
Children & Young People	23,219	1,032	832	-200
Corporate & Customer	8,069	1,195	1,100	-95
Environment	24,734	-357	-77	280
Central Services	2,648	24	-1	-25
Resources	6,473	-16	-30	-14
Human Resources	1,421	0	0	0
<i>Directorate Position</i>	<i>111,248</i>	<i>5,798</i>	<i>5,690</i>	<i>-108</i>
Flood Damage Repairs	0	859	450	-409
Capital Financing Costs	10,753			
Interest Received	-1,220	-859	-859	0
Invest to Save	3,524	-2,800	-2,406	394
Transfers to Reserves	1,800			
Herefordshire Connects	1,893	-398	-395	3
Social Care Contingency	1,302	-1,302	-1,302	0
LABGI	-1,000	-600	-600	0
WMS Profit Share	-300	0	0	0
Transfer from Reserves	-4,472	0	0	0
Transfer from Revenue Balances	-1,157	0	0	0
<b>Net Position</b>	<b><u>122,371</u></b>	<b><u>698</u></b>	<b><u>578</u></b>	<b><u>-120</u></b>

2. The overall position shows projected £0.578 million overspend. This is 0.5% of the Council's £122.37 million revenue budget (excluding Dedicated Schools Grant funding).
3. As part of the overall 2007/08 budget there is contingency funding of £1.3m available to mitigate social care pressures. However the use of the contingency and the level applied to meet the overspend can only be sanctioned after a review of the causes for the overspend and assurances that mitigating action was taken.
4. The projected year-end outturn figures include an estimated £2.4m projected underspend against the allocations in the 2007/08 budget for modernising social care services. The majority of the total relates to the allocation to modernise social care and community services for older people.
5. The February projected outturn shows an improvement over the position reported at the end of February. This is largely due to a reduction in the projected overspend for directorates.

### **Revenue Reserves Position as at 29<sup>th</sup> February 2008**

#### **General Reserves**

6. As at 1st April 2007 the balance on the General Reserve was £8.0 million. This included releasing £100k contribution to the Partnership Fund with the PCT for developing the proposed PST arrangements.
7. The Council's Medium Term Financial Management Strategy sets out the Council's approach to managing General Fund balances and Specific Reserves and ensuring a balanced budget. A key message is a move away from a higher level of General Fund balances to specific Reserves to deal with key corporate financial risks. In 2006/07 this was achieved as the general fund balance had been £14.525m at 1st April 2006. The estimated General reserve balance at the end of this financial year is £6.0m after allowing for a planned use of reserve (£1.4m) and the £578k projected overspend.

#### **Earmarked Reserves**

8. At 1st April 2007 the Council held £19.8million of earmarked reserves. This includes school balances reserves of £8.137m that are ring fenced.

#### **July Floods and the Bellwin Claim**

9. Under the Government's Bellwin claim scheme £2.392m was submitted for reimbursement to meet flood related damage. The Council has received £1.983m after the deduction of the £409k "Threshold" that cannot be funded under current rules.
10. The projections now reflect the costs to be met by directorates after receipt of the £1.983m from central government. There remains £450k of costs currently held centrally pending insurance related discussions.

**ADULT AND COMMUNITY SERVICES DIRECTORATE****Directorate Summary as at 29<sup>th</sup> February 2008**

	<b>January 2008 Net over or (-) underspending £000</b>	<b>February 2008 Net over or (-) underspending £000</b>
Adult Services	+4,430	+4,233
Strategic Housing	+15	-9
Community Services	109	+306
Commissioning and Improvement	-134	-164
Less needs analysis monies	-500	-500
<b>Total</b>	<b>3,920</b>	<b>3,866</b>

**Adult Services**

11. The projected outturn for Adult Services is an overspend of £4.23 million which represents a decrease on the January position, this is mainly due to the allocation of preserved rights grant funding. Details of the major variances are as follows:
  - a. Learning Disabilities - £2.79 million overspend
  - b. Physical Disabilities - £0.496 million overspend
  - c. Mental Health - £1.182 million overspend
  - d. Older People - £0.203 million underspend
12. The position within Learning Disabilities has begun to stabilise, no new residential placements have been made, two home support packages have terminated and two new supported accommodation packages have been made. The final allocation of preserved rights grant has reduced the forecast overspend.
13. There has been one new residential package made in Mental Health, however the overall forecast overspend has reduced due to preserved rights grant allocations.
14. The position within Older People has improved further due to LPSA2 grant being applied to fund some staff costs. Dialogue continues with Shaw with a view to reducing the whole life costs of the overall scheme.
15. Work continues to bring expenditure back in line with budget, but as this requires a change to the model of service delivery this is a lengthy process. The Adult and Community Services Transformation Programme Board oversees a range of projects designed to change the way in which services are provided. This will see a move away from residential care towards more cost effective community based solutions. As well as reducing costs, income generation schemes including fairer charging are

being implemented and a more stringent assessment process introduced. Further mitigation is from Supporting People funding where agreement in principle has been reached to identify cases where such funding would be appropriate. A review of all existing clients is being carried out in conjunction with the PCT.

16. In recognition of the demographic pressures in social care (both adults and children's) a centrally held contingency of £1.3m has been set aside but has not been allocated at this stage. It is likely £650k of this will be used to offset the overspend.
17. Invest to save monies of £2.7m have been ring-fenced to address issues highlighted in the Older People's Needs Analysis completed in the autumn of 2006. As this funding will be underspent at the year end, £500k has been used to fund specific short term packages, pending redesign of service provision. Once these packages have ceased, the funding will not be used for further residential care but will revert to its original purpose of supporting the operational change agenda.
18. The final presentation of accounts for 2007/08 will include any underspend against spend to save against service areas. This will mean that the final reported figures are likely to be less than the headline figures in this report for both Adult Services and Children and Young Peoples Services.

#### **Strategic Housing**

19. The projected outturn for Strategic Housing is likely to be a small underspend, however homelessness remains an area where financial projection can change quickly as a result of service pressure.

#### **Community Services**

20. The budget recovery plan is on course to achieve the planned savings however there is no capacity to meet the annual ICT charges for public access points within County Libraries that will shortly be allocated. This is likely to result in an overspend of £75k. Discussions are being held between ICT and Community Services.
21. Negotiations with HALO regarding costs for the implementation of single status and job evaluation have concluded. Detailed challenge of the calculations has resulted in a reduction of approximately £40k, however the final position will result in an overspend of £160k for 2007-08 and a further £67k relating to backdated amounts.
22. The outcome of the 'Article 10' audit by Government Office of the ARCH (Actively Regenerating Communities in Herefordshire) programme will not be known until 2008-09 and any grant clawback will be applied within the next financial year.

#### **Commissioning & Improvement**

23. This area is expected to underspend by £164k as a result of delayed recruitment following a restructuring and economies derived from carrying out a data cleansing exercise in-house rather than using external resources. Some ICT expenditure will be funded by grant funding which further improves the position.

#### **Efficiency Savings**

24. All the Adult Services efficiency savings have been allocated out to client groups.



25. The Community Services efficiency savings were implemented into the base budget at the start of the year and savings are being achieved on an on-going basis.

**CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE****Directorate Summary as at 29<sup>th</sup> February 2008**

	<b>January 2008 Net over or (-) underspending £000</b>	<b>February 2008 Net over or(-) Underspending £'000</b>
Central directorate Budgets	+72	-28
Safeguarding and Assessment	+960	+860
<b>Total</b>	<b>+1,032</b>	<b>+832</b>

26. The current position is a projected overspend of £832k compared to a projected overspend of £1.032m in January 2008. The forecast spend includes an assessment of expenditure to be covered by the funding allocation for modernising social care services. The projection does not include any allocation from the social care contingency. These will be applied during the closure of accounts and their impact is likely to see these budgets balance at year end.
27. The reduction in the Children's and Young Peoples services overspend is caused by a reduction in spend on school transport and early years expenditure due to grant underspends.

**Dedicated Schools Grant**

28. Current estimates are that Dedicated Schools Grant (DSG) is expected to under spend in total by £244k which comprises of an additional £416k extra grant from higher than expected pupil numbers.
29. However, there is a projected overspend of £498k on Nursery Education Funding to Private, Voluntary and Independent providers arising from an additional week's payment in this financial year and a temporary rise in numbers.
30. Special Needs Banded Funding is projected to overspend by £192k due to higher numbers of allocations at funding panel. This is offset by savings on fees to Independent Schools for SEN placements due to leavers and delayed new placements.
31. Legislation means that Dedicated Schools Grant is ring-fenced and must be spent on schools and specific services to schools. Any under or over spend must be carried forward. The Schools Forum has agreed that half the under spend (£122k) will be used to support school budgets in 2008/09.

**Directorate Central Budget**

32. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport.

33. The Council is required to meet any redundancy costs arising from within schools. The position will not be fully known until the end of March 2008 however all the signs are of increasing costs. The key pressure in this area is falling rolls and this budget was overspent by £285k last year.
34. School transport route reviews continue to deliver welcome savings and this year savings of £254k are projected. One off savings are also likely at a level of £229k largely due to the windfall arising from the transfer from Standards Fund academic year funding to financial year funding in the LAA.

**Children's Social Care/ Safeguarding and Assessment Services**

35. Analysis of the number of placements shows a rise from 24 in April 2006 to 33 in December 2007. Similarly fostering placements have risen from 102 in April 2007 to 114. The Council has a statutory responsibility to meet the needs of individual children if such placements are necessary. These placements can be expensive and typically each one costs in excess of £150k. This is a key pressure for 2008/09 financial year and unless placements can be reduced there will be a continuing cost pressure.

**Summary**

36. Overall, the Children and Young People's budget is currently expected to overspend but after the application of the central contingency and spend to save funding a balanced year end position is expected. This will continue to be monitored closely throughout the rest of the financial year.

**Efficiency Savings**

37. The efficiency savings required for 2007/08 have been based upon the social care modernisation proposals approved by Cabinet last year and additional transport savings identified from route reviews effective from September 2007.

## CORPORATE AND CUSTOMER SERVICES DIRECTORATE

Directorate Summary as at 29<sup>TH</sup> February 2008

	January 2008 Net over or (-) underspend £000	February 2008 Net over or (-) underspend £000
Herefordshire Partnership	0	0
Communications	0	20
Director and Administration	0	0
Emergency Planning	0	5
Legal and Democratic Services	100	100
Info by Phone	0	-100
Policy& Performance	0	-30
Information Services	0	5
Corporate ICT Projects	-427	-205
ICT Trading Account	217	0
Corporate Programmes	205	205
Community Network Costs	1,100	1,100
<b>CCSD TOTAL</b>	<b>1,195</b>	<b>1,100</b>

38. The Budget review of ICT removed several posts from the establishment, reduced contractors from 27 to 5, and put all vacancies on hold. Internal charging between ICT projects and the Trading Account has been stopped, allowing visibility of spending. Spending and income is now matched with the correct budget ensuring that in 07/08 the trading account will balance.
39. In the early part of 07/08 the Corporate Programmes structure included 7 consultants working on a number of projects. These have been completed and the numbers reduced to 2 in the 08/09 structure. These remain to deliver particular projects
40. The ICT Trading Account and Corporate ICT projects are performing in line with revised budgeted projections.

41. Info by Phone is anticipated to under spend due to staff vacancies. Work is continuing with directorates to identify those services which will become part of the Customer Services function during the next year. Until the end of 2008/09 there is £500k of additional funding for Customer Services and securing base budget provision from the transferred services beyond 2008/09 is a priority for the Directorate. To date budget projections indicate that 50% is secure in 08/09.
42. Within Legal and Democratic Services further work continues to reduce overspends. There is an over spend on members' expenses because of the purchase of new computers and training for all members after the election. These will balance out over the next three years. Operating costs in Members' Services continue to rise in support of increasing numbers of meetings. In Legal Services the outstanding invoices have now been paid. However there is a continuing legacy of some unachievable income targets which need to be resolved.
43. Investigations into the planned funding for the community network upgrade have established that the annual revenue cost is £1.6m, reduced to £1.1m after contributions from school funding. However, work is in progress to challenge elements of the Siemens contract in order to reduce the cost. The overall position is offset by areas identified to date that see a reduction in costs for line rental and call charges. This will help to reduce the full year overspend. The detail is still awaited for end of year charges.

## ENVIRONMENT DIRECTORATE

Directorate Summary as at 29<sup>th</sup> February 2008

	January 2008 Net over or (-) underspending £000	February 2008 Net over or (-) underspending £000
Environmental Health and Trading Standards	-700	-700
Planning	293	293
Highways and Transportation	50	330
Directorate Management & Support	0	0
TOTAL	-357	-77

**E****Environmental Health and Trading Standards**

44. There is a projected underspend of £600k relating to the Waste Disposal budget. This projection is mainly based on forecasts from Worcestershire County Council in relation to the joint Waste Disposal contract. In previous years there has been significant underspend and until the new contract variations are agreed this position will continue. However, the cost of the new contract will be considerably higher than at present. The final position will be reflected in the overall revenue account. In previous years, any underspend against the contract has been transferred to reserves to meet future waste management pressures.
45. One area of risk is current waste contract volume percentages between Herefordshire Council and Worcestershire County Council. These are close to a potential 1% increase for Herefordshire Council. If this happens this would mean an additional cost of £300k which is not reflected in the outturn.
46. There is a projected underspend in relation to Commercial Environmental Services of £50k. This is the additional income received in the current year in relation to the Cadbury's case compensation for expenditure incurred and loss of inspection income in the previous year.
47. There is also a projected underspend of £50k in relation to licensing, due to income exceeding budgets. This increase in income was intended to fund additional staff but the directorate has not been able to recruit.

**Planning**

48. There is likely to be an overspend in relation to IT SLA charges in Planning of £100k. This is being reviewed to check the impact on the ICT trading account. In the previous year, on a one-off basis, this pressure was met by Planning Delivery Grant however there is no capacity to do this in the current year.
49. There is also an additional projected overspend of £43k in relation to a revenue contribution to capital for the purchase of land at Belmont.

50. There is also a predicted overspend over £150k in relation to IT contract fees for scanning and legal costs, again in the previous year these pressure were met by Planning Delivery Grant however there is no capacity to do this in the current year.

**Highways & Transportation**

51. Concessionary travel is expected to overspend by £50k. This projection is based on inflationary increases during the year on fares of 10% and an increase of patronage of 5%, based on increases already seen so far this year.
52. Winter Maintenance budget is forecast to overspend by £210k. This reflects the costs for an average winter and July flood works.
53. Income on Car Parking has been less than was anticipated and is likely to fall short of target by £70,000.

**Efficiency Savings**

54. The efficiency savings have all been taken into account in the Directorate's budget. Action is being taken to ensure the savings are made.

**CORPORATE BUDGETS****Summary as at 29th February 2008**

	<b>January 2008 Net over or (-) underspending £000</b>	<b>February 2008 Net over or (-) underspending £000</b>
Corporate Budget	24	-1

55. At the end of February 2008 a net underspend of £1k is expected on corporate budgets. Additional one off payments this year exceed the anticipated savings on corporate subscriptions, insurance, audit commission fees and Environment Agency levies.
56. The remaining corporate capacity budget and agency staff efficiency savings will be allocated in the 2008/09 base budget to directorates.

**RESOURCES DIRECTORATE****Summary as at 29th February 2008**

	<b>January 2008 Net over or (-) underspending £000</b>	<b>February 2008 Net over or (-) underspending £000</b>
Asset Management & Property Services	0	0
Audit, Benefit and Exchequer and Financial Services	-16	-30
Total	-16	-30

**Asset Management & Property Services**

57. At this stage of the year there is an estimated break even financial position at year end.
58. Additional expenses for office accommodation are causing an increased risk of an overspend.

**Audit Services, Benefit and Exchequer Services and Financial Services**

59. Overall there is a projected underspend of £30k. This is largely due to savings around rent rebates.



**HUMAN RESOURCES DIRECTORATE**Summary as at 29<sup>th</sup> February 2008

	<b>January 2008 Net over or (-) underspending £000</b>	<b>February 2008 Net over or (-) underspending £000</b>
Human Resources	0	0

**Human Resources**

60. At this stage of the year there is an estimated break even.
61. However due to vacancies being filled using interim agency staff it is possible this area could overspend.

**Efficiency Savings**

62. The efficiency savings have all been taken into account in the Directorate's budget. Action is being taken to ensure the savings are made.



## 2007/08 CAPITAL PROGRAMME BUDGET MONITORING

### OVERALL SUMMARY POSITION

1. The capital programme forecast outturn for 2007/08 as at 29<sup>th</sup> February totals £52,821m, which is a decrease of £597k from the previous capital programme forecast outturn for 2007/08 as at 31<sup>st</sup> January. This is a net change from review of larger capital expenditure forecasts detailed in the body of this report; no funding resources are expected to be lost.
2. The revised forecast excludes devolved formula capital spend at schools. This is grant funded capital spend determined by schools. This will fall within future years capital programme monitoring. Spend to be transferred from revenue to capital at the 2007/08 year end in relation to the devolved formula capital spend in 2007/08 is expected to total approximately £2,898k.
3. A summary of the overall capital programme position for 2007/08 is provided in table D1. Detailed capital programmes for directorates are reported to the relevant scrutiny committees.
4. Details of total capital scheme costs, their funding, spend to date and any potential issues for capital schemes with a revised forecast spend for 2007/08 exceeding £500k are provided in table D2.

### CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

5. The forecast spend on the Minster school replacement and Riverside amalgamation before the end March have decreased representing slippage in the cashflow with no impact on the capital funding or total scheme costs. The Council will benefit from the funding remaining in the Councils bank account over the year end.

### HEREFORDSHIRE CONNECTS

6. The Core Logic social care solution capital spend has slipped by £602k into 2008/09, the prudential borrowing funding allocation has been carried forward.

### RESOURCES

7. The capital programme forecast for this directorate has increased representing corporation accommodation costs to be incurred in moves to Plough Lane, funded by the capital receipt reserve and spend on smallholdings to enable property sales.

### CAPITAL DE-MINIMUS

8. The Council has a capital de-minimus level of £10,000, which means that capital expenditure of less than £10,000 remains in the Councils revenue account, however with the introduction of devolved formula capital spend, it has been noticed that this capital grant permits the capitalisation of costs of less than £10,000 therefore it should be noted that there will be instances where the de-minimus level may not be reached where capital grant conditions provide a lower threshold.

### VAT

9. The position in relation to 2008/09 VAT Partial Exemption calculation has not been announced. As soon as this information is available the impact on the authority will be communicated in this report.

### Prudential Borrowing Position as at 29<sup>th</sup> February 2008

10. A summary of the Prudential Borrowing position for 2007/08 is set out below.

2007/08 Original Prudential Borrowing Allocation		£16,995,000
Add: Subsequent Allocation (Rotherwas Enterprise)		£90,000
Add: Slippage from 2006/07		£16,288,000
Less: Slippage into future years	(£23,499,000)	
No longer required	(£1,074,000)	
Funded by available SCE(R)	(£125,000)	(£24,698,000)
Forecast use of Prudential Borrowing in 2007/08		<u>£8,675,000</u>

### Capital Receipts Reserves Position as at 29<sup>th</sup> February 2008

11. The capital receipts reserve totalled £22,426m as at 1<sup>st</sup> April 2007. Capital receipts of £1,850k have been received to date, mainly in relation to the sale of small holdings. £7,451k is expected to be used to fund 2007/08 capital programme. The remaining balance will be used to fund future year's capital programme including strategic housing, Rotherwas futures and the provision of a cattle market.

**TABLE D1**

**FUNDING OF REVISED 2007/08 CAPITAL PROGRAMME**

Capital Programme Area	2007/08 Revised Forecast 29/02/08	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People's Services	11,151	2,163	2,275	4,573	-	2,140
Resources	2,825	-	254	2,146	60	365
Corporate and Customer Services	322	-	322	-	-	-
Social Care Solution	342	-	342	-	-	-
Environment Services	27,585	7,582	4,088	15,822	45	48
Adult and Community Services	10,596	218	1,394	4,030	56	4,898
<b>Total Revised Forecast</b>	<b>52,821</b>	<b>9,963</b>	<b>8,675</b>	<b>26,571</b>	<b>161</b>	<b>7,451</b>
<i>January Forecast</i>	<i>53,418</i>	<i>9,963</i>	<i>9,277</i>	<i>26,880</i>	<i>161</i>	<i>7,137</i>
<i>Change from January</i>	<i>(597)</i>	<i>-</i>	<i>(602)</i>	<i>(309)</i>	<i>-</i>	<i>314</i>

<b><u>Reported to date</u></b>						
<i>Original Budget</i>	<i>65,462</i>	<i>9,963</i>	<i>28,256</i>	<i>18,358</i>	<i>170</i>	<i>8,715</i>
<i>July 2007 Forecast</i>	<i>62,433</i>	<i>9,963</i>	<i>15,926</i>	<i>25,781</i>	<i>54</i>	<i>10,709</i>
<i>Sept 2007 Forecast</i>	<i>61,602</i>	<i>9,963</i>	<i>16,503</i>	<i>25,291</i>	<i>54</i>	<i>9,791</i>
<i>Nov 2007 Forecast</i>	<i>53,168</i>	<i>9,963</i>	<i>9,296</i>	<i>26,645</i>	<i>161</i>	<i>7,103</i>
<i>Jan 2008 Forecast</i>	<i>53,418</i>	<i>9,963</i>	<i>9,277</i>	<i>26,880</i>	<i>161</i>	<i>7,137</i>
<b><i>Feb 2008 Forecast</i></b>	<b><i>52,821</i></b>	<b><i>9,963</i></b>	<b><i>8,675</i></b>	<b><i>26,571</i></b>	<b><i>161</i></b>	<b><i>7,451</i></b>

TABLE D2

Schemes with a forecast spend exceeding £500k in 2007-08

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	Current 2007-08 expenditure forecast £'000	Actual spend to 29-02-08	Comments
<b>Children &amp; Young People's Services</b>					
Sutton Primary Replacement School	2,811	Grant, Parish Council & capital receipts	2,144	1,475	Scheme running behind schedule due to weather, expected completion in May
Riverside Amalgamation	8,505	Grant & capital receipts	4,040	2,723	£1,200k expected spend in March, scheme anticipated to complete in September
Condition property works	n/a	SCE®	900	736	Annual programme of works at various sites committed on a highest need first basis
<b>Resources</b>					
Property Purchase	1,446	Grant	1,446	1,422	Purchase under Edgar St Grid development
<b>Environment Services</b>					
Rotherwas Access Road	11,697	Grant, LTP & prudential borrowing	7,459	6,814	Construction to complete in April, compensation events yet to be agreed
Crematorium	3,150	Prudential borrowing	810	501	Work on site currently three weeks behind but this time is expected to be regained
Road Maintenance	n/a	LTP allocation	5,863	3,922	Flood work has delayed programme works however total budget spend is still anticipated
Hereford Flood Defences	2,172	Private developer	2,172	-	Payment to complete in March
Footways	n/a	LTP allocation	1,065	507	Total budget spend still anticipated
Ross on Wye Flood Alleviation	6,974	Grant	5,000	3,035	Scheme in progress, completion (excluding retention) expected in September

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	Current 2007-08 expenditure forecast £'000	Actual spend to 31-01-08	Comments
Assessment Strength of Bridges	n/a	LTP allocation	750	558	Annual programme of works fully committed
<b>Adult &amp; Community Services</b>					
Cattle Market	5,022	Capital receipts	1,650	288	Land purchase and release of restrictive covenant to complete in March
Affordable Housing Grants	n/a	Capital receipts	2,000	2,013	Annual allocation of grants
Private Sector Housing	n/a	Grant & capital receipts	833	529	A tightening of the eligibility criteria has resulted in the slowing of grant approvals
Friar St Museum and Resource Centre	2,040	Grant, borrowing & capital receipts	1,364	809	Negotiations with the contractor are ongoing which may result in slippage
Rotherwas Futures Est. Dev. Work	4,358	Grant & capital receipts	668	405	Total scope of scheme and costs thereof to be finalised
Disabled Facilities Grant	n/a	60% grant & 40% capital receipts	920	586	Grants committed can be rolled forward; continued increasing demand on this budget
Aylestone Hill Park	627	Prudential borrowing & private developer	507	533	Phase complete, future phases will commence upon receipt of developer funding
<b>Total</b>			<b>39,591</b>	<b>26,856</b>	
<b>Schemes with a forecast spend in 2007/08 of less than £500,000</b>			<b>13,230</b>	<b>7,286</b>	
<b>Total</b>			<b>52,821</b>	<b>34,142</b>	





## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three						
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix			Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)					
		Impact	Likelihood	Priority Rating			Impact	Likelihood	Residual Priority Rating	Action/Owner	Target Review Date	
CR2	Corporate spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Adult Social Care, Childrens Social Care and ICT & Customer Service.	4	4	<b>High</b>	The Council's Medium Term Financial Strategy highlights the requirements for all Directorate budgets to be managed within a 1% overspend tolerance. Budgetary pressures continue for both adult and children social care services. Contingency funding has been set aside within the Council's budget plan to help mitigate this risk. A significant overspend on social care budgets is currently expected. The forecast outturn for ICT & Customer Services is now expected to be within budget for the year but there will be significant under and over spends within that position. Additional budget pressures include flood recovery costs and unbudgeted revenue costs of the Siemens contract. A New potential pressure is grant clawback on the ARCH programme.	ALL/ GH, SM, JEJ	3	3	<b>High</b>	<ol style="list-style-type: none"> <li>Budget management plan for A&amp;CS agreed.</li> <li>Budget management plan for C&amp;YP agreed.</li> <li>ICT base budget issues being examined by DC&amp;CS with support from Financial Services.</li> <li>Robust challenge of monthly budget monitoring reports from Directorates by Financial Services</li> <li>Robust challenge of Directorate budget management plans for the future through the Performance Improvement Cycle process.</li> <li>Medium Term Financial Strategy being reviewed</li> </ol>	GH SM JEJ DP DP DP	31/03/08 31/03/08 Ongoing Ongoing Complete 31/03/08

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three					
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix	Impact	Likelihood	Priority Rating	Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)	Action Description	Action/Owner	Target Review Date
		Impact	Likelihood	Priority Rating	Impact			Likelihood			
CR4	Failure to prepare adequately for CAA and raise our DoT score from improving adequately.	4	2	Medium	The key mitigation actions for the next 12 months are: 1) sustaining our current rate of improvement in key performance indicators through the introduction of the NIS 2) action to fundamentally improve data quality 3) preparing adequately for audits / inspections in 2008 and avoiding negative reports 4) properly explaining the reduction in our overall score from February 2008 to staff, the public and partners and 5) a project managed programme of key preparatory projects through 2008/09 including joint planning and performance management across Herefordshire.	ALL/ CB	2	2	a) proactive management of all corporate audits e.g. performance indicators and data quality. b) deliver robust improvement plans where audit results were poor in the past. c) Continue to improve PI's especially satisfaction indicators and evidence other improvements for the DoT d) agreeing a standard approach prior to all future audits/inspections. e) redirect PIM's to the areas that need most improvement. f) Herefordshire connects provides corporate performance management solution - currently on hold.	a) JJ & c) relevant HOS/Director, Herefordshire Connects Board/TG e) TG f)	a & b) March 08 c) Sep 08 d) & e) April 08 f) March 08
					Use of Resources Improvement Plan for 2006 has been implemented.	SR			Use of Resources assessment for 2007 expected shortly. SR to lead on development of an improvement plan.	SR/AL L	

## Managing Risk – Corporate Risk – January 2008

Stage One		Stage Two				Stage Three			
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)			
		Impact	Likelihood			Priority Rating	Impact	Likelihood	Residual Priority Rating
							Action Description	Action/Owner	Target Review Date
							Action plans resulting from internal audit reviews implemented to agreed timescales	ALL	Ongoing
				Revised performance improvement framework and cycle for 2008 / 09. Improved corporate plan. Additional support is being given to the service planning for 2008 through a series of training modules.	CB/ JJ				Nov 07 - Mar 08
CR5	The inability to provide critical services due to the failure of the ICT networks	4	4	Substantial capital investment has been made in ICT network and disaster recovery arrangements. Extensive ICT specific service continuity plans have been developed and are exercised. Workshops held for all directorates and service continuity plans have been prepared and due for testing during the year in business critical systems and services. Monthly checks made to ensure amendments are made to all plans. The Council is reviewing the Community Network Contract	JEJ	4	3		01/10/2008
							The service continuity plans developed by directorates are reviewed on an annual basis following service continuity week held in September. The current plans are reviewed to create an authority wide response to any critical incident. Mapping of key ICT systems is complete. No corporate testing of plans, only at service level. In the process of identifying the critical services that would need to continue - and any spare capacity.		

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three				
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)		Action Description	Action/Owner	Target Review Date
		Impact	Likelihood			Priority Rating	Impact			
CR7	Corporate Capacity to deliver a range of changes the Council has embarked upon.	4	3	with Siemens to ensure it provides value for money. The Audit Commission's Use of Resources report 2008 notes that the Council lacks a consolidated business continuity plan. This is an issue that needs urgent attention to improve to at least minimum acceptable standards by 31/03/08 Programme Management, Clear Leadership and Senior Management Restructuring. Capacity issues identified within CPA inspection and were part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues. Discussed by CMB as part of 2007 PIC and adjustments proposed for the budget. New CMB/SMT joint working has also been launched.	CB	4	2			

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three			
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Director Responsible	Potential Mitigation Strategy Summary	Assessment of Risk (with control measures implemented)		Action/Owner	Target Review Date
		Impact	Likelihood			Priority Rating	Residual Priority Rating		
CR8	Achievement of LPSA 2 targets and hence the Performance Reward Grant (PRG). Failure to manage future PRG will have a significant and detrimental impact on the Council's ability to invest in future performance gains in services.	3	3	JEJ	Herefordshire Partnership Manager and the Head of Policy & Performance now meet regularly with the assigned project manager and have agreed responsibilities for chasing progress and ensuring action. In addition performance indicators are received every 2 months, in line with the Council's performance management arrangements, enabling proactive management through this management group.	3	2	JW/TG	a) BCG convened in August, thereafter meeting at least monthly (b) HCPB convened and meeting monthly c) As (b)
CR9	Non delivery of Local Area Agreement	3	2	JEJ	Financial and performance management process in place and working. Herefordshire Partnership Performance Management Group (PMG) to monitor PI's and LAA Single Pot and agree detailed actions.	3	2	JW	Ongoing - PMG to meet at least 6 times/year
CR11	Failure to recruit and retain staff where there are national skills shortages and including the impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims.	3	3	ALL/ GC	Succession planning as part of management development provision	2	2		

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three						
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix			Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)					
		Impact	Likelihood	Priority Rating			Impact	Likelihood	Residual Priority Rating	Action Description	Action/Owner	Target Review Date
					Utilise SRDs / implement career development posts and conclude job evaluation. 94% SRDs completed by the end of May. HR to support Directorates deliver to identified training needs, to work to Investor in People standard.							
					Focused recruitment activity to support identified shortages e.g. Social Work (Childrens) and more recently difficulties in recruiting to Asset Management & Property Services posts, plus development of a workforce plan, and work to implement national data sets. Actions to address ICT shortages are in place. and progressing in Building Control.				Looking at traineeships in building control, overseas recruitment for social workers. Council's establishment to be reviewed quarterly.			Mar-08
					Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. Implement Market Forces Supplement.				Market Forces Supplement in place. Numbers in receipt of MFS included in quarterly directorate performance reports.			

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three					
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)					
		Impact	Likelihood			Priority Rating	Impact	Likelihood	Residual Priority Rating		
				Improving leadership and management through revised management development provision.							
				Implement software to review new pay structure to ensure that it is equality proofed.							Jan-08
				Pride in Herefordshire approach to be implemented.						GC	
	Lack of development in the Adult's Workforce Strategy			Adult Strategy being developed first phase focusing on Learning Disabilities	GH					GC	
	Lack of development in the Children's Workforce Strategy			Children's draft workforce strategy agreed in principle and implementation plans being developed	SM					Shaun McLurg	
CR13	Review of Accommodation Strategy.	4	4	An Accommodation Strategy Group has been established to review future options. Cabinet are considering officer recommendations.	SR	3	2	Med		SR	31/03/08
				An emerging risk is the move towards flexible working. An initial observation/data analysis study has been commissioned to identify potential flexible working solutions.	MH	3	3	High			

## Managing Risk – Corporate Risk – January 2008

Stage One		Stage Two			Stage Three					
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)		Action Description	Action/Owner	Target Review Date
		Impact	Likelihood			Priority Rating	Residual Priority Rating			
CR16	Failure of Waste Management Contract leading to failure to meet diversion targets and the potential for the Authority to be paying £150 per tonne extra on our missed target tonnages. Failure of the contract would also lead to the loss of PFI credits	4	3	"Ongoing commitment from Herefordshire and Worcestershire (H&W) to retaining the existing contract. The incorporation of subcontractors into the existing contract as a variation should enable adequate waste to be diverted to ensure the authority does not become subject to penalties under the Landfill Allowance Trading Scheme (LATS).	MH	4	2	"H&W have an agreement to Trade LATS between the two authorities at "no cost" to offset risks - this risk needs to be formalised. The failure of negotiations with ReEnergy means that the issue of MWM identifying and introducing a new sub-contractor will need to be monitored to ensure early warning can be given of likely timescales for the negotiations and implementation of a varied contract. Because of the timescales involved in delivering a variation to the Contract it will be necessary to offset our risks of LATS penalties by maximising our recycling performance, through Waste Collection, to deliver increased diversion from landfill. In addition the two authorities are now also negotiating a contract to secure capacity at an Energy from Waste Plant to ensure we collectively meet our diversion targets.	MH	



## Managing Risk – Corporate Risk – January 2008

Stage One		Stage Two			Stage Three						
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)					
		Impact	Likelihood			Priority Rating	Impact	Likelihood	Residual Priority Rating		
CR17	Reduction in the Use of Resources overall assessment	4	2	Adverse opinion on Value for Money in Annual Governance letter, due to the financial governance issues in ICT & Customer Services highlighted in the Section 151 Officer report dated 20.09.07 and the Crookall report, will impact on the 2007 Use of Resources score for Internal Control and Value for Money.	SR	3	4	High	The Contracts are both "out of County" and are designed to deliver the minimum quantity of waste to meet or LATS target and to minimise the amount of waste being transported out of the Counties. In addition further work is being undertaken to secure appropriate diversion technology to secure the longer term viability of the Contract."	ALL	Ongoing
CR27	CRB process not carried out to an appropriate and reliable level	4	3	Officers agreed areas of concern and an action plan to be drawn up to redress the issues as quickly as possible.	AMc	4	3	High	Action plan to be developed that will address the 7 areas of concern as raised by the Director of C&YP. Appropriate financial support to be allocated so that the recommendations of the plan can be actioned speedily and readily. Report to Members.	AMc	

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three				
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix		Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)		Action Description	Action/Owner	Target Review Date
		Impact	Likelihood			Priority Rating	Residual Priority Rating			
CR28	Deliverable benefits from Herefordshire Connects not realised	4	3	MTFS updated for 08/09 to include modernisation fund to allow for review of Herefordshire Connects programme to be integrated with accommodation strategy for future organisation arrangements between Herefordshire Council and the PCT.	JEJ	3	3	a) BCG in place and meeting regularly, benefits envisaged to be assessed at each meeting; b) Programme Board receive regular exception reports; c) Actual investment and savings monitored against the MTFs. To be completed by risk owner	a) DP b) AK c) DP	Monthly , next review January 2008
CR29	Both Data Centres are in leased accommodation, are near capacity, plus there are environment issues such as power and fire suppression that need to be addressed. Loss of data centres will affect delivery of all services. This is linked with accommodation strategy CR13	4	4	Decisions required form accommodation strategy to establish were future data centres should be located. Project to be established to relocate data centres to these locations. Investment required, server virtualisation will reduce risk in part.	JEJ	4	4		Rob Knowles	
CR30	Legacy systems out of support with vendors, and on old hardware. Compounded by CR28 Benefits from Connects eg Cedar	4	4	Establish which systems are deemed critical and make good the systems. Any expenditure may need to be deducted from connects benefits.	JEJ	1	1	To be completed by risk owner	Geoff Cole	

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three						
<b>Risk Ref No</b>	<b>Identified Risk Area</b>	<b>Assessment of Risk (Assume NO controls in place) using risk matrix</b>			<b>Potential Mitigation Strategy Summary</b>	<b>Director Responsible</b>	<b>Assessment of Risk (with control measures implemented)</b>					
		<b>Impact</b>	<b>Likelihood</b>	<b>Priority Rating</b>			<b>Impact</b>	<b>Likelihood</b>	<b>Residual Priority Rating</b>	<b>Action Description</b>	<b>Action/Owner</b>	<b>Target Review Date</b>
CR32	<p>Currently the council's websites use the Star internet feed which is becoming increasingly unreliable. The TOM target is to move the internet feed to the 16 Mbytes pipe as soon as possible however feedback from Networks is that this is already reaching capacity usage at peak times from School traffic which already uses this feed. In addition the MLE/VLE hosted externally will place additional demands on this bandwidth but the level of additional traffic is not known</p>	4	4	<b>High</b>	<p>Siemens are currently working on an alternative supplier to BT, whose costs are very high, they hope to significantly reduce the costs provided so far. These costs will take into consideration any cancellation charges as the BT circuits were procured on a 3 year rental basis. Also, the costs will be based on the service being provided to the 2 current data centres; if Internet feeds are required at any new data centres it would require a "B" end shift(s). In reality, this will be a new circuit and no provider will</p>	JEJ	4	4	<b>High</b>	To be completed by risk owner		

## Managing Risk – Corporate Risk – January 2008

Stage One			Stage Two			Stage Three						
Risk Ref No	Identified Risk Area	Assessment of Risk (Assume NO controls in place) using risk matrix			Potential Mitigation Strategy Summary	Director Responsible	Assessment of Risk (with control measures implemented)					
		Impact	Likelihood	Priority Rating			Impact	Likelihood	Residual Priority Rating	Action Description	Action/Owner	Target Review Date
					<p>provide costs for doing this until the final destinations are known and the route/fibre capacity etc checked out. The technology used by BT the current feeds can only be incremented up to a total bearer bandwidth of 34Mb which gives 32Mb of usable bandwidth (limitation of ATM (Asynchronous Transfer Mode) over SDH (Synchronous Digital Hierarchy)). As mentioned above Siemens are looking at other technology options that provide bandwidths from 30Mb up to 120Mb for HC to consider. Another option is to retain the existing 16Mb feeds for corporate and install totally new ISP Internet feed for schools.</p>							