

A G E N D A

Strategic Monitoring Committee

Date: **Monday, 5th July, 2004**

Time: **10.00 a.m.**

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

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

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Strategic Monitoring Committee

To: Councillor T.M. James (Chairman)
Councillor Mrs. P.A. Andrews (Vice-Chairman)

Councillors W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin, Mrs. M.D. Lloyd-Hayes, J. Stone, J.P. Thomas and W.J.S. Thomas

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1. APOLOGIES FOR ABSENCE	
To receive apologies for absence.	
2. DECLARATIONS OF INTEREST	
To receive any declarations of interest by Members in respect of items on this agenda.	
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10.	COMPLAINTS AND COMPLIMENTS MONITORING 2003/2004 (TO FOLLOW)	
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PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Education, Environment, Health, Social Care and Housing and Social and Economic Development. A Strategic Monitoring Committee scrutinises Policy and Finance matters and co-ordinates the work of these Committees.

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

The principal roles of Scrutiny Committees are to

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

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 26th April, 2004 at 2.00 p.m.

Present: Councillor T.M. James (Chairman)
Councillor Mrs. P.A. Andrews (Vice Chairman)

Councillors: B.F. Ashton, W.L.S. Bowen, A.C.R. Chappell,
Mrs. M.D. Lloyd-Hayes, J. Stone, J.P. Thomas and W.J.S. Thomas

In attendance: Councillor Mrs. J.P. French

64. APOLOGIES FOR ABSENCE

Apologies were received from Councillor J.H.R. Goodwin.

65. DECLARATIONS OF INTEREST

Councillors W.L.S. Bowen and J.P. Thomas declared personal interests as the Council's representatives on the Marches Housing Association.

66. MINUTES

RESOLVED: That the minutes of the meeting held on 9th February 2004 be confirmed as a correct record and signed by the Chairman.

67. PROPERTY MANAGEMENT SCRUTINY REVIEW

The Committee was updated on the progress of the Property Management Scrutiny Review against the agreed timetable.

The Lead Officer for the Review reported that progress was broadly on target.

RESOLVED: That the report be noted.

68. TRANSPORT CROSS-SERVICE REVIEW IMPLEMENTATION PROJECT - PROGRESS REPORT

The Committee was notified of the further progress that had been made on implementing the recommendations of the Transport Cross-Service review.

The Director of Environment drew attention to the progress being made in installing scheduling software and the pilot projects on staggered opening times for education and social care establishments. He added that the conclusions of any work being undertaken by the Education Scrutiny Committee on discretionary school transport provision would be fed back into the rest of the review depending on any further action required.

In response to questions the Lead Planner (Transportation) commented that a desk top study had been undertaken of opening hours of Education and Social Care establishments in Hereford City which had included surveys of users and parents. However, before commencing any trial those groups would be consulted and informed of any changes. He added that the scheduling software had been acquired within budget. Evidence from other authorities suggested that savings should be generated, perhaps of 10%, but the actual amount depended on the outcome of the necessary tendering exercise.

RESOLVED: That the progress with the implementation of the Transport Cross Service review be noted.

69. BEST VALUE REVIEW OF THE INSPECTION, ADVICE AND SCHOOL PERFORMANCE SERVICE - STAGE 3 REPORT

The Committee were asked to consider and approve the Stage 3 report and outcomes of the Best Value Review of the Inspection Advice and School Performance Service (IASPS).

The detailed Stage 3 report had been circulated separately to Members of the Committee.

The Head of IASPS highlighted section 11 of the detailed report which set out the Best Value Team's conclusions and section 12 which set out the options appraisal. He explained the reasoning behind the preferred option, which involved retaining the service within the Council but managing it through a Local Partnership Board, composed of Councillors, headteachers, governors, parents and other local partners.

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

- One of the Councillors who had served on the Best Value Review Team expressed the view that the review had been conducted rigorously and reiterated support for the recommended option. He observed that a similar model operated effectively in Nottinghamshire.
- Some concern was expressed that the proposal might undermine the independence of the Inspection Service and constrain the Council's powers to intervene. The Head of IASPS advised that whilst the proposal was not entirely risk free he did not consider that this would be the case. He explained the benefits of the proposal which he thought far outweighed any concerns. Notwithstanding these comments Members proposed that further consideration should be given to how best to ensure that the Council's and the Executive's authority over the running of the Service and the Service's independence could be maintained.
- It was also suggested that it needed to be demonstrated that consideration had been given to the Gershon efficiency review of Government Services.

RESOLVED:

That (a) the recommendation of the Education Scrutiny Committee on the Stage 3 report of the Best Value Review of the Inspection Advice and School Performance Service that the Service be retained within the Council but restructured and managed through a Local Partnership Board be endorsed;

and

- (b) that the Cabinet Member (Education) be asked to consider how best to ensure that the Council's and Executive's authority over the running of the Inspection Advice and School Performance Service and the Service's independence is maintained, with consideration also to be given to the Gershon efficiency review of Government Services.

70. PUBLIC SERVICE AGREEMENT

The Committee was informed of the position regarding the Local Public Service Agreement (LPSA) targets.

The report considered by Cabinet on 18th March, 2004 was appended to the report. This provided an update on performance against the current LPSA and progress made in negotiations for the second round of LPSAs.

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

- In relation to target 7.2, involving surveying the views of young people, it was asked whether views of young people were being sought through schools and if so how those not of school age were being reached. In reply it was advised that it was believed mechanisms were in place.
- A number of questions were asked about performance against service specific targets. The Committee had previously agreed it would be the responsibility of individual Scrutiny Committees to monitor these in detail and the need for individual Scrutiny Committees to do so was re-emphasised.
- In reply to a question about the amount of performance reward grant which might be obtained the County Treasurer advised that out of a total sum available of £3.5 million he thought that the Council could expect to receive between £1-2 million. It was difficult to forecast the likely overall financial benefit to the Authority as the majority of the targets were only measurable in the final year of the LPSA. Officer time allocated to pursuit of the targets had not been costed, but it had to be borne in mind that a pump-priming grant had been received. However, it was important to recognise that in providing a focus for successful partnership working leading to real performance improvement the LPSA process had generated some significant gains for the Council.
- Replying to questions about some of the targets the Chief Executive reiterated that there had been difficulties in negotiating the targets in the first round of LPSAs. In relation to the second round the Council was one of two authorities invited to submit a framework bid exploring the possibility of formulating a different type of LPSA. This might consider only a few targets relating to some major themes or targets which had outcomes of a longer-term nature.

RESOLVED: That the contents of the Cabinet report dated 18th March 2004 be noted.

71. PERFORMANCE MONITORING - CORPORATE HEALTH

The Committee received an update on the Council's corporate performance in relation to the National and Local Best Value Performance Indicators from 1st April 2003 to 31st January 2004.

The report to Cabinet on 18th March, 2004 was appended to the report.

RESOLVED: That performance in relation to the Council's National and Local Best Value Indicators, from 1st April 2003 to 31st January 2004, be noted.

72. HOUSING BENEFITS UPDATE AND PROGRESS REPORT ON REVENUES AND BENEFITS BEST VALUE IMPROVEMENT PLAN

(Councillors W.L.S. Bowen and J.P. Thomas declared personal interests as the Council's representatives on the Marches Housing Association.)

The Committee was informed of current performance and activity in the Benefits Section and on progress to date with the Revenues and Benefits Improvement Plan.

The report set out developments since the last report to the Committee in December 2003. The Assistant County Treasurer commented on the developments and reported that whilst performance had improved in the previous few months it had not done so significantly enough to show an overall improvement for the year. More work was being undertaken on the way in which authorities in the top quartile operated to see what lessons could be learned. The Committee would be informed of any significant findings.

She also drew attention to the work continuing to implement the recommendations of the Service Improvement Project Team aimed at improving the processing times for new claims. A pilot project had shown an impressive improvement. However, this had involved a limited sample and once all new claims were being processed in that way it was thought that, whilst performance would be improved, the level of performance achieved in the pilot project would be unlikely to be sustained.

The report concluded by noting that ongoing changes at national level to the way benefits had to be administered were having an impact on performance in the short term. Steps had been taken to minimise these effects. Action was also being taken to improve performance in the long term through the purchase of a new computer system. This together with other changes would provide a framework for continuous improved service delivery.

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

- The Assistant County Treasurer explained how the changes being introduced by the Department of Work and Pensions from April 2004, replacing the requirement to obtain renewal applications from claimants with an intervention regime, would operate.
- In relation to training being given to staff of the Elgar Housing Association and the Herefordshire Housing Association to enable them to verify claims on behalf of their tenants the Assistant County Treasurer confirmed that the Marches Housing Association had also been approached and it was hoped that they too would participate. She undertook to pursue the matter.

- Extra steps taken to promote the availability of council tax benefits were noted.
- That targets for prosecuting those making fraudulent claims was being met.
- That the Benefits Service did liaise with the Welfare Rights Officer where appropriate.
- That where it was considered a debt was unrecoverable it was written-off.
- That the new computer system would be of benefit to performance management.

RESOLVED: That the report be noted.

73. LAND CHARGES

The Committee reviewed progress in improving Land Charge response times.

The report set out progress since the report to the Committee in October 2003. The County Secretary and Solicitor advised that productivity in the Land Charges Section had improved greatly over the last twelve months with the establishment of a permanent, well trained team. The fact that much of the data within the Council was in paper format continued to be a hindrance. A business case for a computerised system could not be made at the moment but the matter would be kept under review. Action had, however, been taken to address the problems being caused by the activities of personal search companies.

RESOLVED: That the position be noted.

74. RISK MANAGEMENT STRATEGY

The Committee was informed of the position with regard to the Risk Management Strategy.

The report considered by Cabinet on 15th April 2004 was appended to the report. The County Treasurer explained that the Strategy aimed to introduce a framework for the development, promotion and monitoring of Risk Management within the Authority.

RESOLVED: That the report be noted.

75. BUDGET MONITORING 2003/04 TO 31 JANUARY 2004

The Committee was informed of the position with regard to revenue budget monitoring for Programme Areas in 2003/04.

The report to Cabinet on 18th March, 2004 was appended to the report. This showed an estimated underspending of £143,000. The County Treasurer informed the Committee that the latest indications were that the position was better than had been estimated.

In relation to expenditure on the 2003 Election some Members reported that concern had been expressed by Parish Councils about the amount they had been charged, which had been higher than they had expected. In response it was explained that the increased charges had been caused by extra turn out. It was acknowledged that there had been some delay in notifying the Parish Councils of the charges.

However, the Council had now offered them the opportunity to pay the charges in instalments if they wished. In future consideration would be given to providing some guidance on the range of charges which might be levied depending on turn out.

RESOLVED: That the report be noted.

76. CAPITAL PROGRAMME MONITORING 2003/2004 TO 31 JANUARY 2004

The Committee received a report on the Capital Programme forecast for 2003/04.

The County Treasurer commented that it was expected that no resources available to the Council on the condition that they were spent in the current year would be lost. Expenditure had, however, been a little slower than considered desirable and that would be reviewed.

RESOLVED: That the contents of the Cabinet report dated 18th March be noted.

77. SCRUTINY ACTIVITY REPORT

The Committee noted the work being undertaken by the Scrutiny Committees.

78. WORK PROGRAMMES

The Committee considered the updated work programmes adopted by the Social Care and Housing and Social and Economic Development Scrutiny Committees and was also reminded of the status of the work programmes of the other Scrutiny Committees.

In discussing the work programmes it was suggested that there would be benefit to the Council as a whole in having a seminar on the Council's emergency planning arrangements in the Autumn once the new Emergency Planning Officer was in post and the Civil Contingencies Bill, currently under consideration by Parliament, enacted.

RESOLVED: That the position on the work programmes on the other Scrutiny Committees be noted.

The meeting ended at 4.15 p.m.

CHAIRMAN

HUMAN RESOURCES STRATEGY

Report By: Head of Human Resources

Wards Affected

County-wide

Purpose

1. To receive an update on progress against the Council's Human Resources (HR) Strategy for the year end 31st March 2004.

Background

- 2 The Human Resources Strategy was agreed in 2002, with baseline and improvement targets derived from the Staff Opinion Survey 2001, local and Best Value performance indicators and the Human Resources Best Value Improvement Plan.
- 3 This report contains progress against targets for those indicators measured against end of year 2003/4 employment data.
- 4 The agreed format for 'exception' reporting on any indicator is + or – 10%. However, as small percentage point improvements in HR data can be meaningful, the full report is attached at Appendix A, with highlights picked out in this report.
- 5 The Human Resources Strategy will need to be fully reviewed in light of the joint Employers Organisation/Office of the Deputy Prime Minister requirement for all local authorities to have in place a pay and workforce strategy by March 2005.

Considerations

- 6 The following sets out the highlights under each of the six priority areas in the Human Resources Strategy:
- 7 Achieving Management Excellence
 - A set of competencies focusing on the skills, abilities and behaviours to increase the effectiveness of managers has been developed. A pilot of the competency framework took place in 2003. Roll out to 170 Key Managers is planned for Autumn 2004;
 - A programme of performance management seminars for managers has taken place, with over 60% of managers attending so far. The seminars included an introduction to self-assessment performance management techniques for managers and employees.
- 8 Promoting Equal Opportunities
 - The percentage of senior management posts filled by women is 42.4% against 22.7% in 2001/2, due to a number of senior female appointments;

Further information on the subject of this report is available from David Johnson (Head of Human Resources) on 01432 383055

- The percentage of employees declaring a disability is 0.59% against 1.25% in 2001/2 (community percentage 7.8%). This fall can be attributed to organisational changes (outsourcing);
- The percentage of employees declaring ethnic minority status is 0.51% against 0.73% in 2001/2, and 1.47% in 2002/3 (community percentage 0.8%). This reduction is largely due to organisational changes (outsourcing);
- Statistics on % successful applicants declaring ethnic minority status are not currently available due to redirection of resources to job evaluation. However, the % of recruits declaring ethnic minority status is 1.47%, and those declaring a disability is 1.05%.

9 Improving Recruitment and Retention, Making Best Use of Skills and Potential

- Voluntary leavers (turnover) are at 10.06% against 13% in 2001/2 and 9.6% on 2002/3;
- Attendance at corporate induction is at 73% against 23% in 2001/2 and 45% in 2002/3;
- Leavers in year one of employment is 5.09% against 5.75% in 2002/3;
- Staff Review and Development discussions completed is 71% against 80% in 2003/4. This is the first year of implementing the Performance Management Framework where all SRDs are due to be completed between February and May;
- 46 work placements have been arranged including four Aston University undergraduates (due to leave in June/July 2004) and one Aston MBA student. Two more undergraduates have been successfully recruited and start at the end of July 2004. The total work placement activity is likely to be greater, as not all service areas notify Human Resources that they are providing a placement;
- The Council is participating in a regional pilot for 3 funded 'older' modern apprenticeships (over 25) specifically in customer care.

10 Promoting Flexible Working

- A new section on *Work Styles* is being included in the 2004 Staff Opinion Survey. A pilot involving twelve employees home-working is underway in Revenues and Benefits.

11 Ensuring a Safe, Supportive Working Environment

- Reportable incidents were 12 against 13 in 2002/3. The number of violent incidents recorded was 257 in 2003/4 against 342 in 2001/2 and 148 in 2002/3. The majority are in Pupil Referral Units, and Social Care establishments, with 6 relating to external customers. The Health and Safety Committee has made proposals, which actively deal with providing further support and training for relevant staff.

- Days lost to sickness absence per FTE were 7.16 in 2003/4, against 9.32 in 2001/2 and 8.6 in 2002/3. Ill-health retirements as a percentage of the workforce were 0.03% against 0.16% in 2002/3 (0.35% in 2001/2). This reduction has been partly due to the effectiveness of the occupational health and counselling services, and the Council-wide introduction of the Fast Track Physiotherapy Service following the pilot in Social Care;
- Accident numbers reported to the Health and Safety Committee have increased as a result of improved reporting. The largest category being slips and trips on external walkways and paths leading to council workplaces. Property Services have set in place a programme of re-surfacing;
- An additional four-day Institute of occupational Health and Safety course will be publicised and run this autumn for service managers and officers in charge. The Safety Policy and Guidance is under review with the Safety Committee, and will further clarify managers' responsibilities in respect of Health and Safety.

Recommendation

THAT the Committee considers whether there any issues it wishes to be brought to Cabinet's attention.

Background Papers

- None

1. ACHIEVING MANAGEMENT EXCELLENCE

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	Actual 2002/3	Actual 2003/4	2004/5	Progress/Comments	By who
1. Achieve quality and consistency of management within the Council	Develop set of management competencies (including performance management)	A published set of management competencies, with a means of measuring improvement	N/A	Management competencies developed	end 2002	Agreed in December 2002.	Published and piloted in 2003.	-	Pilot events to test software and process took place 2004. Main roll out to take place Autumn 2004.	Human Resources
	Establish programme of training in performance management for all key managers	% key managers trained	N/A	100% key managers trained	end 2003	-	92%	-	Key Managers identified. Programme established to train service planning managers in new service plan format. Review and Improvements identified. Performance management seminars rolling out, 60% key managers attended or booked on to date.	Human Resources
	Apply management competence assessment to identify needs and develop individual management plans for improvement	% of key managers who have completed individual assessment.	N/A	100%	end 2004	-	-	-	See above.	Human Resources
2. All services use EFQM to drive	Awareness/assessor training in those	% employees covered by assessment against	N/A	100%	annually	100%..	Now using EFQM every three years, 'driver' every		Assessments carried out in all areas during 2002 /3. Driver being implemented as part of tools and techniques in	Directors (Supported by Human Resources)

excellence in performance	directorates not yet using model	model per year	2001 / 2 Actual	Target	By When	2002 / 3 Actual	2003 / 4	2004-5	Progress/Comments	By Who
3. HR strategy impacts positively on employees	See above and other sections.	% employees agree their work is valued; % say they know how their work contributes to Council priorities	51%	Opinion Survey 50% (Q3a), 55% (Q1 3a)	end 2003	59%	43%		performance management seminars for Key Managers.	Human Resources, Managers
			51%			60%	62%			

2. PROMOTING EQUAL OPPORTUNITIES

Aim	Action	Performance Indicator	2001 / 2 Actual	Target	By When	2002 / 3 Actual	2003 / 4	2004-5	Progress/Comments	By Who
4. Implement Equality of Opportunity policy	Agree and implement action plan to achieve targets.	% senior management posts filled by women NB new definition of 'senior management' from 2002 - % of top 5% of wage earners that are women.	22.7%	28% 40% for 2003-4 50% for 2006-7	mid July 2002	38.02%	42.4		Diversity awareness sessions rolling out to managers, members and employees during 2004.	Chief Executive's Management Team
	Manager competency in equality developed	See Achieving Management Excellence section								
	Targeted awareness and training plan; regular ongoing provision of equalities training	% meeting DDA definitions compared with economically active local population	1.25%	Work towards 4.3% community figure	end 2005	1.47%: 7.8%	0.59%: (7.8% in community)		See above.	Managers (supported by Human Resources)
		% employees from ethnic minorities compared with % in	0.73%	1% (0.5 in the	end 2005	0.96%	0.51%		See above.	As above

		Appendix A					
	local population		community			(0.8% in community)	
Publish regular information on implementation of equal ops policy	% report equally and fairly whatever their religion	84%	90%	end 2005	80%	75%	See above.
	% report treated equally and fairly whatever their race	81%	90%	end 2005	78%	73%	See above
	% report treated equally and fairly whatever their gender	76%	85%	end 2005	75%	73%	See above
	% report treated equally and fairly whatever their sexual orientation	73%	75%	by end 2005	71%	67%	See above
	% report treated equally and fairly whatever their age					68%	New question for 2003

Continues over.....

2. PROMOTING EQUAL OPPORTUNITIES continued.....

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3 Actual	2003/4	2004-5	Progress/Comments	By Who
	Attain disability symbol accreditation; retain symbol	% report that they are treated equally and fairly whatever their disability	N/A	Gain symbol. 80% (was 71%)	end 2002 end 2003	Symbol gained .	68%		Baseline set.	Human Resources
	Manage impact of Job Evaluation and Single Status exercises	% employees satisfied with terms and conditions	63%	63% (level with 2001)	end 2002	73%	61%		Question on council commitment to support in JE - 21% agree	Human Resources, Single Status Board.

Publish Herefordshire Council Personal Employment Pack	N/A	Pack produced	end 2003	Achieved PEP now available for new employees	-	-	Text for 'pack' being put together for existing employees, dependent on Single Status completion.	Appendix A Strategy Group Human Resources
	N/A	Baseline to be set	end 2003		<p>% BME starters - 1.47%</p> <p>% Disability starters - 1.05%</p>		Resources have been diverted to supporting JE implementation therefore it is not possible to look at % of minority and those with disability as a percentage of total applicants. Baseline to be set after figs available.	

3. IMPROVING COMMUNICATIONS

Aim	Action	Performance Indicator	2001 / 2 Actual	Target	By When	2002/3	2003/4	2004-5	Comments/Progress	By Who
5. Achieve effective communication between employees and directorates / departments	Develop manager competency in communications	see Achieving Management Excellence section	27%	60%	end 2005	39%	32%		Team briefing introduced 2002-3. job Evaluation and Ss results announced Summer 2003.	Managers
			48%	60%	end 2005	55%	48%	Service area = 62%!!!		Managers
6. Improve communication skills for all employees	See Communications Strategy								Published on intranet	PRUnit

4. IMPROVING RECRUITMENT, RETENTION, MAKING BEST USE OF SKILLS AND POTENTIAL Appendix A

Aim	Action	Performance Indicator	2001 – 2002 Actual	Target	By When	2002/3 Actual	2003/4	2004/5	Comments / progress	By Who
7. Examine causes of labour turnover	Establish regular reporting on turnover, reasons for turnover	Reporting mechanism in place	N/A	-	end 2002	See Exit Surveys below	-	-	Reported to CXMT early 2004.	Human Resources
Reduce overall turnover	Develop a Council Workforce Recruitment and Retention Policy	% voluntary leavers	13%	10%	end 2005	9.6%	10.06%		Fallen from 16% on 2000–2001	Human Resources
		% new employees attending corporate induction in 3 months of joining	21%	100% of all new permanent employees	each year	45%	73%		Revised process for data capture now in place. First report due Nov2003	Managers
	Establish process to analyse numbers leaving in first year of employment	% new employees leaving in first year of employment.	N/A	Baseline to be established	end 2002	5.75%	5.09%		Exit Survey process in place.	Human Resources
8. Herefordshire Council seen as an 'employer of choice'	Establish and publicise careers information point in the Council; set up graduate placement scheme	Number of work placements per annum including graduate placements	N/A	Baseline number of placements to be established	mid 2003	Graduate Placement Scheme set up.	46		No progress yet on Careers information point. 4 placements started July 2003. 2 to commence July 2004.	Human Resources
		% managers assessed as competent in	N/A	see Management						

Appendix A						
	recruitment and selection	Excellence section				
Design and implement electronic form for data collection on exit interviews; publish exit interview data	% measured exit interviews carried out of all leavers	N/A	100% of all leavers	end 2005	Process agreed and in place for quarterly reporting.	-
						-
						Not e-enabled but process in place.
						Human Resources, Managers

Continued.....

IMPROVING RECRUITMENT, RETENTION, MAKING BEST USE OF SKILLS AND POTENTIAL continued.....

Aim	Action	Performance Indicator	2001/2	Target	By When	2002/3	2003/4	2004/5	Comments /progress	By Who
	Survey Citizen's Panel	% panel agreeing the Council has a reputation as a good employer	N/A	To be set after baseline established	end 2003	-	-		On hold.	Human Resources, in conjunction with Herefs P'ship
9. Employees are effectively trained and developed to meet service delivery challenges	Ensure effective monitoring in place	% Staff Review and Development discussions carried out in previous 12 months	52%	100% completed each year.	Ongoing	80%	71%			Directors and Heads of Service
	Review effectiveness of Staff Review and Development Scheme; agree and implement changes	See below	N/A	-	mid 2003.	Achieved.	-		Launched May 2003.	Human Resources - Project for Certificate in Management group member
	Agree and implement Training and development policy	Training and development policy in place	N/A	-	end March 2003 end December	80% SRDs completed in 2002-3	-		Policy in draft but on hold pending Workforce Dvpt Plan	Human Resources
		% Individual Development plans in place	92%	70% 100%	each year	96%	71%			Managers
		% Individual	N/A	70%	each	Figures not	-		Not used	Managers

Development plans implemented successfully		year	available.			as a Pl.	Appendix A
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Continued.....

Aim	Action	Performance Indicator	2001 / 2	Target	By When	2002/3	2003/4	2004/5	Comments /progress	By Who
		% employees agree they can develop their skills and potential in their current job	48%	75%	end 2005	61%	59%			Managers
		% employees agree opportunities for developing and keeping job interesting are good	48%	75%	end 2005	60%	54%			Managers
10. Enable employees to gain nationally recognised qualifications, and achieve government targets	Carry out targeted survey of Basic Skills Essential Skills	To be set after survey	N/A	To be set after survey	2002-3	Student in Human Resources research project for 2003 underway.			Surveyed in early 2004, waiting or report.	Human Resources and other Directorates as appropriate
	Carry out audit of NVQ/National Occupational Standard Qualifications	Indicator to be set after audit	N/A	To be set post audit	Audit to be carried out 2003				Assessment of number of Modern Apprentices being carried out.	Human Resources
11. Enable opportunities for job mobility and	Map common occupational skills/competencies	Indicator to be set after mapping exercise.	N/A	Target to be set after mapping	Mapping exercise to be				SMC recommendation that target date be brought	Human Resources

career devpt				exercise.	carried out by end 2005-2004				forward but issue of capacity to deliver complex mapping exercise. But on hold pending national project.	Appendix A
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5. PROMOTING FLEXIBLE WORKING

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	2004/5	Comments/Progress	By Who
12. Employees working in a range of flexible work options	Apply for Work Life Balance funding for manager training & awareness; develop manager awareness of benefits of flexible working	Gained funding, awareness roll-out planned; % managers attended awareness sessions	N/A	- 100% key managers	mid 2002 mid 2003	Funding gained and used in pilot project.	Planning for pilot in Revs and Bens underway		Council-wide ICT infrastructure issues resolved.	Human Resources Information policy group R&B Project team
	Work-life Balance Standard pre-assessment to identify areas for action	Standard gained.	N/A	-	2005				Being planned.	Human Resources
	Complete Flexible Working Policy and Guidance; issue for use	See below	N/A	-	2003	Policy and guidance promote d via intranet, core news, team brief			Homeworking project in Revs and Bens.	HR Strategy Group
	Identify central Council accommodation requirements	% posts identified as suited to flexible working (other than job	N/A	33%	end 2005				Survey devised by Head of Property Services. Seeking to	HR Strategy Group

	share)														use 2004 SOS.	Appendix A
	% posts identified as suited to flexible working with post holders working flexibly	N/A	95% (of the 33%)	end 2005											As above	Managers

Continued.....

Promoting Flexible Working continued.....

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	2004/5	Comments/Progress	By Who
		% employees agreeing there is flexibility to help meet home/work commitments	65%	80%	end 2005	68%	73%			Managers
13. Employees are supported in achieving a healthy home/work balance	See above	% employees agree are supported in achieving a healthy home/work balance % agreement that I am able to work flexibly'	54%	75%	end 2005	63%			Revised question	Managers

6. ENSURING A SAFE AND SUPPORTIVE WORKING ENVIRONMENT

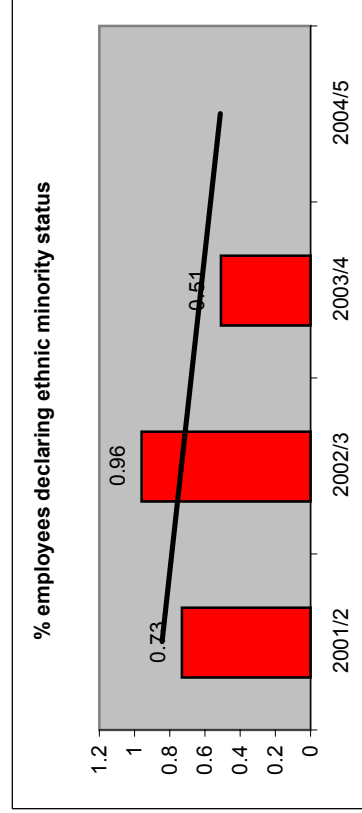
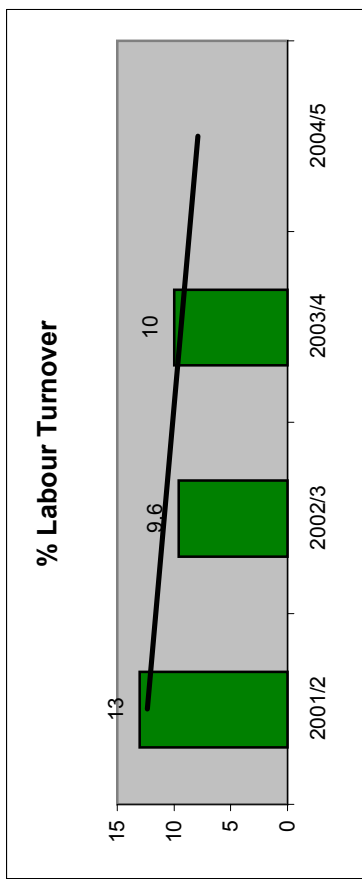
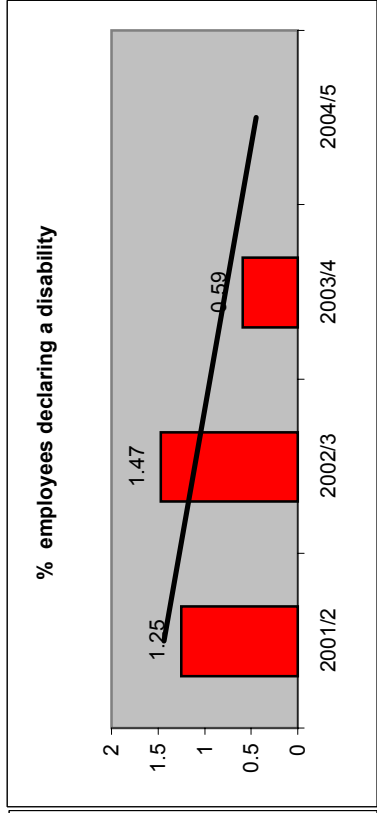
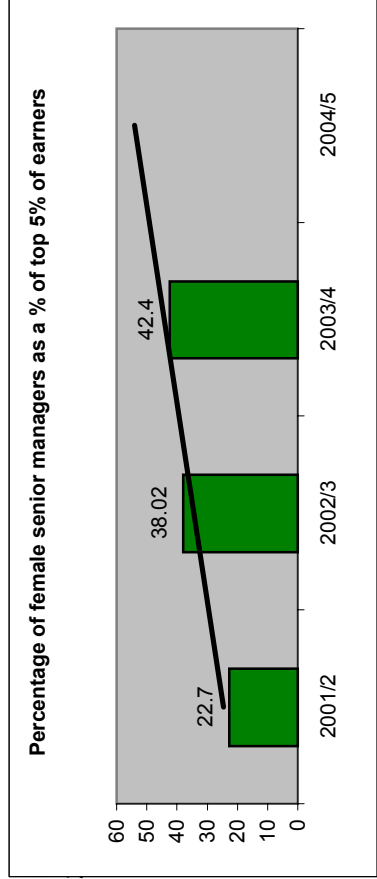
Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	2004/5	Comment s/Progress	By Who
14. Create an environment in which ideas are listened and taken seriously	Develop manager competency – see section on Management Excellence.	% employees agreeing that their contribution is recognised	43%	60%	end 2005	51%	43%		See Managing Excellence section.	Human Resources
15. Review and learn from what others say	Review lessons learned from current complaints and comments; publish lessons learned and what has been done to improve	Lessons learned published	N/A	N/A	mid 2002, then annually	-	-		Flagged for further work	PR/Comms Unit/Counity Secretary and Solicitor
16. Provide a safe and supportive working environment		% employees agree they know when they have done a good job	58%	70%	end 2005	59%	Q dropped in 2003 survey			Managers
	Investigate all reportable accidents. Determine cause and take preventative action	Number of reportable accidents at work	22	Reduce by 2 year on year	annually	13	12			Human Resources
	Risk assessment completed for current tasks	% of employees agree their manager takes steps to reduce H&S risks	70%	90%	end 2005	80%	72%			Managers
	Education programme for employees to report incidents.	Process in place to monitor number of violent incidents to employees	342	Programme established by 2002.	Baseline target to be set.	148 * see comment below	257		Programme in place via Induction , managers	Human Resources , managers
	Implement health monitoring programme	Number of working days/shifts lost to sickness absence per	9.32 days	Average 6 days per	2010	8.6 days	7.16%			Human Resources ,

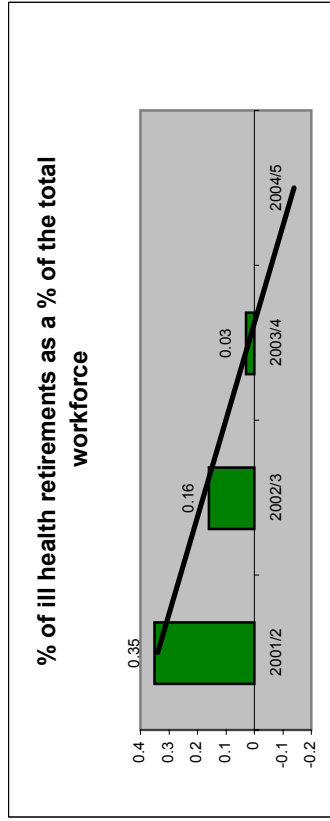
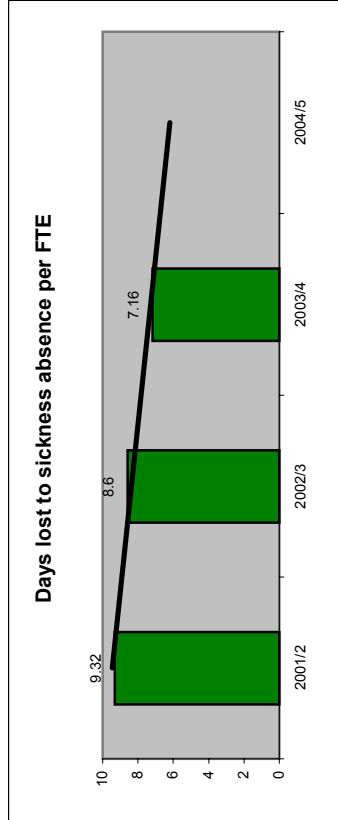
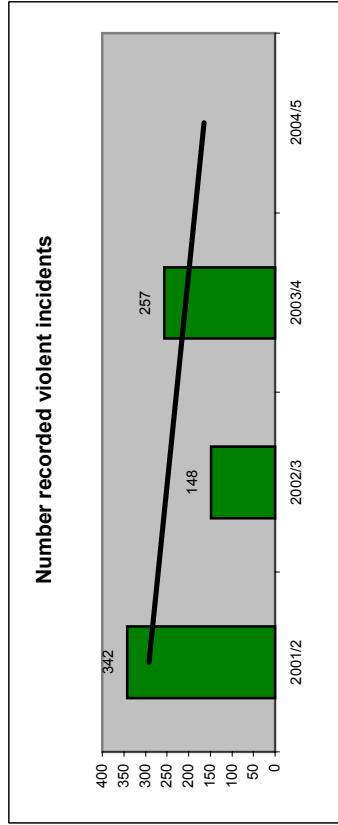
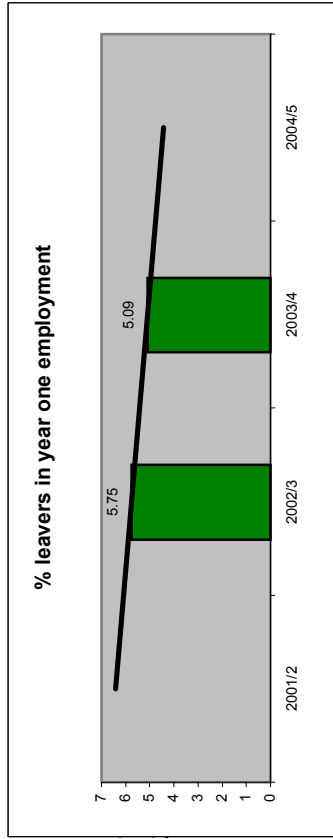
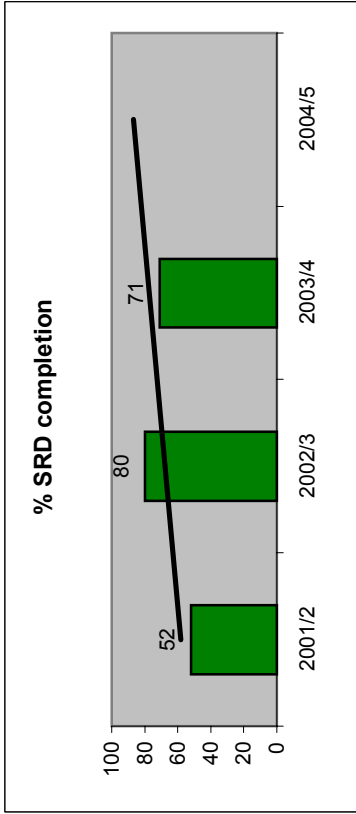
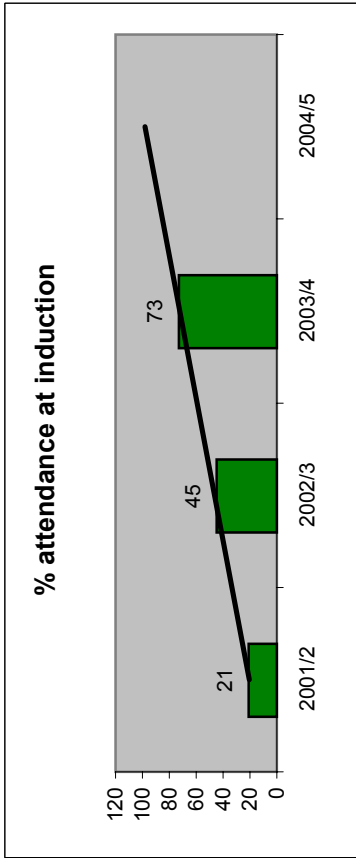
	Well-person programme feasibility study	full time equivalent (FTE)	0.35%	0.35%	0.35%	0.16%	0.03%				Appendix A
	Options for alternative work and reasonable adjustments considered for each ill health retirement case	% ill health retirements as a % of the total workforce			annually						Human Resources , Managers.
17. Reduce long term sickness absence levels	Review and improve processes for managing long term absence										
18. Make it easier for employees to raise and resolve issues at work	Review Grievance, Bullying and Harassment policies, provide training & awareness to support implementation.	% employees reporting they are bullied/harassed	Mgrs 19% Colls 13% Memb 11% Custs/Clie nts & Service users 38%	Review Policies 2002 Training and Awareness 2003	0% by 2005 and beyond	Mgrs 17% Colls 12% Memb s 12% Custs/ Clients & service users 37%	Mgrs 17% Colls 11% Memb s 13% Custs/Clie nts & Service users 41%	Revised policy revisions being made.			Human Resources , Managers.

* 6 involving external customers. Education, Social Care account for rest of incidents - assaults in PRUs establishments, challenging behaviour in schools.

HUMAN RESOURCES STRATEGY 2002-5

Appendix B





HEREFORDSHIRE COUNCIL IMPROVEMENT PLAN - MONITORING REPORT

Report By: Policy Officer

Wards Affected

County-wide

Purpose

1. To consider a monitoring report relating to the Council's Improvement Plan.

Financial Implications

2. None identified

Considerations

3. During 2002, the Council was subject to a Comprehensive Performance Assessment (CPA). The Council was required to have an Improvement Plan in place following the outcome of the assessment and to implement appropriate monitoring arrangements.
4. Attached at Annex 1 is the monitoring report, which was considered by Cabinet on 3rd June, 2004.
5. Appendix 1 to the report provides an update on the six specific improvement priorities, identified by the Audit Commission, as part of the CPA process, which the Council was required to deliver by December 2003. The review indicates that the majority of actions have been completed although further work is required to meet the Council's targets in relation to communication.
6. Appendix 2 to the report provides an update in relation to the actions identified in the Council's Improvement Plan. The review indicates that the majority of actions have either been completed or are on track for completion by the target date. Also highlighted within the review are a number of issues that have arisen, but which are not expected to impact on the achievement of the overall Plan.
7. Following the Council's CPA, a Corporate Plan was developed and approved during January 2003. It is now proposed to revise the Corporate Plan and to realign the Improvement Plan accordingly. The revision of the Corporate Plan will begin with a prioritisation exercise to be undertaken with Members during August 2004.

RECOMMENDATION

THAT progress in relation to the Council's Improvement Plan be noted.

BACKGROUND PAPERS

- None identified

Further information on the subject of this report is available from Tony Michael, Policy Officer on (01432) 261823

HEREFORDSHIRE COUNCIL IMPROVEMENT PLAN - MONITORING REPORT

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

3RD JUNE, 2004

Wards Affected

County-wide

Purpose

To consider and agree a monitoring report on the Herefordshire Council Improvement Plan and to identify any action to be taken as a result.

Key Decision

This is not a Key Decision

Recommendations

- THAT (a) the monitoring report on the Council's Improvement Plan be agreed subject to any action Cabinet wishes to take, and**
- (b) the Improvement Plan be realigned with the Council's revised Corporate Plan, the foundations for which are due to be established during August 2004.**

Reasons

The Council was required to have an Improvement Plan in place following the outcome of the Comprehensive Performance Assessment (CPA) and to implement appropriate monitoring arrangements.

Considerations

1. During 2002, the Council was subject to CPA along with all other upper tier authorities in the country. The assessment resulted in a report outlining the Council's strengths and weaknesses under a number of headings and culminating in a series of recommendations. The final report was sent to the Council in November 2002.
2. One of the requirements of CPA was that the Council should draw up an Improvement Plan. Herefordshire Council's Improvement Plan is drawn from the recommendations outlined in the CPA report and those outstanding from the previous improvement plan arising from the Improvement and Development Agency's peer review in 2001. The Improvement Plan was agreed with the Audit Commission in February 2003 and forms the basis of the Council's current audit and inspection programme. The Plan was developed as a strategic plan for improvement with

Further information on the subject of this report is available from
Tony Michael, Policy Officer on (01432) 261823

ImprovementPlanANNEX1MonitoringMT20040911thMay0.doc

actions focused around five key areas: leadership and vision, performance management, key resources, organisational development and learning and communications.

3. The CPA process also required the Council to identify specific improvement priorities to be delivered over the 12 months to December 2003. The Council was keen, however, to focus on long term improvement and incorporated the so-called "CPA priorities" into the overall Improvement Plan. By way of clarity, a summary of the priorities up to December 2003 is appended at Appendix 1 and this indicates that the majority of actions have been completed although further work is required to meet the Council's targets in relation to communication.
4. Monitoring of the Improvement Plan was agreed on the basis of using "faces":
 - ☺ Smiling face indicates action completed or on track for completion
 - ☹ Straight face means that issues have arisen but which are not expected to impact on the achievement of the overall Plan
 - ☹ Sad face means that there are significant issues that could affect the timing or performance of the Plan
5. Cabinet considered the first Improvement Plan monitoring report on 25th September 2003 and it was decided that future reports should include appropriate milestones. As a result, a new column has been added to the reporting format to indicate milestones in relation to those tasks with longer time horizons.
6. The detailed progress report is appended at Appendix 2 and indicates that the majority of actions have a smiling face, being either completed or on track for completion by the target date. Highlighted below are those issues arising in each of the five areas which have a straight face:

Leadership and vision

- **Race Equality Scheme – straight face:** the first year's action plan was not completed and a revised action plan was developed for year two. An audit against the National Performance Indicator for the Council's duty to promote Race Equality suggests that the Council has now achieved a 47% score and further improvement targets will be set over the next three years for inclusion in the Best Value Performance Plan.

Performance management

- **Local Public Service Agreement (LPSA) – straight face:** a number of issues have been highlighted in relation to the achievement of the LPSA targets in separate monitoring reports previously submitted to Cabinet.

Key resources

- **Scrutiny review of property – straight face:** the review of property was included in the work programme of the Strategic Monitoring Committee with a target date for completion of December 2003. The review was delayed because of the election and change of administration. A revised timetable is now in place and the review is on target for completion by June 2004.

- **Herefordshire in Touch Programme – straight face:** The original Broadband Plan has been revised in the light of a new Regional ICT Strategy and delays in securing external funding have now been resolved. A milestone target of achieving 80% broadband coverage within the county by December 2004 has also been established. Announcements by British Telecom, in relation to trigger levels for the provision of broadband, may influence the overall implementation of the programme across the county.

Organisational development and learning

- **Management of change/organisational development – straight face:** this element is being taken forward by a small group of officers. Some activities have been identified, although there is no formal work plan in place and no milestones have been identified.

Communications

- **100% penetration of Team Briefings - straight face:** survey evidence indicates 78% penetration. This target was identified as a key improvement to achieve by December 2003, following the Council's CPA assessment.
 - **Staff roadshows – straight face:** the Improvement Plan sets a target of undertaking two staff roadshows each year. During 2003/04 one major roadshow exercise was undertaken in relation to Council's Job Evaluation Programme.
 - **Review success of staff open meetings - straight face:** a review of staff open meetings was originally scheduled for completion by March 2004. The Public Relations Team will now undertake the reviews during 2004/2005.
 - **Opportunities for all staff to feed back ideas- straight face:** although some mechanisms exist within Directorates and Departments it is not clear how feedback is shared across the Council.
 - **Work shadowing – straight face:** work-shadowing commitments are in place for Directors/Heads of Department. However, the picture is less consistent at Head of Service level.
 - **Consistent use of corporate stationery – straight face:** revised corporate style guidelines were due to be issued during March 2003. New templates are now scheduled to be issued to all staff via the intranet/CD-Rom during the summer of 2004.
7. Cabinet originally approved the Council's Corporate Plan during January 2003. It is now proposed to revise the Corporate Plan, linked to a prioritisation exercise to be undertaken with Members during August 2004, and to realign the Improvement Plan accordingly.

Alternative Options

There are no alternative options

Risk Management

Failure to fulfil the actions identified in the Council's Improvement Plan may result in an increased programme of audit and inspection

Consultees

None identified

Background Papers

None identified

Progress to 31 December 2003...

In line with the outcome of the Comprehensive Performance Assessment, the Council identified improvements it intended to have in place by 31 December 2003.

<i>In this area...</i>	<i>We will have in place...</i>	<i>Progress</i>
Leadership and vision	<ul style="list-style-type: none"> • A three-year Corporate Plan linked to the medium term financial framework and key priorities 	☺
Performance management	<ul style="list-style-type: none"> • Council-wide performance management framework • Systems to validate key performance indicators 	☺ ☺
Key resources	<ul style="list-style-type: none"> • A corporate approach to project management • Risk management systems incorporating operational and insurance risk 	☺ ☺
Organisational development and learning	<ul style="list-style-type: none"> • 50% of actions in the Human Resources Strategy completed • Staff Review and Development process incorporating feedback and target setting linked to business planning • Systems for sharing learning across the Council 	☺ ☺ ☺
Communications	<ul style="list-style-type: none"> • 100% of team briefings consistently and systematically deployed throughout the organisation • Opportunities for upward feedback 	☺ ☺



Committed to excellence...

*Improvement Plan
Review for Cabinet
meeting on 3 June 2004*

...**Putting** people first
...**Preserving** our heritage
...**Promoting** our county
...**Providing** for our communities
...**Protecting** our future

Quality life in a quality county

Contents

Leadership and vision.....

Performance management

Key resources.....

Organisational development and learning.....

Communications

- ☺ Smiling face indicates action completed or on track for completion
- ☹ Straight face means that issues have arisen but which are not expected to impact on the overall Plan
- ☹ Sad face means that there are significant issues that could affect the timing or performance of the Plan

Any revised targets are shown in **bold**

Leadership and vision

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress update
A clear understanding of the impact of Council activity on achieving the Herefordshire Plan ambitions	NA	Produce a Corporate Plan	Chief Executive	Chief Executive's Management Team Policy Team	January 2003	☺	Corporate Plan completed and approved by Council January 2003
	NA	Adopt a corporate planning template	Director of Policy and Community	Policy Team	January 2003	☺	Adopted as part of the Corporate Plan
	NA	Implement corporate planning template	Chief Executive's Management Team	Policy Team	March 2003	☺	Implemented through the performance management framework (see below)
	NA	Review corporate planning template	Chief Executive's Management Team	Policy Team	March 2004	☺	Review of 2003/2004 Service Plans being undertaken with Head of Performance Management. The results of the review will be used to improve 2004/2005 Plans

Leadership and vision

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress update
Elimination of prejudice within the council and in its dealings with others	100% of scheduled actions achieved in accordance with planned timescales by June 2004	Implement, in full, the Council's Race Equality Scheme	Head of Policy and Communication	Race Equality Steering Group	March 2005	☺	Revised action plan developed Workforce monitoring in place. Research on black and minority ethnic perceptions commissioned Awareness raising campaign underway Pilot monitoring exercise introduced alongside the comments and complaints procedure
	NA	Prepare a Disability Scheme to ensure the Council meets its obligations under the Disability Discrimination Act and other related legislation	Director of Housing and Social Care Director of Education Director of Policy and Community	Policy Team	June 2003 December 2003	☺	Draft Scheme prepared December 2003
	NA	Implement the Disability Scheme	Chief Executive's Management Team	Managers' Forum	December 2003 January 2004	☺	Impact assessments and training scheduled for January 2004

Leadership and vision

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress update
Elimination of prejudice within the council and in its dealings with others contd.	Autumn 2004 Staff Opinion Survey target for 80% of the workforce to report that they are treated equally and fairly whatever their race or religion. (Autumn 2003 baseline 73%)	Implement, in full, the <i>Promoting Equal Opportunities</i> section of the Human Resources Strategy	Director of Environment	HR Strategy Group	December 2005	☺	Disability Symbol gained Text for Personal Employment Pack for existing employees being put together Targeted equalities training currently being delivered

Performance management

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Focus on performance to drive corporate and service improvement	NA	Implement a corporate performance management framework	Chief Executive	Head of Performance Management Policy Team	March 2003	☺	Framework produced by March 2003; formal launch during May 2003 to Managers' Forum. Training Programme delivered to Service Managers during September 2003 to develop a consistent approach across the authority.
	Review reporting arrangements July 2004	Implement performance monitoring in line with agreed intervals at all levels in the organisation	Head of Performance Management	Directorate resources	March 2005	☺	Performance Coordinators group established by Head of Performance Management to ensure consistency and reporting at agreed intervals
	NA	Implement performance validation system	Head of Performance Management	Principal Internal Auditor	March 2003	☺	Validation systems underway on 16 key CPA indicators
	NA	Review corporate performance management framework in light of full outturns	Chief Executive	Chief Executive's Management Team Head of Performance Management	May 2004	☺	Review of service planning scheduled for May 2004

Performance management

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Focus on performance to drive corporate and service improvement Contd.	NA	Revise Staff Review and Development process to incorporate target setting in line with business planning	Head of HR Head of Performance Management	HR Services	March 2003	☺	Revised SRD implemented April 2003
	Pilot to be evaluated following completion in Jan 2004	Implement, in full, the <i>Achieving management excellence</i> section of the Human Resources Strategy	Strategic Head of HR	HR Strategy Group	December 2004	☺	Pilot run of management competencies underway from September 2003
Improved services for the community	Achievement of interim targets by September 2004	Deliver, in full, the Council's Local Public Service Agreement	Policy Officer Assistant Treasurer (Financial Policy and Audit)	Lead Officers	March 2005	☹	Regular progress reports to CXMT, Cabinet and Strategic Monitoring Committee

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Corporate project management arrangements	NA	Review current models for project management	Director of Environment	Policy Team	January 2003	☺	Review completed
	NA	Implement agreed model for project management	Director of Environment	Managers' Forum	March 2003	☺	Agreed model (PRINCE2) implemented from March 2003
	NA	Develop and run bespoke training to support the agreed model for project management	Head of HR	HR Services	September 2003	☺	Training programme launched April 2003
	NA	Review and revise as required all current service and cross cutting strategies to incorporate agreed model	Lead officers	Performance Leads	September 2003	☺	Strategic programmes and projects reviewed
	NA	Review approach to project management	Chief Executive's Management Team	Policy Team	March 2005	☺	Incorporated in Policy Team Service Plan
	NA	Revise current Risk Management Strategy to incorporate operational risk and links with performance management	County Treasurer	Risk Management Strategy Working Group Performance Leads	March 2003	☺	Risk Management Strategy incorporated in performance management framework
Comprehensive risk management arrangements							

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Comprehensive risk management arrangements contd.	NA	Implement revised strategy	Chief Executive's Management Team	Risk Management Strategy-Working Group Performance Leads	June 2003	☺	Risk Management Strategy incorporated in performance management framework
	NA	Develop and run bespoke training to support the Risk Management Strategy	HR Services	Risk Management Strategy-Working Group Performance Leads	June 2003	☺	Training incorporated into the performance management training
	NA	Review approach to risk management	Chief Executive's Management Team	Risk Management Strategy-Working Group Performance Leads	March 2005	☺	Incorporated in Work Programme

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved Council-wide procurement	Strategy reviewed May 2004	Implement, in full, the Council's Procurement Strategy	County Secretary and Solicitor	Contract Officers' Group Procurement Officer	March 2005	☺	Awareness Training for all authorised purchasing officers delivered Central Purchasing Service set up in relation to paper, mobile phones, corporate travel. Compliance with EU procurement rules - complete
Improved asset management	NA	Undertake in-depth scrutiny review of property in line with scoping statement	Chief Executive	Environment Directorate Committee Manager (Scrutiny)	December 2003	☹	Review underway and due for completion June 2004
	Edgar Street Grid proposals to be incorporated in UDP March 2004	Develop and implement Regeneration/ Accommodation Strategy	Director of Environment	Accommodation Project Board Regeneration Project Board	March 2007	☺	Consultation underway on Edgar Street Grid proposals including debate regarding future office accommodation

Key resources

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved asset management contd.	Revenues and Benefits Pilot to be completed December 2004 Staff Opinion Survey: % of staff who consider there is healthy home/work balance 2003 baseline 73% 2004 target 75%	Implement, in full, the <i>Promoting Flexible Working</i> section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Preparations have been undertaken to enable a flexible working pilot to be carried out in Revenues and Benefits
Deliver a single broadband telecommunications infrastructure	80% broadband coverage within the County by December 2004	Implement, in full, the <i>Herefordshire in Touch</i> programme in e-Modernisation	Head of e-Modernisation	Programme Manager	December 2005	☹	Broadband plan revised in the light of the new regional ICT strategy and technical innovation Funding approved from regional and European bodies. Broadband campaign commenced Jan 2004

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
A competent and effective workforce	<p>December 2004 % attending corporate induction target 85% current 71%</p> <p>December 2004 % SRDs carried out target 85% current 64%</p>	Implement, in full, the <i>improving recruitment, retention, making best use of skills and potential</i> section in the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	<p>Exit surveys in place</p> <p>Focus group from Herefordshire Voice being set up to consider Council's reputation as an employer</p> <p>Targeted survey regarding Essential Skills drafted</p>

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
A competent and effective workforce contd.	By end of March 2004 reduce sickness absence to 8.5 FTE days By end of March 2005 reduce sickness absence to 8FTE days Bullying and harassment policies and procedures implemented by December 2004	Implement, in full, the <i>Ensuring a safe and supportive working environment</i> section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Health and Safety induction for all new employees in place Revised bullying, harassment and grievance policies drafted Review underway of lessons to be learnt from complaints Lifestyle days taking place at selected premises to educate employees on diet and fitness Current sickness absence reduced to 9.03 FTE days at end of 2003

Organisational development and learning

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Better passporting of learning throughout the Council	NA	Develop systems for sharing learning across the Council through the use of existing mechanisms such as use of case studies, Managers' Forum and the Intranet	Director of Policy and Community	Policy Team HR Services Managers' Forum	June 2003	☺	Systems developed and launched at Managers Forum - January 2003 Best Practice Folder on Intranet
	NA	Implement systems for sharing learning	Director of Policy and Community	Policy Team PR Team	September 2003	☺	Systems currently being implemented
	NA	Review systems	Director of Policy and Community	Policy Team HR Services	December 2004	☺	Review incorporated in Policy Team Service Plans
Management of organisational change/development across the Council	No milestones identified	Implement, in full, the Change Management Programme in the Modernisation Programme Implement activities identified	Director of Environment and Director of Policy and Community Organisation Development Group	Organisation Development Group	March 2005	☹	Group established and some activities undertaken. No structured work plan in place.

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Timely communication of significant information to all staff	NA	Ensure 100% penetration of Team Briefings	Chief Executive's Management Team	Managers' Forum	January 2003	☺	August 2003 survey indicates 78% penetration
	NA	Carry out random spot checks of Team Briefings to ensure compliance every three months	Public Relations Officer	Public Relations Team	From March 2003	☺	First survey undertaken August 2003
	NA	Implement, in full, the <i>Improving communications</i> section in the Human Resources Strategy	Head of HR	HR Strategy Group Public Relations Team	December 2005	☺	Progress as per Connecting with Communities element
Opportunities for all staff to "have their say"	NA	Run two staff roadshows per year	Chief Executive	Chief Executive's Management Team	December 2004	☺	During 2003/04 one major roadshow exercise was undertaken in relation to Council's Job Evaluation Programme
	NA	Hold two open meetings annually for all staff within each Directorate/Department	Chief Executive's Management Team	Directorate/Departmental resources	December 2003	☺	Open meetings held in all Directorates/Departments
	NA	Review success of open meetings	Chief Executive's Management Team	Public Relations Team	March 2004	☺	Reviews scheduled by Public Relations Team 2004/2005

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Opportunities for all staff to "have their say" contd.	NA	Consider and implement other opportunities for all staff to feed back ideas	Chief Executive's Management Team	HR Services Directorate/Departmental resources	June 2003	☺	Mechanisms in place in Directorates/Departments although not clear how feedback is shared across the Council
	NA	Directors and Heads of Service to undertake half-day work shadowing four times a year	Chief Executive's Management Team Heads of Service	Managers' Forum	March 2005	☺	Work shadowing in place for Directors but not for all Heads of Service

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Effective communications outside the Council	Progress report to CXMT. July 2004	Implement, in full, the recommendations of the Connecting with Communities project	Director of Policy and Community	Communications Network Public Relations Team	March 2005	☺	Draft Communications strategy completed Council-wide communications network formed Measures taken to improve communications around job evaluation. Herefordshire Matters relaunched from January 2004 New Members - media training External Media satisfaction survey undertaken

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
	Revenues and Benefits Service Improvement Pilot to be implemented June 2004	Implement, in full, the Access to services programme in e-Modernisation	Director of Policy and Community	Programme Board Top 10 customer services group Info in Herefordshire	March 2006	☺	New technology to enable more queries to be dealt with on the first contact. Telephone access also being improved Top 10 customer services group disbanded and its work being taken forward as part of the Service Improvement Project
	NA	Implement, in full, the Council's Customer Service Strategy	Customer Services and Development Manager Director of Policy and Community	Top 10 customer services group Service Improvement Project	March 2004	☺	Customer Standards agreed and launched in September 2003
	Issue revised templates to all staff via the intranet/CD-Rom. Summer 2004	Consistent use of corporate stationery across the Council	Director of Policy and Community	ICT Services	March 2003	☹	Revised corporate style guidelines have been produced and are being tested. New guidelines will be issued following feedback from the testing programme.

Communications

What we want to achieve...	Milestones	What we will do...	Who is responsible...	With these resources...	When we will achieve it...	Face	Progress to date
Improved consultation arrangements	NA	Implement, in full, agreed proposals to develop of Local Area Forums	Director of Policy and Community	LAF Lead Officers Policy Assistant	December 2003	☺	Proposals approved by Cabinet October 2003 New programme of meetings to be launched March 2004
	NA	Implement, in full, the Council's Community Involvement Strategy	Director of Policy and Community	Community Involvement Co-ordinator	March 2004	☺	Strategy approved December 2003

PUBLIC SERVICE AGREEMENT UPDATE

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1. To inform the Committee of the position with regard to the Local Public Service Agreement (LPSA) targets.

Financial Implications

2. Ad detailed in the attached Cabinet report dated 1st July 2004.

RECOMMENDATION

THAT (a) The contents of the attached Cabinet report dated 1st July 2004 be noted;

and

(b) The Committee considers whether there any issues it wishes to be brought to Cabinet's attention.

BACKGROUND PAPERS

- Report to Cabinet - 1st July 2004.

LPSA 2ND GENERATION UPDATE

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

1ST JULY 2004

Wards Affected

County-wide.

Purpose

To receive an update on the progress of the second Local Public Service Agreement (LPSA) which the Council will be negotiating with the Government later in 2004.

Key Decision

This is not a Key Decision.

Recommendation

THAT the contents of the report be noted.

Considerations

1. As part of the regular monitoring report in March, Cabinet received an outline of the 2nd Generation of Local Public Service Agreements (LPSA2G) the Government is hoping to agree with all upper tier authorities during the next two years. Herefordshire Council is in the first tranche and will need to finalise its agreement by March 2005.
2. As a reminder to Cabinet, the LPSA2G will be different to the current LPSA as it will concentrate purely on local issues rather than having a minimum number of nationally prescribed targets. At its meeting on 4th March, it was reported to Cabinet that initial work on the new LPSA was to be carried out in conjunction with the Learning and Skills Council, the Primary Care Trust and the Government Office of the West Midlands.
3. This resulted in a scoping document which looked at longer term funding agreements with Government but also had a relatively narrow focus on increasing individual dependency within an ageing population. Following initial feedback from the Office of the Deputy Prime Minister (ODPM), the original scoping document has been revised to better reflect the guidance for developing LPSA2G. It now incorporates a wider theme which is 'Improving the Quality of Life for an Ageing Population'. This extends the thinking behind the original scoping document by including related issues covering environment, housing and transport, for example. Currently the main exclusions are within formal education pre-16 and children in care, both being areas heavily represented in the current PSA but more importantly areas which are being addressed through other measures. The current draft of the submission is attached as Appendix 1.
4. The document needs to be formally submitted to the ODPM before the end of July, in

Further Information on the subject of this report is available from
Andrew Tanner, Assistant County Treasurer on 01432 260162

order for more formal negotiations to start, and a significant amount of work is being carried out at this time. This includes discussion with the Ambition Groups and individual service managers from the Directorates. Various bodies of evidence, particularly data from the “State of Herefordshire” report, are being used to identify priority areas and those requiring performance improvement which feed ultimately into the overall theme.

5. The final submission for the ODPM will not be the final PSA Agreement but a detailed document highlighting the issues the Council wishes to address through the LPSA. Just as importantly, it will also highlight the issues the LPSA will not be addressing and reasons for this. A key feature of LPSA2G is the need to concentrate on outcomes for the community rather than simple outputs. In other words, they are service improvements which make a real difference on the ground. As it stands, the theme is addressing a long-term structural issue in terms of an ageing population and a significant amount of thought is going in to identifying medium term outcomes which can be achieved within the three years of the LPSA.
6. Members are welcome to feed in any ideas they have to the project team prior to this date and Jennifer Watkins, John Eades and Andrew Tanner are the first points of contact in this respect.

Risk Management

Although the LPSA will rely heavily on the Partnership, responsibility for the LPSA remains with Herefordshire Council. In this respect, it is important that members are kept fully informed and engaged where necessary on the progress of the LPSA.

Consultees

None.

Background Papers

None identified.

THE HEREFORDSHIRE APPROACH TO LPSA2

Purpose

This paper sets out the Herefordshire approach to developing LPSA2, and is the basis for the initial submission due July 2004.

This paper proposes that Herefordshire takes a different approach to LPSA2, which meets but could also push the margins of current LPSA2 guidance in a novel way.

The approach

Herefordshire Plan

The basis for LPSA2 is the Community Strategy (Herefordshire Plan), supporting the Vision for Herefordshire in 2011 to:

- Create ***fair and thriving communities*** which will be inclusive for all allowing equal and full access to opportunities and services.
- Properly ***protect the environment*** and enhance it for all those who live and work in it and for those who visit it.
- Build a ***strong, competitive and innovative economy*** with a balanced mix of businesses, jobs and homes through which the local economy can flourish.

To achieve this vision, six Guiding Principles and ten Ambitions have been identified within the Herefordshire Plan, from an extensive community involvement exercise. These are:

1. Improve the health and well being of Herefordshire people.
2. Reduce crime and disorder and make Herefordshire safer.
3. Reduce poverty and isolation in Herefordshire.
4. Encourage communities to shape the future of Herefordshire.
5. Develop Herefordshire as an active, vibrant and enjoyable place to be.
6. Protect and enhance Herefordshire distinctive environment.
7. Develop an integrated transport system for Herefordshire.
8. Meet Herefordshire's accommodation needs.
9. Support business growth and create more and better paid work in Herefordshire.

10. Provide excellent education, training and learning opportunities in Herefordshire for all ages.

Linking the Herefordshire Plan to LPSA2

It is proposed that Herefordshire moves away from the traditional method of identifying a number of individual priorities with associated performance indicators and targets.

Instead, there is potential for Herefordshires LPSA2 to focus on an overarching structural issue that is crucial in achieving the Vision of the Herefordshire Plan. This could be an issue that has significant effects across the ten Ambitions in the Herefordshire Plan, and will worsen significantly unless considered in greater depth. It should also be a national issue, so its relevance and solutions can be tested in a novel way through a pilot approach and potentially an Explorer Partnership.

The Issue

The findings from local statistics, the Herefordshire Plan, supporting strategies, organisational plans and local research studies, such as the Herefordshire Economic Development Strategy, were pulled together. From this, one area clearly emerged as having a direct effect and impact on all of these. This is:

The predominance of older people in Herefordshire's demographic structure, particularly the growing number of older people which is increasing at higher than average rates, impacting on deprivation levels and pressures on services

The percentage of older people in Herefordshire is already high and is expected to grow at double the National rate. This is a faster growth rate than Herefordshire's total population projection. The result is a population in-balance, exacerbated with young people leaving the county to attend university and work.

Herefordshire is already working hard to address the retention of young people and encourage other young people into the county to take advantage of work and other opportunities. For example, current higher education studies and young peoples entrepreneurship programmes).

We also know that the growing numbers of older people is already causing greater demands on related services, and that the way we deliver these services will need to change in order to meet these demands and respond to the challenges. However, we also recognise that we cannot just halt the number of older people moving to and growing older in Herefordshire, and that we need to work together to turn this into an opportunity with wider benefits for everyone.

Why

Improving the quality of life for older people is an immediate issue for Herefordshire and will be of greater importance to England as a whole over the coming years. It brings together recently publicised anxieties around pension levels, sources of taxation, quality of social care, delays in hospitals, access to learning and links in the current consultation around standards of care in Health.

It also supports local developments, such as:

APPENDIX 1

- The recently agreed compact in health and social care to enable proper engagement of the voluntary sector in planning and commissioning decisions.
- The current Strategic Area Review of learning in Herefordshire; and
- The current development of an all sector Economic Development Strategy for Herefordshire.

This approach will genuinely challenge and test how support for the ageing population is being achieved in a sustainable way across Herefordshire, with significant differences in approaches and delivery models over the next fifteen years, making this an ideal approach to pilot through LPSA2.

This approach is also ideal for LPSA2, as the quality of life for an ageing population is dependant on a number of organisations and a wide range of services (such as workforce development, transport and community safety). It will provide a structured rationale for identifying those priority areas most relevant to supporting the quality of life for an ageing population in the future.

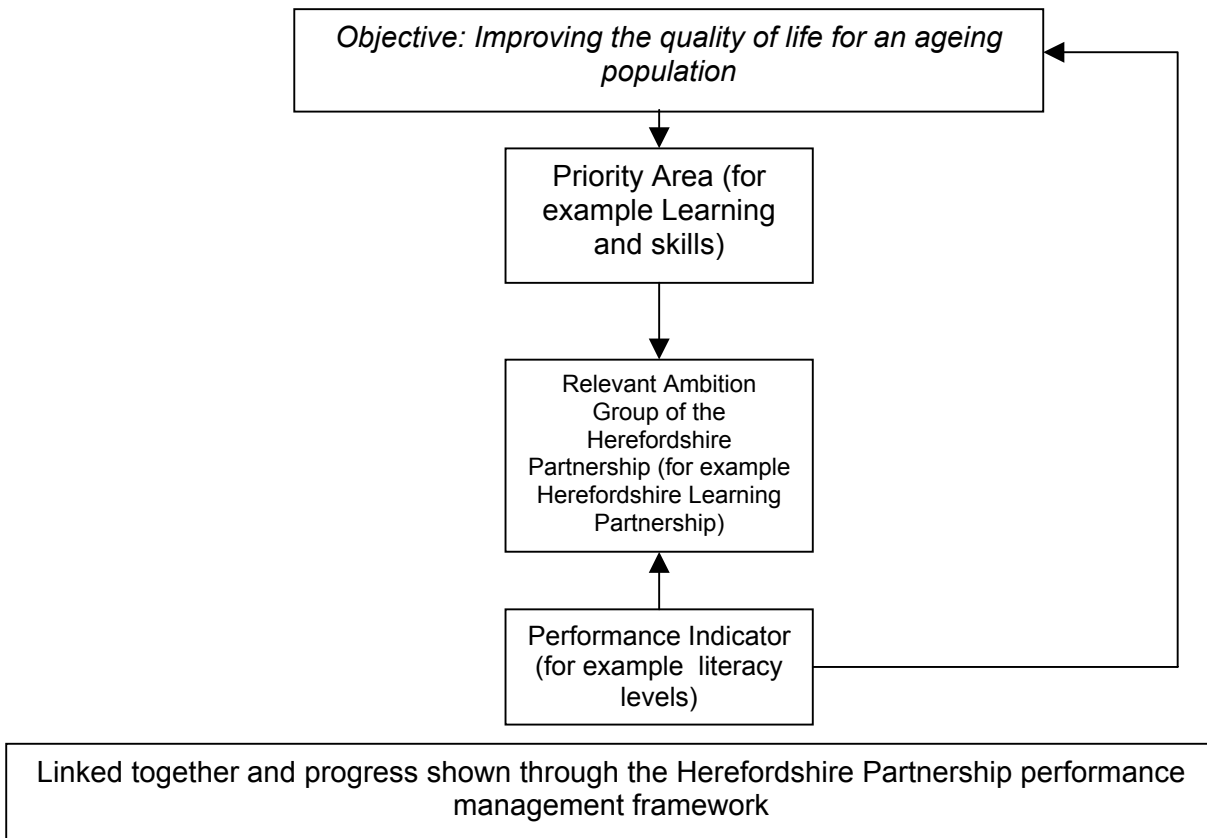
The approach

Herefordshire would like to base its LPSA2 submission on addressing those issues which directly impact on the quality of life for an ageing population.

The LPSA2 will be focused on priority areas which directly affect the quality of life for the ageing population, are not performing to their full potential (based on the State of Herefordshire report), and are supported by local Partners through the Herefordshire Partnership.

These priority areas will then provide the basis for identifying outcomes, associated indicators and targets all aimed at working towards the overall objective. It is expected that the focus of these areas and targets will be firmly linked into the Ambitions of the Herefordshire Plan and its Ambition Groups.

This is shown diagrammatically overleaf:



Priority areas

An initial analysis has been undertaken on indicators and targets from the State of Herefordshire report, to identify these priority areas. This analysis has highlighted eight initial areas that are relevant to the theme, and are either under performing or could perform better. These are:

1. **Health:** healthy population, LIFT scheme, older people as carers and independent living.
2. **Economic development:** business support, wage levels and quality of jobs.
3. **Quality and mix of housing.**
4. **Fear of crime.**
5. **Sense of community.**
6. **Transport:** design of highways, liveability and commercial passenger journeys.
7. **Learning and skills:** take up, outcomes, literacy and numeracy and confidence.
8. **Access to services:** getting services to people; and credit unions.

Who

As this issue is so inherent to life in Herefordshire, the causes, symptoms and proposed models will not be covered by just the local authority. It is proposed that we take a Herefordshire wide view, building on the Herefordshire Partnership and inclusive of other relevant public agencies, the community/voluntary sector and private sector. This will be crucial in the success of this approach.

It is proposed that the Herefordshire Partnership Ambition Groups take a central role in leading action within the priority area, and in setting and working jointly towards the indicators and targets.

Indicators and targets

Each Ambition in the Herefordshire Plan is backed by key indicators and targets and pulled together in the State of Herefordshire Report. It is proposed that key indicators relevant to the objective are identified within each Ambition and used as a tracking mechanism to show progress.

Given the nature of an ageing population, it will be difficult to re-evaluate services and show a significant change in a short timescale. If Herefordshire is going to use this approach to its full effect, there may also need to be changes to the model or performance indicators as we progress. We also wish to look at what the wider effects of this change could mean for Herefordshire, such as pensions and quality of life, as well as quantitative targets.

It is proposed:

- That part of Herefordshire's LPSA2 is undertaken on a longer timescale of at least six years (which is also the timescale of the current Herefordshire Plan) to 2011.
- That initial performance indicators are identified and formally reviewed with ODPM after 3 years; to be followed by further pump priming funding and revised performance indicators/stretching targets for the next three years. If the Government is not willing (or able) to accept a longer-term commitment to funding, then it needs to be understood at the scoping stage that for some of the targets outputs need to replace outcomes at the three-year point. There will, however, be a clear link between the output and longer-term outcomes.

For this to work there would need to be some assurances around freedoms and flexibilities available to the pilot.

Freedoms and flexibilities

The depth and innovation in this approach will be dependent on two aspects. Firstly, how services can be delivered in a joined up way and secondly the level of freedoms and flexibilities to allow the approach to be tested. The precise nature of these freedoms and flexibilities will need to be drawn out in conjunction with the Office of the Deputy Prime Minister (ODPM) through the development stage.

LPSA2 – Supporting Statistics

Low Earnings

Herefordshire – average weekly earnings for adults in full time employment - £378.20.

West Midlands Region – average weekly earnings for adults in full time employment - £435.80.

England and Wales – average weekly earnings for adults in full time employment - £479.90

Herefordshire average wages are 21% below the England and Wales average.

Herefordshire average wages are the second lowest in England and Wales (parts of west Wales are lower).

Source: Office for National Statistics New Earnings Survey.

Date information pertains to: April 2003.

Aged Linked Deprivation

4,320 people aged over 60, about 10%, of the age group claims Income Support.

4,635 older people are in receipt of Attendance Allowance (13.80% of people in eligible age groups).

Source: Office for National Statistics.

Date information pertains to: August 2002.

Population of Older People

19% of the population of Herefordshire are aged 65 and over.

16% of the population of the West Midlands Region and England and Wales are aged 65 and over.

Source: 2001 census – Crown Copyright.

Date information pertains to: April 2001.

Trends in numbers of older people

The population aged 65 and over in Herefordshire is expected to grow by 27% between 2001 and 2011. Within this older age group, the number of 65–74 year olds is expected to grow by 24%, 75 – 84s by 21% and the very elderly, 85+ by 57%.

Source: Herefordshire Council Research Team.

Over the same period, 2001–2011, the number of people aged 65 and over in England and Wales is expected to grow by 10%.

Source: Government Actuary's Department, 2000 based population projection.

Cost of Providing Services

Average gross hourly cost for home help/care in Herefordshire	£18.50
Average gross hourly cost for home help/care in England	£11.90

Source: Herefordshire Council, Business Case for Older People's Services.

Date information pertains to: 2001/2002.

Older Carers

3,735 (12% of the number of people aged 65 and over living in households) are carers.

Source: 2001 census – Crown Copyright.

Date information pertains to: April 2001.

Volunteer Rates

About 6,100 people aged 60 and over volunteer at some time during the year.

Source: "Valuing the Voluntary Sector." A research report on the social economy in Herefordshire and Worcestershire.

Date information pertains to: 1998/1999.

HEREFORDSHIRE PLAN AND PARTNERSHIP PROGRESS REPORT

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1. To advise on progress in implementing the Herefordshire Plan.

Financial Implications

2. None.

Considerations

Background

3. Following wide ranging consultation on the original draft a revised edition of the Herefordshire Plan was published in June 2000. The Herefordshire Plan was one of the first wave of community plans published in England. The Plan sets out a vision, guiding principles, ten ambitions and a number of golden threads which together form a strategy for Herefordshire.

Partnership Arrangements

4. The implementation of the Plan is supported by a comprehensive partnership including over 100 organisations from the public, private and voluntary sectors. Core partners with the Council include the Chamber of Commerce and Business Link Herefordshire and Worcestershire, Herefordshire Association of Local Councils, Herefordshire Primary Care Trust, Learning and Skills Council Herefordshire and Worcestershire, Voluntary Organisations, and West Mercia Constabulary.
5. The Partnership is led through ten ambition groups which take responsibility for delivering each ambition in the Plan. The Ambition Groups are supported by a Management Group and Board of senior officers from the core partner organisations. In addition there are golden threads running through the activity of all Ambition Groups. For example there is an Information Communications Technology (ICT) Group responsible for the ICT Golden Thread of the Plan, and an emerging group around the Young Peoples Golden Thread.
6. The Ambitions are as follows indicating the Cabinet Member within whose remit the ambition falls and the Scrutiny Committee responsible for scrutinising progress towards achieving the ambitions.

Ambition	Cabinet Member	Scrutiny Committee
Improve the health and well-being of Herefordshire People	Social Care and Strategic Housing	Health Social Care and Housing
Reduce crime and disorder and make Herefordshire safer	Leader	Strategic Monitoring Committee
Tackle poverty and isolation in Herefordshire	Leader	Strategic Monitoring Committee
Encourage communities to shape the future of Herefordshire	Community and Social Development	Social and Economic Development
Develop Herefordshire as an active, vibrant and enjoyable place to be	Community and Social Development	Social and Economic Development
Protect and improve Herefordshire's distinctive environment	Environment	Environment
Provide excellent education, training and learning opportunities in Herefordshire for all ages	Education Community and Social Development	Education Social and Economic Development
Meet Herefordshire's accommodation needs	Social Care and Strategic Housing	Social Care and Housing
Support business growth and create more and better paid work in Herefordshire	Economic Development, Markets and Property Rural Regeneration	Social and Economic Development
Develop an integrated transport system for Herefordshire	Highways and Transport	Environment

7. Underpinning the Ambition Groups there are a plethora of local partnerships throughout Herefordshire based on geographic communities ranging from town centres to housing estates and individual villages. There is ongoing work to improve communications and linkages between the Ambition Groups and these key geographic communities.

Member Involvement

8. Member support and involvement in delivering the Herefordshire Plan is an essential element of success and therefore the Plan has been developed using a number of dedicated events with Herefordshire Council Members.
9. Members of the Executive are charged with receiving regular reports on the progress of the Herefordshire Plan generally and the contribution of the different parts of Herefordshire Council to the achievement of individual Ambitions. Wherever possible Executive Members should be integrated into the work of the Ambition Groups.
10. In September 2001 the Strategic Monitoring Committee agreed that individual Scrutiny Committees should receive six monthly reports setting out progress to date, work in hand and future timetables. Where Cabinet Members are responsible for more than one ambition Scrutiny Committees should examine composite reports. In order not to lose sight of the breadth of the Plan the Strategic Monitoring Committee should receive, at least on an annual basis, a report bringing together key activities/themes which are being progressed or emerging.
11. The last report to the Strategic Monitoring Committee was in October 2003, which included achievements and progress made by each of the Ambition Groups over the previous year.

Progress and activities

12. The Audit Commission's Corporate Assessment of the Council in December 2002 commented that "the Plan has provided the focus for partnership working and has contributed significantly to the Council being able to attract significant external funding to deliver projects tackling local priorities, such as rural access and pockets of deprivation in Hereford City. In this respect the Plan has enabled the Council to punch above its weight as a small low-funded authority."
13. The examples below give a flavour of the work led by the 10 Ambition Groups since the October 2003 report:
 - Revisions have been made to the Herefordshire Plan which makes it easier to read and understand, including clearer information on the Ambitions and their achievements as reported in October 2003. The revised Plan has now been circulated to all Councillors, Parish Councils, local and regional organisations, voluntary and community groups, receptions and libraries etc.
 - The Business, Economic Development and Tourism Ambition Group are leading the development of the Herefordshire Economic Development Strategy, supported by grant assistance from Advantage West Midlands. The Group has worked closely with consultants EDAW on the preparation of the Stage 1 baseline, identifying key issues and a vision for the County. This work included a series of briefing and consultation events. Stage 2 of the work will be focused around the development of action plans and will continue over the next few months.
 - The Health and Care Partnership has developed a Child Concern Model, which involves 23 statutory and voluntary sector partners. This includes a shared definition of needs and priorities, and models for effective consultation and transition. The model also includes a communication framework for access and

referrals. The Health and Care Partnership has also been evaluating its Local Public Service Agreement (LPSA) target 1. One element of this target is a project around developing and improving the quality of signposting older people to services and benefits they may be entitled to. The project initially included 4 partners but has now grown to 13, with the number of signpostings being in excess of 1,225 since its start. It is also estimated that the signposting project has enabled local people to draw down an extra £3.5 million in benefits that they are entitled to receive.

- The Community Safety Partnership merged with the Drug Action Team, creating a more co-ordinated approach to community safety and drugs across the County, and ensuring that there are closer links between the agencies involved. A joint staff team is now in place, which will support and facilitate the main Strategic Group and the implementation groups (these include alcohol, domestic violence, drugs, anti-social behaviour and road safety).
 - A conference was held in January 2004 on the reform of the Common Agricultural Policy and its implications for Herefordshire. The conference was held in association with the Bulmers Foundation, NFU, Countryside Agency and Wye Valley AONB. Over 140 people attended the day, including formers, local producers, interested local groups and other organisations. The day proved to be successful, and a full conference report has been produced. A follow up seminar was suggested by the participants, when the regulations on the Common Agricultural Policy are clearer.
 - The Social Inclusion and Anti Poverty Group has identified baseline data on rural areas and produced this in a useful format for local organisations and community based workers. A leaflet on Social Inclusion in Herefordshire has been printed, including these and other statistics and giving information on rural isolation, access to information and services, transport, jobs and money, housing and health. Over 700 copies have already been distributed and the Group has received very positive feedback from these users.
 - The Environment Ambition Group has raised the profile of the environment in Herefordshire by highlighting the impact of our daily actions in the "Daily Planet" (the Spring Herefordshire Partnership newsletter) to inform the public of current environmental projects in Herefordshire as well as global environmental issues which we all face. The newsletter also advertised "Herefordshire Environment Day". Each year the United Nations Environment Programme (UNEP) holds a "World Environment Day" and this year Herefordshire Partnership and Herefordshire Council decided to celebrate the County's very own "Herefordshire Environment Day" in High Town on Wednesday, June 9. More than 26 environmental organisations and groups set up stalls in High Town creating an interesting and interactive environmental stage under a huge marquee, which was visited by over 5,000 members of the public.
14. Some of the actions being undertaken by Ambition Groups over the next year are set out below:
- The Herefordshire Learning Partnership has been requested to oversee the Strategic Area Review of Learning (STAR), by the Learning and Skills Council. These reviews are being undertaken across the Country and are formal in nature, needing to adhere to Nationally set timetables and standards. They are wide

ranging in nature, and effectively review levels of need alongside current learning provision across the County. The review will continue until Spring 2005, with formal consultation periods. It is expected that a set of recommendations and actions will emerge. The Learning Partnership will then use the STAR findings and recommendations as the basis for their Learning Strategy and annual action plan.

- A guide to over 180 community workers working in the County was produced at the end of February 2003, and has been well used by community groups and a whole range of organisations. This guide is available in paper version and is on the Herefordshire Partnership website. Work is currently underway through the Community Development and Local Services Ambition Group to update the guide and improve the layout and content based on users feedback. The updated version will be available by the end of the year.
 - The Community Safety Partnership has started the process of developing the Crime and Disorder Reduction Strategy 2005-2008. A researcher has been appointed to assist in the baselining and research work, and there will be a considerable amount of community consultation undertaken during July and August. The final strategy will be ready by April 2005.
 - The Social Inclusion and Anti Poverty Group is in the final stages of developing a list of accessible meeting rooms and venues across Herefordshire. This piece of work has used a lot of volunteer time and effort over the last few months, and its findings will be widely available to statutory organisations, voluntary and community groups.
15. The Herefordshire Partnership will also be focusing on the fundamental review of the Herefordshire Plan over the remainder of the year. When the Herefordshire Plan was developed, the year 2005 was identified as the mid-point, with a proposal that a review should be undertaken to ensure that the Plan is still correct in its structure, vision and Ambitions.
16. The way in which the Plan is to be reviewed is currently being developed, and it is already clear that it will need to ensure a high level of involvement and consultation with a wide range of local people, businesses and organisations. The final Plan should be in place by Spring 2005, and will be reported back to Strategic Monitoring Committee.

RECOMMENDATION

THAT the report be noted.

BACKGROUND PAPERS

- None identified.

PERFORMANCE REPORTING – NATIONAL AND LOCAL BEST VALUE PERFORMANCE INDICATORS

Report By: Corporate Policy and Research Manager

Wards Affected

County-wide

Purpose

1. To consider the Council's performance against Best Value Performance Indicators (BVPIs) for 2003-2004.

Financial Implications

2. None identified

Considerations

3. Following a review of Best Value Performance Plans (BVPP) by the Office of the Deputy Prime Minister (ODPM) during 2003, the Government has streamlined the requirements significantly for authorities categorised as Good or Excellent within the Comprehensive Performance Assessment framework. In particular, it has removed the need for such authorities to publish as part of their BVPP information already in the public domain. Additionally, in line with the Council's wish to integrate planning and performance management, performance reporting against national and local BVPIs is now to be published as an annex to an updated version of the Council's Corporate Plan for 2004-2007.
4. The Council is required to publish performance information for 2003/04 and targets for the next three years by 30th June, 2004. At the meeting of Cabinet on 17th June it was decided that annual performance information should be prepared and presented earlier so that fuller consideration could be given to it. This will be taken forward as part of the thorough review of the corporate planning process and performance reporting of best value indicators this autumn.
5. Following publication of the performance information, further analysis will take place to consider the impact that the outturns for 2003/04 will have on external assessments of the Council. This will help inform the priorities for the next Corporate Plan (2005-2008), and operational plan for 2005-2006.
6. Following publication, an audit of all local authorities performance against BVPIs will be undertaken. Comparative data for all local authorities will then become available from the Audit Commission and the ODPM, normally during December.
7. If further information is required about any of the performance indicators, please contact Kevin Lloyd, Policy Assistant, on (01432) 383401 or e-mail klloyd@herefordshire.gov.uk.

8. Outturn figures and 3-year targets are attached as:

Appendix 1 National Performance Indicators

Appendix 2 Local Performance Indicators

RECOMMENDATION

THAT the Council's performance against BVPIs for 2003/04 be noted.

BACKGROUND PAPERS

- None identified.

Appendix 1: National Best Value Indicators

Key: Shaded boxes denote that the indicator is not being collected in the given year

- ☺ = Performance on or above target and better than or the same as in previous year
- ☹ = Improved or maintained performance compared with previous year but target not achieved
- ☹ = Performance below target and/or performance has deteriorated compared with previous year

Overview of National Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
148 indicators (1 not compared)	60 indicators (41%)	29 indicators (20%)	58 indicators (39%)

Overview of Corporate Health Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
21 indicators	11 indicators (52%)	3 indicators (15%)	7 indicators (33%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Corporate Health									
BV 1a	Does the authority have a community strategy developed in collaboration with the local strategic partnership for improving the economic, social and environmental well being in a way that is sustainable?	Yes	Yes	Yes	Yes	☺	Yes	Yes	Yes
BV 1b	By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	N/a	N/a	December 2005	December 2005	☺	December 2005	December 2005	N/a

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 1c	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?	Yes	Yes	Yes	Yes	☺	N/a	N/a	N/a
BV 2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	Level 1	Level 1	Level 2	Level 1	☹	Level 1	Level 1	Level 2
The Council is continuing to develop its commitment to a comprehensive equality policy in achieving Level One of the standard. Revised targets have been established based on a more realistic appreciation of the requirements in relation to Level Two. The Council's Internal Audit Service will be undertaking an audit of performance during 2004/05.									
BV 2b	Duty to promote race equality			50%	47%	☹	60%	70%	80%
BV 3	The percentage of citizens satisfied with the overall service provided by their authority.	Not to be collected in 2002/03	N/a	70%	48%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 4	The percentage of those making complaints satisfied with the handling of those complaints.	Not to be collected in 2002/03	N/a	60%	29%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 8	The percentage of undisputed invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority	83.5%	95%	100%	90.62%	☺	100%	100%	100%
BV 9	Percentage of council tax collected	98.3%	98%	98.4%	98.6%	☺	98.5%	98.6%	98.8%
BV 10	The percentage of non-domestic rates due for the financial year	98.7%	99%	98.8%	99.2%	☺	98.9%	99%	99.2%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	which were received by the authority								
BV 11a	The percentage of top 5% of earners that are women	38.02%	37%	39%	42.4%	☺	45%	50%	55%
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	1.8%	3.2%	2%	2.4%	☺	2.75%	2.9%	3%
BV 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	9.09 FTE	11.61 FTE	8 FTE	7.16 FTE	☺	7 FTE	6.5 FTE	6.3 FTE
BV 14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce	0.29%	0.9%	0.27%	0.11%	☺	0.2%	0.2%	0.1%
BV 15	Ill-health retirements as a percentage of the total workforce	0.16%	0.59%	0.14%	0.03%	☺	0.06%	0.06%	0.043%
BV 16a	The number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of the total workforce	0.97%	3.3%	2%	0.6%	☹	1%	1.25%	1.35%
BV 16b	The percentage of staff declaring that they meet the Disability Discrimination Act disability definition compared with the percentage of economically active disabled people in the authority area	13.5%	15.8%	7.8%	7.8%	☹	7.8%	7.8%	7.8%
BV 17a	Minority ethnic community staff as a percentage of the total	1.02%	3.8%	1.06%	0.5%	☹	0.75%	1%	1.2%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	workforce								
BV 17b	The percentage of employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	0.9%	6%	0.8%	0.8%	☹	0.8%	0.8%	0.8%
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	25.17%	57%	30%	30%	☺	35%	40%	50%
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	43%	58%	100%	77%	☺	100%	100%	100%
BV 180a	The energy consumption per m ² of local authority operational property, compared with buildings in the UK as a whole	i) 103% ii) 113%	i) 132% ii) 127%	i) 103% ii) 113%	i) 102% ii) 112%		Further guidance is awaited from the Audit Commission before targets need to be set		
BV 180b	The average lamp circuit wattage compared with average consumption/ wattage by local authorities in the UK	310 kwh	444kwh	No target set			Further guidance is awaited from the Audit Commission before targets need to be set		
Further guidance for BVPI 180 is currently awaited from the Audit Commission. There is no need to report against outturn, or set targets, until this guidance is available.									

Overview of Education Performance Indicators

No. of Indicators	😊	😐	😞
26 indicators	10 indicators (38%)	7 indicators (27%)	9 indicators (35%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Education									
BV 30	Percentage of three year olds receiving a good quality free early years education place in the voluntary, private or maintained sectors	78%	92%						
BV 33	Youth Service expenditure per head of population in the Youth Service target age range	£70.28	£97.81	£69.72	£53.34	😞	£65.60	£67.24	£68.92
BV 34a	Percentage of primary schools with 25% or more (and at least 30) of their places unfilled	15.5%	16%	10%	9.5%	😊	10%	10%	10%
BV 34b	Percentage of secondary schools with 25% or more (and at least 30) of their places unfilled	7.1%	11%	0%	0%	😊	0%	0%	0%
BV 36a	Net expenditure per pupil in LEA schools on nursery and primary pupils under five	£3,699	£3,823						
BV 36b	Net expenditure per pupil in LEA schools on primary pupils aged five and over	£3,244	£3,043						
BV 36c	Net expenditure per pupil in LEA schools on secondary pupils under 16	£3,226	£3,829						
BV 38	Proportion of pupils in LEA schools in the previous summer achieving 5 or more GCSEs at	56.1%	54%	61%	58.2%	😊	62%	63%	Not yet negotiated with schools

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	grades A* - C or equivalent								
BV 39	Percentage of 15 year old pupils in LEA schools achieving five GCSEs or equivalent at grades A* to G including English and Maths	91.4%	91%	95%	91.7%	☺	95.5%	94%	Not yet negotiated with schools
BV 40	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 Mathematics test	75%	76%	81.5%	74%	☹	82%	82%	Not yet negotiated with schools
BV 41	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 English test	76%	78%	80.5%	76.8%	☺	81%	81%	Not yet negotiated with schools
BV 43a	Percentage of statements of special educational needs prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice	58%	99%	94%	69.6%	☺	85%	90%	92%
BV 43b	Percentage of statements of special educational needs prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice	42%	80%	94%	42.9%	☺	85%	90%	92%
BV 44	Number of pupils permanently excluded during the year from all schools maintained by the authority	1.4	1.6	1.3	1.3	☺	1.3	1.3	1.3

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	per 1000 pupils at all maintained schools								
BV 45	Percentage of half days missed due to total absence in secondary schools maintained by the authority	7.7%	9.5%	7.5%	7.4%	☺	7.5%	7.5%	7.5%
BV 46	Percentage of half days missed due to unauthorised absence in primary schools maintained by the authority	5.2%	6.55%	5%	5.5%	☹	4.9%	4.9%	4.9%
BV 48	Percentage of schools maintained by the authority subject to special measures on 14 December 2000	0%	2%	0%	0%	☺	0%	0%	0%
BV 159a	Percentage of permanently excluded pupils attending alternative tuition of 5 hours or less	7.4%	21%	5%	7.4%	☹	5%	5%	5%
BV 159b	Percentage of permanently excluded pupils attending alternative tuition of 6-12 hours	25.9%	20%	20%	22.2%	☹	20%	10%	10%
BV 159c	Percentage of permanently excluded pupils attending alternative tuition of 13-19 hours	18.5%	26%	20%	7.4%	☹	20%	20%	20%
BV 159d	Percentage of permanently excluded pupils attending alternative tuition of 20 hours or more	48.1%	75%	55%	63%	☺	55%	65%	65%
BV 181a	Percentage of 14 year old pupils in schools maintained by the authority achieving Level	73.8%	71%	75%	72%	☹	76%	82%	Not yet negotiated with schools

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	5 or above in the Key Stage 3 English test								
BV 181b	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 Mathematics test	73.9%	71%	76%	76%	☺	78%	83%	Not yet negotiated with schools
BV 181c	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 Science test	74.2%	71%	76%	74%	☹	77%	84%	Not yet negotiated with schools
BV 181d	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 ICT assessment test			72%	73%	☺	73%	84%	Not yet negotiated with schools
BV 192a	Average days access to relevant training and development per practitioner delivering Foundation Stage education			4	4.04	☺	4	4	4
BV 192b	Average number of Qualified Teacher Status teachers per 10 non-maintained settings			1	9		10	10	10
This definition is now the number of settings per teacher, and not the number of teachers per 10 settings as in the direction.									
BV 193a	Schools budget as a percentage of the Schools Funding Assessment			100%	98%	☹	98%	98%	98%
BV 193b	Increase in schools budget on the previous year as a			97%	99%	☺	99%	99%	99%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	percentage of the increase in Schools Funding Assessment on the previous year								
BV 194a	Percentage of pupils in schools maintained by the authority achieving Level 5 or above in Key Stage 2 English			28%	27.4%	☹	30%	31%	Not yet negotiated with schools
BV 194b	Percentage of pupils in schools maintained by the authority achieving Level 5 or above in Key Stage 2 Maths			32%	30%	☹	34%	34%	Not yet negotiated with schools

Overview of Social Care & Strategic Housing Performance Indicators

No. of Reportable Indicators	☺	☹	☹
17 indicators	8 indicators (47%)	5 indicators (29%)	4 indicators (24%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Social Care									
BV 49	Stability of placements for looked after children	10.1%	14.2%	10%	8.7%	☺			
BV 49	Stability for placements for looked after children (no longer inc. children placed for adoption with the same carers)						9%	9%	9%
BV 50	Percentage of young people leaving care aged 16 or over with at least 1 GCSE grade A* - G or a GNVQ	64.7%	50%	72.5%	52.2%	☹	71%	71%	71%
BV 51	Cost of services for children looked after by the authority by reference to the gross weekly	£420	£494	£437	£427	☹	£441	£454	£468

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	expenditure per looked-after child in foster care or in a children's home								
BV 52	Cost of intensive social care for adults and older people by reference to the average gross weekly costs of providing care for adults and elderly people	£435	£385	£455	£416	☺	£441	£467	£495
BV 53	Intensive home care per 1,000 population aged 65 or over	4.0	15.4	6.2	5.9	☹	6	7	10
BV 54	Older people aged 65 or over helped to live at home	78	104	106	83.6	☹	75	80	82
BV 55	Clients receiving a review as a percentage of adult clients receiving a service	30%	62%						
BV 56	Percentage of items of equipment costing less than £1,000 delivered within 3 weeks	95%	97%						
BV 56	Percentage of items of equipment delivered within 7 working days			35%	38%	☺	50%	80%	100%
BV 58	Percentage of people receiving a statement of their needs and how they will be met	73%	95%	85%	84.9%	☹	86%	88%	90%
BV 161	Employment, education and training for care leavers	76%	61%	80%	68%	☹			
BV 161	Ratio of former care leavers in employment, education or training at age 19						0.74	0.74	0.74
BV 162	The percentage of children on	100%	100%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
162	the register whose cases should have been reviewed that were reviewed								
BV 162	The percentage of child protection cases which should have been reviewed during the year that were reviewed			100%	100%	☺	100%	100%	100%
BV 163	Adoptions of looked after children	6.4%	9%	8%	4.8%	☹	9%	10%	10%
BV 182	Users who said they were satisfied with the help they received from social services	68.1%	62%						
BV 190	Users who said that if they asked for changes to services, those changes were made	71.8%	70%						
BV 195	Acceptable waiting time for assessment			30%	69.8%	☺	70%	75%	80%
BV 196	Acceptable waiting time for care packages			30%	71.4%	☺	71.4%	72%	72%
BV 201	The number of adults and older people receiving direct payments at 31 st March per 100,000 population aged 18 years or over						Targets not yet required		
Housing									
BV 62	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	1.67%	4.5%	3%	2.6%	☹	3%	3.5%	4%
BV 63	Energy efficiency – the average SAP rating of local	46%	62%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	authority owned dwellings								
BV 64	The number of private sector dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	64	Not scaled						
BV 64	The number of private sector dwellings that are returned into occupation or demolished during 2003/04 as a direct result of action by the local authority			30	42	☺	40	45	50
BV 66a	Local authority rent collection and arrears: proportion of rent collected	97.37%	98.3%						
BV 74a	Satisfaction of council housing tenants with the overall service provided by their landlord	Not collected in 2002/03	86%						
BV 74b	Satisfaction of black and minority ethnic tenants with the overall service provided by their landlord	Not collected in 2002/03	83%						
BV 74c	Satisfaction of non-black and minority ethnic tenants of council housing with the overall service provided by their landlord	Not collected in 2002/03	82%						
BV 75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by	Not collected in 2002/03	n/a						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	their landlord								
BV 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords 'Tackling Racial Harassment'?	No	59% Yes						
BV 183a	The average length of stay of households that include dependant children in bed and breakfast accommodation	7.8 weeks	1 week	6 weeks	5 weeks	☺	0 weeks	0 weeks	0 weeks
BV 183b	The average length of stay of households that include dependant children in hostel accommodation	13.8 weeks	0 weeks	12 weeks	13 weeks	☹	12 weeks	12 weeks	12 weeks
BV 184a	The proportion of local authority homes which were non-decent at 1 April 2002	Not monitored	25%						
BV 184b	The percentage change in proportion of non-decent local authority homes between 1 April 2002 and 1 April 2003	Not monitored	3%						
BV 185	The percentage of responsive (but not emergency) repairs during 2002/2003 for which the authority both made and kept an	No appointment scheme in place	73%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	appointment								
BV 202	The number of people sleeping rough on a single night within the area of the local authority						Targets not yet required		
BV 203	The percentage change in the average number of families, which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year						Targets not yet required		

Overview of Housing Benefit and Council Tax Benefit Performance Indicators

No. of Reportable Indicators	😊	😐	☹️
16 indicators	1 indicator (6%)	2 indicators (13%)	13 indicators (81%)

The above overview of performance within Housing Benefit and Council Tax Benefit does not provide an accurate reflection of actual performance delivered by this service. 7 of the indicators relate to a satisfaction survey, previously undertaken 3 years ago, which indicates improved satisfaction levels. In addition there were 4 new indicators, where performance could only be measured against targets set and not against historical performance. For the majority of indicators, performance narrowly failed to achieve target, and the overview more accurately reflects the challenging targets that had been set within the service.

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Housing Benefit and Council Tax Benefit									
BV 76	Does the Council has a written and proactive strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Dept of Social Security, which is communicated regularly to all staff – yes/no	Yes	97% Yes						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 76a	Housing benefit security – number of claimants visited per 1,000 caseload			175	174.25	☹	255	340	350
BV 76b	Housing benefit security – number of fraud investigators employed per 1,000 caseload			0.33	0.34	☹	0.33	0.25	0.25
BV 76c	Housing benefit security – the number of fraud investigations per 1,000 caseload			38	40.37	☺	38	29	30
BV 76d	Housing benefit security – the number of prosecutions and sanctions per 1,000 caseload			6	5.64	☹	7	5	6
BV 78a	Speed of processing – average time for processing new claims	41.24 days	33 days	33 days	52.34 days	☹	32 days	25 days	25 days
The additional workload from the implementation of Tax Credits at the start of the year and Pension Credits in October 2003 had an impact on processing times during the year. This was further compounded by systems downtime and staff shortages at various times during the year.									
BV 78b	Speed of processing – average time for processing notifications of changes of circumstance	14.12 days	8 days	9 days	9.77 days	☺	8 days	7 days	7 days
BV 78c	Speed of processing – percentage of renewal claims processed on time	24.64%	83%	83%	26.6%	☹			
Performance has fallen below target for those reasons detailed under BV 78a above. The requirement to submit renewal claims was abolished in April 2004.									
BV 79a	Accuracy of processing – percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of	98%	99%	98%	97.8%	☹	98.5%	99%	99.5%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	cases checked post-determination								
BV 79b	Accuracy of processing – the percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	63.5%	60%	67%	62.38%	☹	67.5%	68%	70%
BV 80a	User satisfaction survey – contact with the office	Not collected in 2002/03	N/a	85%	79%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80b	User satisfaction survey - service in the office	Not collected in 2002/03	N/a	85%	79%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80c	User satisfaction survey – telephone service	Not collected in 2002/2003	N/a	70%	63%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80d	User satisfaction survey –staff in the office	Not collected in 2002/03	N/a	90%	77%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80e	User satisfaction survey -forms	Not collected in 2002/03	N/a	70%	59%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80f	User satisfaction survey – speed of service	Not collected in 2002/03	N/a	80%	65%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80g	User satisfaction survey – overall satisfaction	Not collected in 2002/03	N/a	80%	76%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required

Overview of Cleanliness, Waste and Environmental Health & Trading Standards Performance Indicators

No. of Reportable Indicators	☺	☹	☹
15 indicators	7 indicators (47%)	2 indicators (13%)	6 indicators (40%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Cleanliness									
BV 199	The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus across four			36%	34%	☺	33%	32%	31%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	categories of cleanliness								
Waste									
BV 82a	Total tonnage of household waste arising – percentage recycled	10.33%	12%(all unitaries)	13.62%	13.45%	☺	14.4%	14.8%	15.2%
Targets have been increased slightly due to increasing kerbside coverage in the Ross area that will produce in the region of 675 tonne per annum. Further variations will also depend on possible expansion of the kerbside service; and, the autoclave system coming on-line.									
BV 82b	Total tonnage of household waste arising – percentage composted	5.12%	6% (all unitaries)	5.74%	5.95%	☺			
BV 82b	Total tonnage of household waste arising – percentage composted or treated by anaerobic digestion						6.6%	7%	7.4%
Targets are based on current trends, however if separate collection of garden refuse becomes a reality, changes to targets will result.									
BV 82c	Total tonnage of household waste arising – percentage used to recover heat, power and other energy sources	0.26%	0% (all unitaries)	0%	0%	☹			
BV 82c	Total tonnage of household waste arising – percentage used to recover heat, power and other energy sources, not including where the digestate meets the standards set in BV82b						0%	0%	0%
BV 82d	Total tonnage of household waste arising – percentage landfilled	84.29%	79%	80.64%	80.6%	☺	79%	78.2%	77.4%
BV 84	Kg of household waste collected per head of population	459.5kg	501kg	524.6kg	496.56kg	☹	515kg	530kg	546kg
BV 86	Cost of waste collection per	£33.36	£25.66	£36.22	£38.99	☹	£40.93	£42.99	£45.14

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	household								
BV 87	Cost of waste disposal per tonne for municipal waste	£55.12	£29.61	£68.38	£59.23	☹	£62.19	£65.30	£68.57
BV 89	Percentage of people satisfied with cleanliness standards	Not to be collected in 2002/03	N/a	65%	62%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
Although performance was below target, the results show an improvement over the previous survey undertaken in 2000/01.									
BV 90a	Percentage of people expressing satisfaction with household waste collection	Not to be collected in 2002/03	N/a	82%	89%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 90b	Percentage of people expressing satisfaction with recycling facilities	Not to be collected in 2002/03	N/a	66%	67%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 90c	Percentage of people expressing satisfaction with civic amenity sites	Not to be collected in 2002/03	N/a	64%	82%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 91	Percentage of population resident in the authority's area served by a kerbside collection of recyclables	4.7%	99%	56%	56%	☺	59%	59%	59%
Targets have increased due to increased coverage in the Ross area.									
Environmental Health and Trading Standards									
BV 166a	Score against a checklist of enforcement best practice for environmental health	86.6%	89%	90% (amended to 56%)	52.1%	☹	Targets not yet required		
BV 166b	Score against a checklist of enforcement best practice for trading standards	71.6%	95%	75% (amended to 72%)	66.3%	☹	Targets not yet required		
There had been a previous misunderstanding in the interpretation of the indicator, consequently the effect of including Strategic Housing in BV 166a and Taxi Licensing in BV 166b has had an impact on reported performance. The targets have been amended to reflect correct understanding of the definition. The definition of this indicator is currently being reviewed and targets are not yet required.									

Overview of Planning Performance Indicators

No. of Reportable Indicators	😊	😐	☹️
8 indicators	2 indicators (25%)	3 indicators (37½%)	3 indicators (37½%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
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Planning

BV 106	Percentage of new homes built on previously developed land	62%	92%	60%	69%	😊	60%	60%	60%
BV 107	Planning cost per head of population	£17.31	£7.70	£19.69	£18.84	☹️			

Savings against target have been made due to the planning delivery grant not being spent in full and there have been numerous employee savings due to the difficulty in recruiting planning staff.

BV 109a	Percentage of major commercial and industrial applications determined within 13 weeks	42%	55%	60%	53%	😊	60%	62%	64%
BV 109b	Percentage of minor commercial and industrial applications determined within 8 weeks	62%	64%	65%	67%	😊	65%	67%	69%
BV 109c	Percentage of all other applications determined within 8 weeks	77%	81%	80%	76%	☹️	80%	82%	84%
BV 111	Percentage of applicants and those commenting on planning applications satisfied with the service received	Not to be collected in 2002/03	N/a	80%	78%	😊	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required

Although performance was below target, the results show an improvement over the previous survey undertaken in 2000/01.

BV 179	The percentage of standard searches carried out in 10 working days	58%	100%	100%	89.02%	😊	100%	100%	100%
BV 188	The number of decisions delegated to officers as a percentage of all decisions	85%	90%	90%	88%	😊			
BV 200a	Plan-making – do you have a			No	No		N/a	N/a	N/a

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
200a	development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?								
BV 200b	If no, are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?			Yes	Yes		Yes	Yes	N/a
BV 204	% of appeals allowed against the authority's decision to refuse planning applications						Targets not yet required		
BV 205	Quality of service checklist						Targets not yet required		

Overview of Transport Performance Indicators

No. of Reportable Indicators	😊	😐	😞
22 indicators	10 indicators (45%)	3 indicators (14%)	9 indicators (41%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Transport									
BV 96	Condition of principal roads	2.49%	2.4%	3%	3.86%	😞			
BV 96	Condition of principal roads by the TRACS (mechanised survey technique)						Targets not yet required		
BV 97a	Condition of non-principal roads – classified	35.76%	9%	32%	58.01%	😞	51%	44%	37%
BV 97b	Condition of non-principal roads - unclassified	29.17%	10%	28%	38.74%	😞	44%	39%	35%
BV 99a	Number of pedestrians	5.72	11	15.66	8.16	😊			

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
(i)	killed or sustaining serious injury in road accidents per 100,000 population								
BV 99a (ii)	Number of pedestrians sustaining slight injury in road accidents per 100,000 population	32.03	38	36.16	29.14	☺			
BV 99b (i)	Number of pedal cyclists killed or sustaining serious injury in road accidents per 100,000 population	6.29	3	9.92	6.99	☹			
BV 99b (ii)	Number of pedal cyclists sustaining slight injury in road accidents per 100,000 population	33.17	21	28.46	22.73	☺			
BV 99c (i)	Number of two wheeled motor vehicle users killed or sustaining serious injury in road accidents per 100,000 population	21.16	8	19.83	15.15	☺			
BV 99c (ii)	Number of two wheeled motor vehicle users sustaining slight injury in road accidents per 100,000 population	20.59	26	27.86	29.72	☹			
BV 99d (i)	Number of car users killed or sustaining serious injury in road accidents per 100,000 population	60.62	18	75.16	50.12	☺			
BV 99d (ii)	Number of car users sustaining slight injury in road accidents per 100,000 population	350.54	260	291.08	352.58	☹			
BV 99e	Number of other vehicle	8.85	2	9.39	6.99	☺			

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
(i)	users killed or sustaining serious injury in road accidents per 100,000 population								
BV 99e (ii)	Number of other vehicle users sustaining slight injury in road accidents per 100,000 population	59.47	28	42.68	59.44	☺			
BV 99a (i)	Number of casualties killed or sustaining serious injury in road accidents						Targets not yet required		
BV 99a (ii)	Percentage change in number of casualties killed or sustaining serious injury in road accidents over previous year						Targets not yet required		
BV 99 a (iii)	Percentage change in number of casualties killed or sustaining serious injury in road accidents over 1994-98 average						Targets not yet required		
BV 99 b (i)	Number of children killed or sustaining serious injury in road accidents						Targets not yet required		
BV 99 b (ii)	Percentage change in number of children killed or sustaining serious injury in road accidents over previous year						Targets not yet required		
BV 99 b (iii)	Percentage change in number of children killed or sustaining serious injury in road accidents over 1994-98 average						Targets not yet required		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 99 c (i)	Number of casualties sustaining slight injury in road accidents						Targets not yet required		
BV 99 c (ii)	Percentage change in number of casualties sustaining slight injury in road accidents over previous year						Targets not yet required		
BV 99 c (iii)	Percentage change in number of casualties sustaining slight injury in road accidents over 1994-98 average						Targets not yet required		
BV 100	Number of days of temporary traffic controls or road closure on traffic sensitive roads or the road was closed due to local authority roadworks or utility roadworks per km of traffic sensitive road	0	0.2	0.1	0.4125	☹	0.2	0.2	0.2
BV 102	Local bus services (passenger journeys per year)	3,794,217	Not scaled	3,810,000	3,946,746	☺	3,820,500	3,889,000	3,925,000
BV 103	Percentage of users satisfied with local provision of public transport information	Not collected in 2002/03	N/a	50%	48%	☹	Not to be collected in 2004/05	Not to be collected in 2005/2006	Target not yet required
BV 104	Percentage of users satisfied with local bus services	Not to be collected in 2002/03	N/a	50%	51%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
Although performance was below target, the results show an improvement over the previous survey undertaken in 2000/01.									
BV 165	Percentage of pedestrian crossings with facilities for disabled people.	90.1%	95%	93%	93%	☺	96%	99%	99%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 178	The percentage of the total length of footpaths and other rights of way that were easy to use by members of the public	41%	78%	46%	43.5%	☹	46%	47%	48%
BV 186a	Percentage of the principal road network where major structural treatment is not considered necessary divided by the authority's average structural expenditure per kilometre on the principal road network over the past three years	148	112	150	166	☺	168	168	168
BV 186b	Percentage of the non-principal road network where major structural treatment is not considered necessary divided by the authority's average structural expenditure per kilometre on the non-principal road network over the past three years	382	397	400	235	☹	237	264	288
BV 187	Condition of footways	76.77%	15%	70%	35.83%	☺	34.5%	34%	33%

Overview of Culture Performance Indicators

No. of Reportable Indicators	☺	☹	☹
12 indicators	6 indicators (50%)	3 indicators (25%)	3 indicators (25%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Culture									
BV 114	Cultural strategy – score against a checklist of	83.3%	100%	100%	100%	☺			

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	the guidance in "Creating Opportunity" guidance issued in December 2000								
BV 115	The cost per physical visit to public libraries	£3.08	£2.83						
BV 117	The number of physical visits to public libraries per 1,000 population	4,388	6,295	4,800	4,522	☺	5,000	5,200	5,400
BV 118a	Library users who found a book to borrow	Not to be collected in 2002/03	N/a	70%	78.4%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 118b	Library users who found the information they were looking for	Not to be collected in 2002/03	N/a	70%	72%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 118c	Library users who were satisfied with the library overall	Not to be collected in 2002/03	N/a	70%	87.7%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119a	Satisfaction with the local authority's sports/leisure facilities			- 1					
BV 119b	Satisfaction with the local authority's libraries			70%	68%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119c	Satisfaction with the local authority's museums/galleries			56%	48%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119d	Satisfaction with the local authority's theatres / concert halls			60%	57%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119e	Satisfaction with the local authority's parks and open space			66%	67%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 170a	The number of visits to/usages of museums per 1000 population.	806	744	814	812	☺	815	820	825
BV 170b	The number of these visits that	771	522	816	785	☺	795	800	805

¹ Indicator not required to be collected as all Sports/Leisure facilities transferred to halo on 1st April 2002

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
170b	those visits that were in person per 1000 population.								
BV 170c	The number of pupils visiting museums and galleries in organised school groups	3,005	Not scaled	3,100	6,471	☺	7,000	7,100	7,200

Overview of Community Safety Performance Indicators

No. of Reportable Indicators	☺	☹	⊖
9 indicators	4 indicators (52%)	1 indicator (15%)	4 indicators (33%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Community Safety									
BV 126	Domestic burglaries per 1,000 households	12.91	9	8	9.8	☹	7.9	7.9	7.9
BV 127a	Violent offences committed by a stranger per 1,000 population	1.40	2	No target set	1.75	☹	1.75	1.75	1.75
BV 127b	Violent offences committed in a public place per 1,000 population	1.78	4	No target set	2.08	☹	2.08	2.08	2.08
BV 127c	Violent offences committed in connection with licensed premises per 1,000 population	0.6	1	No target set	0.78	☹	0.78	0.78	0.78
BV 127d	Violent offences committed under the influence per 1,000 population	1.48	1	No target set	1.78	☹	1.78	1.78	1.78
BV 128	Vehicle crimes per 1,000 population	8.01	10	8.15	7.2	☺	7.2	7.2	7.2
BV 174	Number of racial incidents recorded by the authority per 100,000 population	6	0	5	29	☺	22	28	34

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
The increase in the number of recorded incidents has been interpreted as a positive, illustrating the work of the Race Equality Officer in encouraging incidents to be reported so that action can take place accordingly.									
BV 175	The percentage of racial incidents that resulted in further action	0%	100%	100%	100%	☺	100%	100%	100%
BV 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0.18	0.66	0.2	0.42	☺	0.42	0.77	0.77

Overview of Community Legal Services Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
1 indicator	No targets or previous performance to make comparison		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Community Legal Services									
BV 177	Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan	Not collected	95%	No target set	20.5%		39%	40%	41%

The target for 2004/05 is based on the expectation that the council's Info Service will achieve the Quality Mark during the year. Subsequent years' targets reflect the current position that no other Council Service has been identified for application, combined with the uncertainty about the detail of future Voluntary Sector Funding; pending the outcome of the Voluntary Sector Review.

Overview of Cross-Cutting Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
1 indicator	1 indicator (100%)		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Cross-Cutting									
BV 197	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998			-10%	-10%	☺	-15%	-20%	-25%
BV 198	The number of problem drug misusers in treatment per thousand head of population aged 15-44			66	Data does not become available until August		Targets are not yet required		

Appendix 2: Local Performance Indicators

Key: Shaded boxes denote that the indicator is not being collected in the given year

- ☺ = Performance on or above target and better than or the same as in previous year
- ☹ = Improved or maintained performance compared with previous year but target not achieved
- ☹ = Performance below target and/or performance has deteriorated compared with previous year

Overview of All Local Performance Indicators			
No. of Indicators	☺	☹	☹
83 indicators (6 not measured)	39 indicators (47%)	13 indicators (16%)	25 indicators (30%)

Overview of Corporate Health Local Performance Indicators			
No. of Indicators	☺	☹	☹
12 indicators	5 indicators (42%)	4 indicators (33%)	3 indicators (25%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Corporate Health</i>								
Number of recorded complaints, both formal and informal	268	317	285	434	☺	440	450	460
Number of recorded formal complaints						250	260	270
Percentage of complaints resolved at Complaints Officer level	70%	52%	70%	60.8%	☹	70%	75%	80%
Percentage of these complaints resulting in change of practice	15%	3%	6%	6.3%	☺	7.5%	8%	8.5%
Number of telephone calls answered as a percentage of all telephone calls received	90%	77.48%	80%	78.93%	☹	85%	90%	95%
Percentage of telephone calls answered in 15 seconds						90%	92%	95%
Percentage of telephone calls answered in 10 seconds	90%	85.79%	90%	86.39%	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Percentage of Staff Review and Development interviews completed in previous 12 months	100%	80%	100%	71%	☹	80%	90%	95%
Percentage of agreed training plans arising from SRD interviews	70%	96%	90%	71%	☹			
The results for the above two indicators show a large variation across directorates. New service planning guidance advise that all Staff Review and Development interviews should be completed by the end of May each year. Initial results for 2004/05 suggest that performance is improving in relation to both indicators.								
Percentage of employees receiving corporate induction within 3 months of commencing employment	100%	45%	100%	73%	☹	80%	90%	95%
Although the target was set unrealistically high for 2003/04, there is a marked improvement in the numbers attending year on year.								
Staff mileage	0% increase	9% reduction	1% reduction	-8.6%	☺			
Staff mileage per employee						1% reduction	1% reduction	1% reduction
Use of public transport	Increase expenditure on public transport by 5%	11% increase	5% increase	12%	☺			
Percentage variance on budget	1%	1.06% underspend	1%	2.1% underspend	☹	1%	1%	1%
Capital spend	100%	100%	100% of resources used within time limits	100%	☺	100%	100%	100%

Overview of Environment Local Performance Indicators

No. of Indicators	☺	☹	☹
17 indicators	8 indicators (47%)	5 indicators (29%)	4 indicators (24%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Environment Directorate</i>								
<i>Environmental Health and Trading Standards</i>								
Customer satisfaction levels – overall satisfaction with service			78%	78%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Planning</i>								
Percentage of householder planning applications determined within 8 weeks	85%	85%	87%	85%	☺			
Percentage of customers satisfied with the building control service	98%	98%	98%	96%	☹			
Publish first deposit Unitary Development Plan	Deposit draft UDP published October 2002	Deposit draft UDP published October 2002	Publish revised deposit Draft UDP	(Published May 2004)	☹			
Percentage of applications invalid on receipt	Less than 30%	25%	Less than 25%	24.9%	☺			
Percentage of appeals where the Council's decision was overturned	Less than 40%	18%	Less than 40%	29%	☹			
<i>Transport</i>								
Percentage of subsidised bus services operated with disabled accessible vehicles	33%	40.2%	45%	66%	☺			
Kilometres of rural footways constructed	1.5km	0.95km	1.5km	0.39km	☹			
Number of accidents cluster sites treated	80	108	90	59	☹			
Kilometres of new cycle route created	1km	0.5km	1km	2.0km	☺			
Percentage of signalled junctions with advanced cycle stoplines	50%	40%	52%	40%	☹			
Number of penalty charge notices issued – amended indicator	29,000 (subsequently revised to 21,000)	21,329	21,000	23,040	☺			
Number of penalty charge notice appeals cases "lost" at appeal – PI adjusted to percentage of those taken to appeal	Baseline to be established	0.24%	0.25% - target amended to <50%	30%	☹			
Percentage of major roadwork schemes that over-run the published completion date.	0%	0%	0%	0%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Annual expenditure for reactive maintenance to running surfaces compared with the annual expenditure for programmed structural maintenance	20%	18.4%	17.5%	17%	☺			
Average length of time in repairing street light faults compared with the authority's policies and objectives	10 days (subsequently revised to 5 days)	3.49 days	4.5 days	3.9 days	☹			
Number of bridges inspected to safeguard structural integrity (two year rota).	327	327	463	465	☺			

Overview of Policy and Community Local Performance Indicators

No. of Indicators	☺	☹	☹
42 indicators (5 not measured)	17 indicators (40%)	4 indicators (10%)	16 indicators (38%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Policy and Community Directorate</i>								
Local Development								
Percentage of customer's rating the service provided by the Local Development Team as 'good' or 'excellent'			93%	80%	☹			
Percentage of customers rating how accessible the services provided by the Local Development Team are as 'good' or 'excellent'			90.7%	77%	☹			

For the above 2 indicators, a sample survey of 44 customers was undertaken during 2002/03 to establish a baseline. Targets were set based on a 2% improvement. However, the full survey undertaken during 2003/04 covered a wider customer base (110), and is therefore a truer representation of satisfaction levels. Analysis of the responses received will be used to inform service improvement.

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Parish Council's rating the service provided by the Local Development team as 'good' or 'excellent'			+1%	Survey deferred to June 2004				
100% take up of community building grant to maximise external funding drawn into the County			100%	100%	☺			
<i>Herefordshire Partnership Support Services</i>								
Percentage of people who feel that they have the opportunity to influence important local decisions	9%	23%	9%	Analysis of customer survey results expected by the end of June 2004				
A prolonged staff vacancy has delayed work on this indicator								
Percentage of Rural Regeneration Zone applications submitted approved to within x% amount applied for	70%	100%	90%	Advantage West Midlands no longer operate this scheme so unable to measure performance against it				
Percentage of Objective 2 grant claims submitted which are accepted first time	60%	100%	90%	100%	☺			
Percentage of stakeholders satisfied or very satisfied with Herefordshire Partnership support services	To be confirmed	80%	95%	63%	☹			
Herefordshire Partnership Support Services Team are analysing the reasons for this change and have instigated a team based training & development programme in the business plan for 2004/05 in order to improve performance								
Number of enrolments per 1,000 adult population on adult and community learning courses	26.2	11.65	13.2	3.95	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Loss of LEA funding had a direct impact on the number of courses that could be offered								
<i>Heritage Services</i>								
Percentage of visitors who rate sites and exhibitions as excellent	50%	53%	60%	89%	☺			
Visitor satisfaction rate with services and staff helpfulness	75%	61%	70%	89%	☺			
<i>Cultural Services</i>								
Spend per head on tourism by the local authority (not including spend from external funding)	£2.60	£3.13	£3.00	£3.35	☺			
Spend per head on arts by the local authority (including grants to external organisations and contribution to the Courtyard Centre for the Arts)	£3.10	£2.88	£3.10	£2.98	☹			
Reduction in support costs resulted in lower spend per head								
<i>Community Youth Service</i>								
Percentage of the total youth population aged 13-19 (14,322) in contact with the youth service			16% or 2,291 individuals	25.22% or 3,612 individuals	☺			
Percentage of contact target that undergo personal and social development opportunities that result in a recorded or accredited learning outcome			25% or 572 individuals	15.7% or 360 individuals	☹			
Staff shortages and seeing more young people than planned (see local indicator above) reduced the capacity of the service to focus on this area								
Percentage of young people participating in youth services expressing satisfaction with the service			70%	Survey deferred until September 2004				
Unit delivery cost (number of individual young people reached 13-19 year olds divided by total Youth Service expenditure)	£216.54	£219.51	£364.46	£206.14	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Percentage of total work that actively involves young people in Youth Forums and the management or delivery of a Youth Project	25%	31.5%	25%	36%	☺			
<i>Records Office</i>								
Percentage of new users who rate the Record Office overall service and facilities as good or excellent			95%	96%	☺			
<i>Parks, Countryside and Leisure Development Service</i>								
Council owned play area achieving compliance with ROSPA standards			100%	100%	☺			
% of Leisure premises which meet DDA standards			60%	Not collected	☹			
Percentage of developments which lead to enhancements in open space			80%	100%	☺			
Percentage of Council owned countryside sites which exhibit signage and interpretation material compliant with legislation and is also available in electronic format			95%	93% compliant 85% in electronic format	☹			
<i>External Liaison</i>								
Percentage of agreed outputs met within the first year of the partnership project between Sports Development, Community Safety & Drugs Action Teams			60%	60%	☺			
Percentage of attendees rating the awareness and training events organised through the Community Safety Partnership as useful			50%	100% (first year target – no baseline)	☺			
Existing LIFT Programme clients completing the course	30%	47%	40%	46%	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Libraries and Information Services</i>								
Percentage of reservations supplied within 30 days	92%	85%	90%	85%	☹			
Output in line with Public Library Standard – but long fulfilment times for inter library loans (external borrowing) meant local target not achieved								
Stock turnover ratio	6.0	5.53	6.0	4.7	☹			
Certain types of media are increasingly popular e.g. the turnover for DVDs was 9.48, whilst more traditional media types are reducing the average stock turnover ratio								
Increase in annual issues	-3.0%	-3.0%	+2%	-4% (Reflects the national trend)	☹			
Percentage of users rating staff helpfulness as "good" or "very good"	98%	No survey undertaken	96%	97.3%	☺			
Percentage of primary and special schools to receive advisory visits during the year	55%	55%	55%	43%	☹			
Fewer schools than anticipated were visited, due to the level of assistance required by those that were								
Percentage of projects ready for collection within 4 weeks of receiving request (or for date project required if more than 4 weeks notice given)	96%	100%	99%	99%	☺			
Performance against this indicator is now stable at between 99 – 100%. Therefore this indicator is to be replaced by a more challenging performance measure for 2004/05, which will be monitored internally								
<i>Info in Herefordshire</i>								
Resolution of first stop customer enquiries	95%	73%	80%	62.9%	☹			
Resolution of one stop customer enquiries	75%	100%	100%	100%	☺			
Percentage increase in number of service level agreements with public/private and voluntary agencies	20%	35%	37%	Not measured				
Not calculated due to the complete review of service level agreements as a result of the new Customer Relations Management software								

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Public Relations Team</i>								
Penetration of Core News – percentage of staff receiving each issue of Core News	95%	Not monitored	95%	91%	☹			
Percentage of positive or neutral coverage from national and local media	75%	88%	90%	87%	☹			
Reply to telephone calls within five rings	100%	96.1%	100%	96%	☹			
Answer media enquiries within first deadline	90%	98%	100%	98.7%	☺			
Use of news releases/statements by the media	90%	96.75%	98%	91.7%	☹			
Percentage of graphic design commissions completed within agreed customer deadlines	90%	100%	100%	100%	☺			
<i>Research Team</i>								
Number of different service areas and organisations represented at HIRN meetings	20	59	60	78	☺			

Overview of County Secretary and Solicitor's Local Performance Indicators

No. of Indicators	☺	☹	☹
12 indicators (1 not measured)	9 indicators (75%)	0 indicators (0%)	2 indicators (17%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Secretary and Solicitors Department</i>								
Quality of advocacy in court of the in-house legal service as rated by court staff	Good or better	Achieved	Good or better	Achieved	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Cost of providing the legal service	Significantly less than comparable costs in the private sector locally and regionally and within the top 50% of other authorities in the NUB Club	Achieved	At least 30% cheaper than comparable costs in private sector	In-house variable £45 - £120 ph External variable £65 - £200 ph	☺			
Success rate in claims for possession	100%	100%	100%	99% (1 case lost)	☹			
Court proceedings issued against the Council for an uninsured claim which was successful at trial where the Legal Service has advised they should or could be defended	0	0	0	0	☺			
Successful administrative law actions against the Council except where a strategic decision has been made at senior level to test a particular point of administrative law or practice	0	0	0	0	☺			
Success rate in court actions of all types (excluding cases where a decision has been made to proceed with court action following advice from the Legal Service that there is a less than 50% chance of success)	At least 90%	97%	At least 90%	Not measured				
Success rate during the year of public enquires in which the Legal Services has provided the advocacy	At least 50%	Achieved	At least 50%	75% success	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Percentage of electorate from Wards affected by content attending Council/ Committee meetings	2%	1.65%	2%	1.16%	☹			
Percentage of direct services achieving/ maintaining identified excellence standard (e.g. ISO 9000, Lexcel)	88%	Achieved	88%	100%	☺			
Number of non-conformances identified during external audit	0	0	0	0	☺			
Number of complaints upheld by standards committee	0	0	0	0	☺			
Percentage of key executive decisions open to public scrutiny	90%	75%	90%	90%	☺			

RESULTS OF 2003/04 BVPI SATISFACTION SURVEY**Report By: Director of Policy and Community****Wards Affected**

County-wide

Purpose

1. To consider the report to Cabinet on the 17th June informing Members of the BVPI Satisfaction Survey results for 2003/04.

Financial Implications

2. None identified

Considerations

3. BMG Research was commissioned to undertake a survey of 3,200 residents during September to November 2003 through use of a postal questionnaire. The residents were selected randomly from a list of 5,000 addresses drawn from a Postcode Address File (PAF) provided to the Council by the Office of the Deputy Prime Minister (ODPM). The format of the survey was prescribed by the ODPM, requiring a minimum sample size of 1,100.
4. A total of 1,373 usable completed questionnaires were returned which, when assuming 10% of the original contacts as "deadwood" (e.g. dwellings unoccupied or non-residential addresses), represents a response rate of 48%.
5. Comparison with the previous survey in 2000/01 should be treated with caution since the outturn figures for 2003/04 have been weighted to reflect the County's population, as opposed to the data for 2000/01 that was un-weighted.
6. Attached at Appendix 1 are the results of the BVPI Satisfaction Survey 2003/04.
7. Cabinet agreed on 17th June that officers be asked to bring back a further report detailing how satisfaction levels can be measured on a year on year basis rather than awaiting the outcome of the three year satisfaction survey.

RECOMMENDATION**THAT the results of the Best Value Satisfaction Survey 2003/04 be noted.****BACKGROUND PAPERS**

- None identified.

Corporate Health

BVPI No	Description	2000/01		2003/04	
		% fairly/very satisfied	Unitary average (as conducted by BMG)	% fairly/very satisfied	Unitary average (as conducted by BMG)
3	Citizens satisfied with the overall service provided	59	58	48	52
4	Complainants satisfied with the handling of their complaint	34	36	29	30

BVPI 3: the results show a decline of 11% since 2000, with further analysis showing an increase of 4% to 18% of citizens that are fairly/very dissatisfied. As with all of these indicators, although respondents are asked to give their opinions based on the previous 12 months, the opinion is influenced by their most recent experience of the authority. That said, although the debate around Council Tax was coming to the fore at the time the survey was undertaken which may have influenced an individuals perceptions, the results are worse than the 6% decline in the mean score for Unitary Councils surveyed by BMG.

There is a strong relationship between how well residents felt they were informed by the authority and overall satisfaction levels. While 32% of those who rate themselves as satisfied with the way the authority runs things overall feel they are provided with a poor level of information, 83% of those feeling poorly informed were dissatisfied.

BVPI 4: the decline of 5% since 2000/01 is broadly in line with the change in the mean for the unitary authorities monitored of 6%. It should be borne in mind that the survey sought to ascertain the views of those residents that had made a complaint to the authority in the last year, but did not acknowledge whether the complaints were about the authority or not. Secondly, although the indicator relates to the handling of a complaint, an individual's opinion will be influenced by the actual outcome of their complaint and not necessarily how their complaint was handled.

Litter and Waste

BVPI No	Description	2000/01		2003/04	
		% fairly/very satisfied	Unitary average (as conducted by BMG)	% fairly/very satisfied	Unitary average (as conducted by BMG)
89	People satisfied with cleanliness standard in their area	59	56	62	57
90a	People satisfied with household waste collection	79	81	89	83

90b	People satisfied with waste recycling	60	60	67	56
90c	People satisfied with waste disposal (local tips)	58	67	82	70

BVPI 89: this indicator relates to the authority's duty to keep clear of litter and refuse all open public land that it controls. A 62% satisfaction rate represents an increase of 3% since 2000, and compares favourably with the smaller improvement of 1% amongst monitored unitary authorities.

BVPI 90: most notable work undertaken in the last 12 months within this area would be the introduction and expansion of doorstep recycling. This has no doubt had a major positive impact on the views of residents towards how the authority handles waste. 89% of residents were satisfied with the household waste collection overall, placing Herefordshire well above the 83% mean of monitored unitary authorities. Residents were particularly satisfied with reliability of the service, the cleanliness of areas following collection and the actual collection point.

In relation to recycling, the rise of 7% to 67% satisfaction of residents is particularly positive given the decline in the unitary authority mean. Residents were particularly positive about the location of facilities and the items that could be deposited for recycling.

The increase in satisfaction levels of waste disposal sites was the most significant improvement, with an increase of 24% to 82% of residents satisfied, well above the unitary authority mean. Again residents were most impressed with the cleanliness of site, facilities available on site, the location and the opening hours.

Transport

BVPI No	Description	2000/01		2003/04	
		% fairly/very satisfied	Unitary average (as conducted by BMG)	% fairly/very satisfied	Unitary average (as conducted by BMG)
103	Respondents satisfied with public transport information	48	46	48	49
104	Respondents satisfied with local bus service	47	52	51	51

BVPI 103: satisfaction with provision of public transport information remains unchanged from 2000/01. However, of those surveyed that stated they had seen or received information, satisfaction levels fell 6% from 2000/01 to 63%. Interestingly, within that same group, 24% felt that the information had improved and only 10% felt that the situation had got worse.

BVPI 104: 51% of residents are now satisfied with the local bus service, an improvement of 4% on 2000/01 and now matching the unitary authority mean. Most satisfaction was around the ease in which users found in getting on and off the bus.

Culture

BVPI No	Description	2000/01		2003/04	
		% fairly/very satisfied	Unitary average (as conducted by BMG)	% fairly/very satisfied	Unitary average (as conducted by BMG)
119a	Satisfaction with sports/leisure facilities	54	53	49	53
119b	Satisfaction with libraries	69	64	68	62
119c	Satisfaction with museums/galleries	53	46	48	42
119d	Satisfaction with theatres/concert halls	58	48	57	48
119e	Satisfaction with parks and open spaces	65	62	67	68

BVPI 119a: there has been a drop in satisfaction of 5% since 2000 with the sports and leisure facilities, falling below the mean average of unitary authorities.

Amongst users, more felt that facilities had improved rather than got worse.

BVPI 119b: there has been a slight drop in satisfaction with libraries, reflecting the situation with those unitary authorities that have been monitored by BMG. Amongst users there was an 83% satisfaction rate, an improvement of 2% on 2000/01.

The survey also revealed that there was a net perceived improvement in the service of 12%, with 17% of users feeling that the service had improved against 5% feeling that the service had got worse.

BVPI 119c: although there has been a decrease in satisfaction levels of museums and galleries, this is mirrored in the results of other unitary authorities that have been monitored, with Herefordshire still being better than the mean average.

BVPI 119d: although there has been a reduction in satisfaction levels in this area, the results are still favourable when compared to the mean average of monitored unitary authorities. Satisfaction amongst users has increased 2% from 2000/01 to 80%.

BVPI 119e: satisfaction with parks and open spaces improved slightly, although not reflecting the considerable increase witnessed in the mean average of monitored unitary authorities. 78% of users of parks and open spaces were satisfied, an increase of 3% on 2000/01 and above the mean of unitary authorities.

FINAL REVENUE OUTTURN 2003/04**Report By: County Treasurer****Wards Affected**

County-wide.

Purpose

1. To inform the Committee of the position with regard to the final revenue outturn position for 2003/2004.

Financial Implications

2. As detailed in the attached Cabinet report dated 1st July 2004.

RECOMMENDATION

- THAT**
- (a) The contents of the attached Cabinet report dated 1st July 2004 be noted;
- and
- (b) The Committee considers whether there are any issues it wishes to be brought to Cabinet's attention.

BACKGROUND PAPERS

- Report to Cabinet – 1 July 2004.

FINAL REVENUE OUTTURN 2003/04

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

1ST JULY 2004

Wards Affected

County-wide

Purpose

To consider the final outturn position for 2003/2004.

Key Decision

This is not a Key Decision.

Recommendation

That the report be noted.

Reasons

The final outturn for 2003/04 has a bearing on the Council's finances in 2004/05.

Considerations

1. Whilst work continues on the range of tasks necessary to prepare the Council's statutory Statement of Accounts, matters have been sufficiently progressed to enable the final outturn picture to be presented. Annex 1 attached to the report summarises the position.
2. The Statement of Accounts, which will be available by mid July, must be approved by members before 31st August 2004. This year's closedown reflects a further improvement in the timely closure of the Council's accounts and good progress towards the deadline of 30th June for closing the 2005/06 accounts. In accordance with the requirements of the Statement of Auditing Standard SAS610, a report, together with the Statement of Accounts, will be presented to the Statutory Accounts Committee on 2nd August 2004. The report will be accompanied by supplementary reports on early retirements, redundancies and bank accounts changes during 2003/04. The external audit of the accounts is expected to begin in early September.
3. Annex 1 differentiates between those over or underspends to be carried forward under financial regulations and items where a transfer to or from reserves is proposed. Net position shows a net variation in the amount transferred to and from reserves of £5,388,000 which may be summarised in the following table:

Further information on the subject of this report is available from
David Keetch on 01432 260227

	£000	£000
Net Programme Area underspendings carried forward		-3,543
Programme Area transfer from Reserves		11
Reserves		
Movement on earmarked reserves	<u>367</u>	367
Financing transactions		
Additional interest	-580	
Other financing transactions	<u>-427</u>	-1,007
Other		
Capital financing adjustments	-1,604	
Other transactions	<u>388</u>	
		<u>-1,216</u>
		<u>-5,388</u>

4. With regard to carry forwards, the following table shows the position by Programme Area (with overspends shown in brackets):

	£000	£000
Economic Development		365
Education		1,415
Environment		371
Social Care		(245)
Social Development:		
General		157
Leisure contracts		(146)
Strategic Housing		60
Policy and Finance		
Chief Executive		37
Support Services		421
Central Services		234
Director of Policy and Community		942
Property		(433)
Other (including Corporate Development Fund)		<u>365</u>
Net underspending carried forward		<u>3,543</u>

5. The carry forward is an underspending of £3,543,000 or just over 2% of the Council's net budget for the year. Whilst on the face of it the net carry forward looks healthy, there are significant commitments against this sum. For example, the firm commitments against the Education carry forward total are approximately £1,000,000. For items shown in the "to balances" column, on Annex 1 attached, carry forward arrangements are inappropriate by virtue of the nature of the item, (e.g. precepts and levies), or where previous approval has been given for the expenditure

to be met from reserves (e.g. Land Charges, Job Evaluation). This amount includes £300,000 earmarked to meet the potential additional costs following renegotiation of the Waste PFI contract.

6. The sum being transferred from reserves in respect of Programme Area expenditure is £11,000 including the additional cost of job evaluation work, land charges, asset management, grounds maintenance and precepts and levies. These calls on reserves are more than offset by a transfer to reserves of £480,000 which is the underspending on waste disposal and recycling.
7. There is a net transfer to reserves of £1,856,000 in respect of non-programme areas expenditure and income including interest receivable. Included in this figure is £1,604,000 of notional revenue underspendings generated by the decision to use capital reserves instead of revenue contribution to capital thereby ensuring that no conditional resources are lost to the authority. This is a technical accounting adjustment, switching funds to ensure that, within the Council's overall reserves, sufficient revenue sums are available to meet known commitments. It does not represent an increase in the Council's overall reserves. The net transfer also reflects an underspending of £803,000 on IT, together with the earmarking of an equivalent sum for IT costs and developments in 2004/05. Included in the balance remaining is additional interest received during this year (£580,000), primarily as a consequence of delayed capital spending and debt rescheduling.

Economic Development

8. An underspending of £365,000 is reported owing to the carry forward from 2002/03, savings resulting from vacancies and secondments and contributions towards the cost of projects budgeted for in 2003/04 but not required until 2004/05.

Education

9. The gross projected carry forward for Education other than schools is an underspending of £1,415,000. The majority of the underspend, however, is committed to the Standards Fund (£425,000), which is accounted for on a school year basis, the Schools' sickness insurance scheme (£166,000) which is 'owned' by schools, and continuing ring-fenced grants for the Whitecross PFI scheme (£164,000). A number of other small commitments (£257,000) rolled forward mean that the net outcome is a small surplus of £403,000, which is very much in line with the budget monitoring reports.
10. The schools delegated budget carry forwards, including Standards Fund, have increased from £3,956,079 to £5,703,679 after the addition of interest during the year. The end of year balance can be split between Primary Schools (£3,653,448), Secondary (£1,596,914), Special (£287,602) and Pupil referral Units (£165,715). These balances represent just over 9.5% of the schools 2003/04 budget. Schools have a statutory right to carry these balances forward.
11. Schools have, in addition, balances in respect of Devolved Capital grants of £1,141,046 which is an increase of £393,000 during the year.

Environment

12. The anticipated out-turn for the Environment Programme area overall shows an underspending of £851,000. However, as the underspending on the Waste PFI contract of £480,000 is transferred to balances, the carry-forward into 2004/05 is reduced to £371,000. The Waste PFI underspending was partly because volumes were lower than expected (£180,000) and because £300,000 provided for the costs of the contract following re-negotiation was not needed.

13. Environment General, including highways, shows a net overspending of £97,000 after excluding the underspending on the Waste PFI. The main variations are the increased income from new roads and street work fees (£78,000), and the increased cost of public rights of way (£21,000), street lighting (£23,000) and public conveniences (£61,000). The road maintenance budgets were approximately £67,000 overspent.
14. Further underspendings have occurred in crematorium (£62,000) and cemeteries (£62,000), due largely to increased income, and street cleansing (£23,000)
15. Environment Regularity shows an underspending of £31,000. Underspendings on most services were offset by spending on street trading.
16. Planning Services underspent by £437,000 largely owing to additional fee income (£206,000) and Building Control staff savings (£82,000). In addition, a proportion of the Planning Development Grant for 2003/04 will be carried forward into 2004/05 (£165,000).

Social Care and Strategic Housing

17. The final Social Care outturn is expected to be an overspend of £245,000 (including £582,000 carried forward). This is 0.7% of the budget and will be carried forward to the financial year 2004/05.
18. The objective to keep expenditure within the social care budget has been a considerable challenge. It should be acknowledged how difficult this has been for all staff and for users and the public waiting for services. This pressure on older peoples services in particular will impact on the 2004/05 financial year.
19. The key risk area of children's agency placements has been identified as an issue in previous reports. This budget has naturally been particularly difficult to predict. Children's Services managers are already planning for some **more** flexibility within our own fostering service placements to meet children's needs rather than more expensive options.
20. The projected end of year Strategic Housing underspend to be carried forward to 2004/05 is £60,000 (after incorporating the 2002/03 underspend). It is not expected that there will be an underspend in future years. The reason for the underspend in this year is the time taken to review services and recruit to posts within the new Strategic Housing function and also reflects the cautious approach taken in committing to expenditure in the first year following transfer.

Social Development

21. In total, Social Development was overspent by £89,000 although this becomes a carry-forward of an £11,000 underspending when the charge to reserves in respect of grounds maintenance is taken into account. The main variations were underspendings on the Youth Service (£159,000), Leisure Client (£65,000) and Heritage Services (£64,000). These were planned carry forwards in order to achieve service objectives in 2004/05. The only significant overspending was on Parks and Countryside (£155,000) which was previously identified both as an expected overspending and a budget pressure for 2004/05.

Policy and Finance

22. The outturn for Policy and Finance General shows an underspending of £1,692,000. Underspendings include Policy and Community Services (£942,000) including almost £500,000 in the modernisation budget and £40,000 in Policy and Communication

committed to projects in 2004/05, the Development Fund (£163,000), Members' Services (£11,000), Support Services (£421,000), Civic and Corporate costs (£38,000) and Central Services to the public (£119,000). These underspendings are offset by an overspending on Precepts and Levies of £39,000 owing to the Combined Fire Authority issuing a supplementary levy during 2003/04.

23. Against these underspendings there are significant commitments in 2004/05 and future years including upgrading the Council's debtors system, together with the replacement housing benefit and council tax system. Government funding for the later project is available but it does not meet the full cost.
24. A provision for £80,000 has been set up to meet the legal costs associated with an uninsured legal claim. No provision is being made in the accounts for any damages associated with this case, which are being treated as a contingent liability.
25. In total, Property Services overspent by £517,000 largely as a result of a virtually identical carry-forward from 2002/03 although the overspending carried forward does fall to £433,000 because of allocations from reserves. The recovery plan involving additional car park income is only making a modest contribution towards improving the position at present.
26. Markets and Fairs overspent by £382,000 but this includes a deficit of £379,000 brought forward from 2002/03. The deficit has largely been contained but not reduced during the year.
27. Property Management and Administration underspent by approximately £236,000 owing to increased recharges to capital and additional income.
28. The Property Maintenance Pool allocation was spent in full during the year, although very strict management has been necessary to keep spending within budget. There remains a significant backlog in Property Maintenance.
29. There is a deficit of £493,000 on Industrial Estates owing to a continuing shortfall in rent income. Against this deficit can be offset by additional income received from retail properties, including those transferred from the Housing Revenue Account (£247,000).

Housing Revenue Account

30. Following the Housing Stock Transfer in 2002/03, the ODPM gave the Council permission to formally close the Housing Revenue Accounts during 2003/2004. The Account was, therefore, closed on 31st March 2004.
31. When the account was closed it showed a deficit of £475,000, including £318,000 brought forward from 2002/03, which has been funded initially from general reserves. This deficit will be repaid to general reserves from future Housing Right to Buy receipts. Right to Buy receipts for this sum have already been earmarked.

Insurance provision

32. The Council maintains an insurance provision to meet the costs associated with the insurance claims (e.g. policy excesses) which can be submitted some years after the event. An independent review of the amount provided for the period 1st April 1998 onwards suggests the provision for this period is not quite sufficient. The accounts, therefore, reflect an additional contribution of £125,000 to address this shortfall.

Conclusion

The underspending carried forward into 2004/05 is at £3,500,000, significantly better than the figure previously reported, partly because anticipated spending has been delayed and secondly because an over cautious approach has been taken in our forecasting the end of year position which involved highlighting potential overspendings while assuming carry forwards would be spent in year.

Alternative Options

There are no alternative options.

Risk Management

Not applicable.

Consultees

None identified.

Background Papers

None identified.

ANNEX 1

2003/2004 FINAL OUTTURN

PROGRAMME AREA	2002/03 Carry Forward £000	2003/04 Base Budget £000	2003/04 Total Budget £000	Outturn £000	Variance £000	To Balances £000	Carry Forward £000
Economic Development	150	2,755	2,905	2,540	(365)		365
Education							
Schools		58,070	58,070	58,070	0		
Other	927	26,588	27,515	26,100	(1,415)		1,415
	927	84,658	85,585	84,170	(1,415)	0	1,415
Environment							
General	210	22,314	22,524	22,141	(383)	(480)	(97)
Regulatory Planning	10	2,502	2,512	2,481	(31)		31
		2,488	2,488	2,051	(437)		437
	220	27,304	27,524	26,673	(851)	(480)	371
Strategic Housing	191	4,599	4,790	4,730	(60)		60
Social Care	(582)	35,017	34,435	34,680	245		(245)
Social Development	(239)	10,053	9,814	9,903	89	100	11
Policy and Finance							
Corporate & Democratic Policy & Community	194	2,103	2,297	2,048	(249)	153	402
Support Services	389	1,467	1,856	914	(942)		942
Central Services to Public Property	520	(7)	513	92	(421)		421
Precepts and Levies	177	3,078	3,255	3,136	(119)	115	234
	(524)	495	(29)	488	517	84	(433)
		7,122	7,122	7,161	39	39	
	756	14,258	15,014	13,839	(1,175)	391	1,566
Total Programme Areas	1,423	178,644	180,067	176,535	(3,532)	11	3,543
Financing and other costs		(10,848)	(10,848)	(13,071)	(2,223)	(2,223)	0
To/(From) reserves	(439)	1,706	1,267	1,634	367	367	0
To/(From) balances	(984)	(1,958)	(2,942)	2,446	5,388	1,845	(3,543)
Total	0	167,544	167,544	167,544	0	0	0

STRATEGIC AUDIT PLAN 2004/05 – 2007/08

Report By: County Treasurer

Wards Affected

County-wide.

Purpose

1. To inform the Committee of the position with regard to the Strategic Audit Plan.

Financial Implications

2. As detailed in the attached Cabinet report dated 6th May 2004.

RECOMMENDATION

THAT (a) The contents of the attached Cabinet report dated 6th May 2004 be noted;

and

(b) The Committee considers whether there are any issues it wishes to be brought to Cabinet's attention.

BACKGROUND PAPERS

- Report to Cabinet- 6th May 2004.

STRATEGIC AUDIT PLAN 2004/05 – 2007/08

CABINET AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

6TH MAY 2004

Wards Affected

County-wide.

Purpose

To note the process used to develop the Strategic Audit Plan for 2004/05 to 2007/08 and to endorse the Annual Plan for 2004/05.

Key Decision

This is not a Key Decision.

Recommendations

That the Audit Plan for 2004/05-2007/08 be endorsed.

Reasons

Preparation of the Audit Plan represents best practice and is an integral part of the Council's internal controls and procedures.

Considerations

1. The approach to preparing the Annual and Strategic Plan is fundamentally based upon a risk assessment methodology utilising 'Traffic Lights' signposting, with Red being high risk, Amber being medium risk and Green being low risk. Within each risk area, consideration is also given to residual risk for specific functions or establishments based upon their last Audit opinion and current knowledge.
2. A key part of the risk methodology is that fundamental systems are always red no matter what their previous audit opinion is, as these are systems whose failure could cause major disruption or loss of financial control to the Council. In addition, bank account schools are always red because of their level of independence from the Council's control systems.
3. Resources available have been reduced owing to a member of staff being on maternity leave for one year. In addition, there is currently a vacant post. However, some additional short-term resources have been brought in to help mitigate the shortage.
4. Following the risk assessment, the base plan identified 3,230 days of resources required (summarised in Appendix 2). Adjustments are then made to align the plan to available resources i.e. 2,810 days.

Further information on the subject of this report is available from Tony Ford, Principal Audit Manager, on 01432 260425

5. The reduction in the base plan was achieved in the main by reducing the:
 - Number of primary school visits from 24 to 10 saving 146 days.
 - Contingency days to zero saving 61 days.
 - Number of bank account high school visits from 10 to 5 saving 70 days.
 - Number of non bank account high schools from 4 to 2 saving 24 days.
 - Training within Audit Services by 14 days.
 - Number of establishment visits and small system audits across the Council.
6. Under the circumstances, it is important that Governors and managers are vigilant with regard to the risks within their service. They should, therefore, monitor related controls as an integrated part of their risk management process.
7. New developments for 2004/05 are the Anti Fraud and Corruption work required to improve performance on the Auditor's Scored Judgements as part of the CPA process and audit follow-up work has been made clearer in line with the CIPFA Code of Practice for Internal Audit. Both are shown within the Annual Plan.
8. The Plan also reflects continuing Audit Services involvement in supporting the Performance Management Framework and LPSA.
9. The Strategic Audit Plan is a rolling plan covering a period of four years. Year one represents the Annual Plan for 2004/05. The whole represents the Strategic Plan for the period to 2008. The first year plan is quite firm in terms of planned audit activity, whilst the remainder is more flexible and will be updated in the light of experience and future risk assessments.
10. The revised plan for 2004/05 will be reported in October and will take into account any changes in resources and new audit work identified. Additional resources may be required to deliver emerging priority audits, particularly now that no contingency provision is available within the initial plan and that establishment audits have been reduced close to the minimum level acceptable.
11. Appendix 1 summarises audit time and gives a summary of audit activity at a strategic level. Appendix 2 shows a summary at service level, with the detailed Strategic Plan in Appendix 3.
12. There has been extensive consultation with Directors, Heads of Service and the Audit Commission and their views, subject to resources, have been taken into account in determining the areas that require audit attention.

Risk Management

The four-year strategic plan is based upon a 'Traffic Lights' Methodology, with Red being high risk, Amber being medium risk and Green being low risk. Within each risk area consideration is also given to residual risk for specific functions or establishments based upon their last Audit opinion and current knowledge.

Consultees

None identified.

Background Papers

None identified.

2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES ANNUAL PLAN
SUMMARY BY STRATEGIC AREAS

Strategic Area	Summary of Work Planned	Days	%
Audit Services	Covers time allocated for the Administration and Management of Audit Services and includes annual and sick leave, vacancies, maternity leave and training days.	1043.00	37.00
Chief Executive's Office	The main areas of review relate to the Human Resource Division and cover verification of data on the Computerised Human Resources Information System (CHRIS), in addition to a review of the Control of ID cards and Certificates of Appointments System.	22.00	0.80
Computer Audits	Reviews of the Customer Relationship Management (CRM) System, a GAP analysis in relation to BS 7799, which sets out the minimum standard of security for computer systems. A review of physical security within the IT service, which includes back-up and recovery arrangements, disaster planning and network management. Risk assessments of the Council's main computer systems including Cedar, creditors, Council Tax, NDR and Payroll, in addition to the Caldicot system within the Social Care and Strategic Housing Directorate.	126.50	4.50
Corporate	Work which covers projects cross the Council as a whole and includes Good Environmental Management Auditing, Performance Indicators, LPSA targets and the Council's Performance Management Framework.	328.00	11.70
County Secretary and Solicitor's Department	The main areas of work covers an establishment audit of Land Charges and verification work relating to Members' expenses.	28.00	1.00

2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES ANNUAL PLAN
SUMMARY BY STRATEGIC AREAS

Strategic Area	Summary of Work Planned	Days	%
County Treasurer's Department	Relates to performance management framework associated work, follow-up work on the VAT and Insurance systems previously reviewed. A review of contract tendering and awarding within the department, in addition to some consultancy work on the Revenue and Benefits computer systems replacement.	84.00	3.00
Education Directorate	The main area of work relates to school audits at seven high and ten primary schools and three special schools as part of the rolling programme of school visits. Audit follow up work on recommendation previously made on past system reviews such as the Standard Fund and the Early Years Development Site visits. This is in addition to a review of contract tendering and awarding arrangements within the Directorate.	304.50	10.80
Environment Directorate	Audit follow-up work on recommendations previously made on past system audits. System reviews covering the waste management contract, Section 38 Orders, work programme - Herefordshire Jarvis, and fees and charges, in addition to contract tendering arrangements.	192.50	6.90
Fundamental Systems	Review of system and procedures whose failure could have an adverse effect on the Council's overall financial standing. This includes the main accounting system, risk management, anti-fraud and corruption arrangements, Creditors, NDR, Council Tax and Housing Benefits.	308.00	11.00
Leisure Trust	This relates to work carried out for the Halo Trust.	25.00	0.90

2004/05
**HEREFORDSHIRE COUNCIL
 AUDIT SERVICES ANNUAL PLAN
 SUMMARY BY STRATEGIC AREAS**

Strategic Area	Summary of Work Planned	Days	%
Policy and Community Directorate	Audit work covers eight establishment visits across the directorate. Verification work with regard to grants and donations, diversity compliance and the SRB HIT programme. This is in addition to contract tendering and awarding across the Directorate.	132.00	4.70
Social Care and Strategic Housing Directorate	The main areas of review will concentrate on system reviews and will cover Pooled Budgets, Residential assessments/ Contribution Orders, in-house use Home Care, payments to Independent Providers and Government Grants. Also verification work relating to the Agency Agreement with Herefordshire Housing and Supporting People Contracts.	216.50	7.70
		2810.00	100.00

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
	Audit Services		
N/a	Administration and Management	269.00	269.00
N/a	Non-Audit Work	20.00	20.00
N/a	Staff Development	10.00	10.00
N/a	Leave/Vacant Posts/Secondments	668.00	658.00
N/a	Training	100.00	86.00
	Total Audit Services	1067.00	1043.00
	Chief Executive		
Green	General Work/advice	1.25	1.00
Amber	Human Resources	10.00	21.00
	Total Chief Executive	11.25	22.00
	Computer Audits		
Red	Corporate	42.00	42.00
Red	IT Services	32.00	32.00
Red	Social Care and Strategic Housing	15.00	15.00
Red	County Treasurer	37.50	37.50
Red	Education	0.00	0.00
	Total Computer Audits	126.50	126.50

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
	Corporate		
Red	Good Environment Management	30.00	35.00
N/a	Contingency	61.00	00.00
Red	Corporate Projects	260.00	278.00
N/a	Corporate Working Groups	25.00	15.00
	Total Corporate	376.00	328.00
	County Secretary and Solicitor		
Amber	Custodians	1.00	1.00
Red	Democratic and Public Services	5.00	5.50
Green	Emergency Planning	0.00	0.00
Green	Electorate Registration	0.50	0.50
Green	General	0.00	10.00
Amber	Land Charges	9.00	9.00
Green	Legal Services	1.50	1.50
Green	Registration Service	19.00	0.50
	Total County Secretary and Solicitor	36.00	28.00
	County Treasurer		
Amber	Financial Policy and Audit	16.00	11.00
Amber	Accountancy and Exchequer	19.50	19.50
Green	General	32.00	27.00

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Amber	Revenue and Benefits	29.00	20.50
N/a	Working Groups	6.00	6.00
	Total County Treasurer	102.50	84.00
	Education		
Green	General	12.00	12.00
Red	High Schools - Bank Account	145.00	75.00
Amber	High Schools – Non Bank Accounts	49.00	25.00
Amber	Inspection Curriculum and School Performance	16.50	5.50
Red	Primary Schools Bank Accounts	25.00	25.00
Red	Pre Primary Education	16.00	16.00
Amber	Policy and Resources Division	73.00	20.50
Amber	Primary Schools – Non Bank Accounts	245.00	99.00
Amber	Special Schools and Units – Non Bank Accounts	33.00	26.50
	Total Education	614.50	304.50
	Environment		
Red	Client Services	33.00	31.00
Red	Engineering Services	62.00	50.00
Amber	Engineering Services – Transport	0.00	15.00
Green	General	0.00	0.00

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Amber	Planning Services – Building Control	0.00	0.00
Amber	Planning Services	21.00	23.50
Amber	Property Services	37.00	26.00
Amber	EH Environmental Health	34.00	35.00
Green	EH Trading Standards	12.00	12.00
	Total Environment	199.00	192.50
	Fundamental Systems		
Red	Financial Policy	17.50	22.50
Red	Corporate	79.50	79.50
Red	Education	0.00	20.00
Red	Accountancy and Exchequer	81.50	81.50
Red	Revenues and Benefits	104.50	104.50
	Total Fundamental Systems	283.00	308.00
	Leisure Trust		
N/a	Leisure Services	25.00	25.00
	Policy and Community		
Green	Archives	0.00	0.00
Amber	Countryside Services	0.00	0.00
Amber	Community Liaison	5.00	10.00

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Green	Corporate Policy	0.00	12.00
Green	Cultural Services	0.00	0.00
Red	Economic Development	30.00	31.00
Green	Culture, Leisure, Education for Life	0.00	0.00
Amber	Heritage	12.00	5.00
Red	Info in Herefordshire	18.00	18.00
Amber	External Liaison	5.00	10.00
Green	Libraries	21.00	25.50
Amber	Life Long Learning	12.00	0.00
Green	Open Space	0.00	0.50
Green	Public Relations	0.50	0.50
Green	Recreation & Sport	0.50	0.50
Green	Tourism	9.00	9.50
Amber	Youth Service	9.00	9.50
	Total Policy and Community	122.00	132.00
	Social Care and Strategic Housing		
Green	Social Services holding code	0.00	0.00
Green	Asylum Seekers	0.00	0.00
Green	Children's Services	0.00	0.00
Amber	Supported Employment	12.00	0.00
Green	General	5.00	5.00

**2004/05
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Amber	Learning Disabilities	38.00	47.00
Green	Other Adult Services	0.00	0.00
Amber	Older People	47.00	52.00
Amber	Physical Disabilities	11.00	0.00
Amber	Finance and Administration	46.00	23.50
Amber	Strategic Housing	63.00	44.00
Red	Service Strategy	20.00	20.00
Amber	Young People	25.00	25.00
	Total Social Care and Strategic Housing	267.00	216.50
	TOTAL	3230.00	2810.00

KEY**Red- High Risk****Amber- Medium Risk****Green- Low Risk,**

Herefordshire Council
Audit Services

ANNUAL PLAN FOR 2004/2005
and
STRATEGIC PLAN 2004 to 2008

<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/0</u>	<u>Strat.Plan</u>
Audit Services					
AM	<u>Administration and Management</u>		N/A Not Assessable for Risk		4/5 5/6 6/7 7/8 G H I J
AMM04	Health and Safety		Audit Service Administration	3.00	Y Y Y Y
AMM05	Recruitment and Selection		Audit Service Administration	5.00	Y Y Y Y
AMM06	Service Management		Audit Service Management	100.0	Y Y Y Y
AMM07	General Office Duties		Audit Service Administration	70.00	Y Y Y Y
AMM08	Audit Briefing Meetings		Audit Service Administration	20.00	Y Y Y Y
AMM09	Tardis Management		Audit Service Administration	10.00	Y Y Y Y
AMM10	Audit Manual		Audit Service Administration	10.00	Y Y Y Y
AMM11	Customer Liaison		Audit Service Administration	20.00	Y Y Y Y
AMM12	Hereford & Worcester Audit Group		Audit Service Administration	4.00	Y Y Y Y
AMM14	Audit Plan		Audit Service Administration	25.00	Y Y Y Y
AMM15	Audit Structure Review		Audit Service Administration	2.00	Y . . Y
			Administration and Management	269.00	
					4/5 5/6 6/7 7/8 G H I J
ANA	<u>Non-Audit Work</u>		N/A Not Assessable for Risk		
ANA01	Controlled Stationery		Stationery Ordering / Issuing	10.00	Y Y Y Y
ANA02	IT Services and Problems/time delays		Audit Service Administration	10.00	Y Y Y Y
			Non-Audit Work	20.00	
					4/5 5/6 6/7 7/8 G H I J
ARD	<u>Staff Development</u>		N/A Not Assessable for Risk		
ARD06	Audit Staff Review and Development etc		Audit Service Administration	10.00	Y Y Y Y
			Staff Development	10.00	
					4/5 5/6 6/7 7/8 G H I J
ASL	<u>Leave</u>		N/A Not Assessable for Risk		
ALV06	Annual Leave		Leave	273.0	Y Y Y Y
ALV07	Sick Leave		Leave	55.00	Y Y Y Y
ALV08	Bank Holidays		Leave	100.0	Y Y Y Y
ALV09	Vacant Posts / Secondment		Vacant Posts	20.00	Y Y Y Y
ALV10	Maternity / Adoption Leave		Leave	200.0	Y . . .
ASL11	Special Leave		Leave	10.00	Y Y Y Y
			Leave	658.00	
					4/5 5/6 6/7 7/8 G H I J
ATR	<u>Training</u>		N/A Not Assessable for Risk		
ATR01	Post Entry Training		Training	40.00	Y Y Y Y
ATR07	Other Training		Development	36.00	Y Y Y Y
ATR09	Seminars etc		Development	10.00	Y Y Y Y
			Training	86.00	
			Audit Services	1043.00	

<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/05</u>	<u>Strat.Plan</u>
Chief Executive					
XGN	<u>General Work / Advice</u>		Green Low Risk	4/5	5/6 6/7 7/8
XGN00	Non-specific		Other Chargeable	0.75	G H I J
XGN05	Chairman's Imprest Account		Cash-ups	0.25	Y Y Y Y
			<u>General Work / Advice</u>	1.00	
XHR	<u>Human Resources</u>		Amber Medium Risk	4/5	5/6 6/7 7/8
XHR00	General Audit Work/Advice		Other Chargeable	1.00	G H I J
XHR07	Personnel Review		Establishment	0.00	. Y . .
XHR08	Imprest Account		Cash-ups	0.00
XHR09	Computerised Human Resources Info System	*	Verification/Probity	10.00	Y . Y .
XHR10	Control of ID Cards & Certificates of		Systems	10.00
			<u>Human Resources</u>	21.00	
			Chief Executive	22.00	

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Computer Audits					
ITC	Corporate		Red	High Risk	4/5 5/6 6/7 7/8 G H I J
ITC08	Data Protection Legislation Compliance		Computer / IT	0.00	. Y . .
ITC09	Data Protection Caldicot		Computer / IT	0.00	. Y . .
ITC10	Implementation Internet & E-mail policy *		Computer / IT	0.00	. . Y .
ITC14	Implementing E- Government -Systems		Computer / IT	0.00
ITC15	IT Gap Analysis BS 7799 follow up *		Computer / IT	10.00	Y Y Y Y
ITC16	Customer Relationship Management (CRM)		Computer / IT	10.00	Y . Y .
ITC17	IT Strategy		Computer / IT	0.00
ITC18	E- Financials *		Computer / IT	0.00
ITC19	E Gateway *		Computer / IT	0.00
ITC20	E- Modernisation *		Computer / IT	0.00
ITC21	Planning/Contingency *		Computer / IT	5.00	Y Y Y .
ITC22	Implementing E- Government (IEG3)		Computer / IT	5.00	. Y Y Y
ITC23	New Systems Controls		Computer / IT	12.00	Y Y Y Y
ITC24	Risk Assessment - Customer Relation		Computer / IT	0.00
			Corporate	42.00	
ITD	IT Services		Red	High Risk	4/5 5/6 6/7 7/8 G H I J
ITD06	Development : Project Management & Reviews		Computer / IT	0.00	. Y . .
ITD07	Development : Controls in new systems		Computer / IT	0.00	. Y . .
ITD08	Development : Capacity Planning		Computer / IT	0.00	. Y . .
ITD09	Development : System Acceptance & Change		Computer / IT	0.00	Y . . .
ITD10	Physical Security : Acquisitions		Computer / IT	0.00	. . Y .
ITD11	Physical Security : Asset Management		Computer / IT	0.00	. Y . .
ITD12	Physical Security : Back- up and Recovery		Computer / IT	5.00	Y Y Y Y
ITD13	Physical Security : Disaster Planning *		Computer / IT	5.00	Y . . .
ITD14	Physical Security : Network Management		Computer / IT	5.00	Y . . .
ITD15	Physical Security : PC Management & Control		Computer / IT	0.00	. . Y .
ITD16	Physical Security : Contractors /3rd Party		Computer / IT	0.00
ITD17	Technical Security : UNIX		Computer / IT	0.00
ITD18	Technical Security : NT		Computer / IT	0.00	. Y . .
ITD19	Technical Security : Novell		Computer / IT	0.00
ITD20	Technical Security : Data Base Management		Computer / IT	0.00	. Y . Y
ITD21	Technical Security : Firewall & Security Proced *		Computer / IT	0.00	. . Y .
ITD22	Technical Security : Telephones		F&C - Computer / IT	5.00	Y . . .
ITD23	ICT Service : Performance Monitoring		Computer / IT	0.00
ITD24	ICT Service : Recharging		Computer / IT	0.00
ITD25	Physical Security : Physical Security		Computer / IT	12.00	Y . . .
ITD26	Management of Software Licenses		Computer / IT	0.00	. Y . .
			IT Services	32.00	
ITE	Education		Red	High Risk	4/5 5/6 6/7 7/8 G H I J
ITE06	Systems Risk Assessment : Payroll		Computer / IT	0.00	Y . . .
			Education	0.00	

Herefordshire Council Audit Services

ANNUAL PLAN FOR 2004/2005 and STRATEGIC PLAN 2004 to 2008

Ref:	Section and	Residual Risk?	Inherent Risk Level	Days	Strat.Plan				
		* = Yes	Principal Activity	04/05	G	H	I	J	
ITS Social Care and Strategic Housing			Red	High Risk					4/5 5/6 6/7 7/8
ITS06	Supporting People *		Computer / IT		0.00	.	Y	.	Y
ITS07	Risk Assessment Caldicot		Computer / IT		15.00	.	.	Y	.
			<u>Social Care and Strategic Housing</u>		15.00				
ITT County Treasurer's			Red	High Risk					4/5 5/6 6/7 7/8
ITT07	Systems Risk Assessment : E. Purchasing		Computer / IT		0.00	.	.	Y	.
ITT08	Systems Risk Assessment : C Tax & NDR *		Computer / IT		3.00	Y	Y	Y	Y
ITT09	Systems Risk Assessment : Housing Benefit *		Computer / IT		3.00	Y	Y	Y	Y
ITT10	Systems Risk Assessment : Doc. M. System *		Computer / IT		3.00	Y	Y	Y	Y
ITT11	Systems Risk Assessment : Payroll		Computer / IT		3.00	Y	Y	Y	Y
ITT12	Computer Assisted Technique- Creditors		Computer / IT		3.50	Y	Y	Y	Y
ITT13	Computer Assisted Technique- NDR		Computer / IT		3.50	Y	Y	Y	Y
ITT14	Computer Assisted Technique- Council Tax		Computer / IT		3.50	Y	Y	Y	Y
ITT15	Computer Assisted Technique- Housing Benefit		Computer / IT		3.50	Y	Y	Y	Y
ITT16	Computer Assisted Technique- Payroll		Computer / IT		3.50	Y	Y	Y	Y
ITT17	Systems Risk Assessment : Cedar Interfaces *		Computer / IT		3.00	Y	Y	Y	Y
ITT18	Data Protection Legislation Compliance		Computer / IT		0.00
ITT19	System Access - Payroll		Computer / IT		0.00
ITT20	System Risk Assessment : Creditors *		Computer / IT		2.00	Y	Y	Y	Y
ITT21	System Risk assessment : Accounting System		Computer / IT		3.00	Y	Y	Y	Y
			<u>County Treasurer's</u>		37.50				
			Computer Audits		126.50				

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Corporate					
CGM <u>Good Environmental Management</u>			Red High Risk	4/5 G H I J	
CGM00	GEM General		Environmental Auditing	5.00	Y Y Y Y
CGM06	GEM 1 - Systems		Environmental Auditing	5.00	Y Y Y Y
CGM07	GEM 2 - Operational Controls		Environmental Auditing	5.00	Y Y Y Y
CGM08	GEM 3 - Service		Environmental Auditing	5.00	Y Y Y Y
CGM09	GEM 4 - Site Audits		Environmental Auditing	5.00	Y Y Y Y
CGM10	GEM 3&4 - Site and Service		Environmental Auditing	5.00	Y Y Y Y
CGM11	GEM 5 - Contracts		Environmental Auditing	5.00	Y Y Y Y
<u>Good Environmental Management</u>				35.00	
CON <u>Contingency</u>			N/A Not Assessable for Risk	4/5 G H I J	
CON01	Audit contingency		Contingency	0.00	Y Y Y .
<u>Contingency</u>				0.00	
CPJ <u>Corporate Projects</u>			Red High Risk	4/5 G H I J	
CPJ06	Economic Monetary Union Work		Ad-hoc Research / Reports	5.00	Y Y Y Y
CPJ07	Car loans		Systems	0.00	. Y . .
CPJ08	Lease cars		Systems	0.00	. Y . .
CPJ09	National Fraud Initiative		Verification/Probity	8.00	Y Y Y Y
CPJ10	Honorarium Payments		Systems	0.00	. Y . .
CPJ12	Audit Bulletins		Ad-hoc Research / Reports	2.00	Y Y Y Y
CPJ13	Internal control guide		Ad-hoc Research / Reports	2.00	Y Y Y Y
CPJ14	Quarterly Control Reports-CEMT Updates		Ad-hoc Research / Reports	20.00	Y Y Y Y
CPJ15	Annual Control report		Ad-hoc Research / Reports	15.00	Y Y Y Y
CPJ16	External Audit Liaison		District Audit	5.00	Y Y Y Y
CPJ17	Staff Review and Development		Verification/Probity	20.00	Y . Y .
CPJ19	Corporate Transfers		Verification/Probity	15.00	. Y Y Y
CPJ20	External Funding		Systems	15.00	Y . Y .
CPJ23	Car mileage/Travel and Subsistence		F&C - Systems	15.00	Y Y Y Y
CPJ24	Job Evaluation		Other Chargeable	10.00	Y . . .
CPJ26	Staff Exit Interviews		Ad-hoc Research / Reports	0.00	. Y . .
CPJ29	Performance Indicators		Performance Management	45.00	Y Y Y Y
CPJ30	Attend Elections		Other Chargeable	1.00	Y Y Y Y
CPJ31	Private Finance Initiative		Systems	15.00	Y Y Y Y
CPJ32	E modernisation Finance		Systems	15.00	Y Y Y Y
CPJ33	Recruitment and Selection		Systems	25.00	Y Y Y Y
CPJ34	LPSA Targets		Performance Management	15.00	Y Y Y Y
CPJ35	Data sharing with 3rd Parties		Systems	10.00	Y . . .
CPJ36	Section 106 Agreements		Recs FUA - Systems	5.00	Y . . .
CPJ37	Performance Management Framework		Verification/Probity	15.00	Y Y Y Y
<u>Corporate Projects</u>				278.00	

Herefordshire Council Audit Services

ANNUAL PLAN FOR 2004/2005 and STRATEGIC PLAN 2004 to 2008

<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/05</u>	<u>Strat.Plan</u>
					4/5 5/6 6/7 7/8
CWG Corporate Working Groups					G H I J
			N/A Not Assessable for Risk		
CWG07	Environmental Management Group		Working Groups	10.00	Y Y Y Y
CWG10	Procurement and Contracts		Working Groups	5.00	. Y Y Y
			<u>Corporate Working Groups</u>	15.00	
			Corporate	328.00	

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
County Secretary and Solicitor					
LAC	<u>Custodians</u>		Amber Medium Risk	4/5 5/6 6/7 7/8	G H I J
LAC03	All Custodian Imprest Accounts		Cash-ups	1.00	Y Y Y Y
			<u>Custodians</u>	1.00	
LDP	<u>Democratic and Public Services</u>		Red High Risk	4/5 5/6 6/7 7/8	G H I J
LDP00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y Y
LDP06	Members Expenses		Verification/Probity	5.00	Y Y Y Y
			<u>Democratic and Public Services</u>	5.50	
LEP	<u>Emergency Planning</u>		Green Low Risk	4/5 5/6 6/7 7/8	G H I J
LEP07	Emergency Planning Activities		Establishment	0.00	. Y . .
			<u>Emergency Planning</u>	0.00	
LER	<u>Electoral Registration</u>		Green Low Risk	4/5 5/6 6/7 7/8	G H I J
LER00	General Audit Work/Advice		Other Chargeable	0.50	Y Y . Y
LER07	Registration Office visit		Establishment	0.00	. Y . .
			<u>Electoral Registration</u>	0.50	
LGN	<u>General</u>		Green Low Risk	4/5 5/6 6/7 7/8	G H I J
LGN06	Department Contract Letting		Contracts - Tenders / Awarding	0.00	. Y . .
LGN07	Special		Other Chargeable	10.00	Y . . .
			<u>General</u>	10.00	
LLC	<u>Land Charges</u>		Amber Medium Risk	4/5 5/6 6/7 7/8	G H I J
LLC06	Land Charges		Establishment	9.00	Y . . .
			<u>Land Charges</u>	9.00	
LLS	<u>Legal Services</u>		Green Low Risk	4/5 5/6 6/7 7/8	G H I J
LLS00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y Y
LSS05	Bank Account		Cash-ups	1.00	Y Y Y Y
			<u>Legal Services</u>	1.50	
LRS	<u>Registration Service</u>		Green Low Risk	4/5 5/6 6/7 7/8	G H I J
LRS00	General Audit Work/advice		Other Chargeable	0.50	Y Y Y Y
LRS06	Bromyard Registrar		Establishment	0.00	. . . Y
LRS07	Hereford Registrar		Establishment	0.00	. Y . .
LRS08	Kington Registrar		Establishment	0.00	. . . Y
LRS09	Ledbury Registrar		Establishment	0.00	. . Y .
LRS10	Leominster Registrar		Establishment	0.00	. . Y .
LRS11	Ross Registrar		Establishment	0.00	. Y . .
			<u>Registration Service</u>	0.50	
			County Secretary and Solicitor	28.00	

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan	4/5	5/6	6/7	7/8
County Treasurer									
TAA	<u>Financial Policy and Audit</u>		Amber Medium Risk			G	H	I	J
TAA00	General Audit Work/Advice		Other Chargeable	1.00	Y	Y	Y	Y	Y
TAA13	VAT		Full FUA - Systems	10.00	Y	.	Y	.	.
			<u>Financial Policy and Audit</u>	11.00					
TEX	<u>Accountancy and Exchequer</u>		Amber Medium Risk			G	H	I	J
TEX00	General Audit Work/Advice		Other Chargeable	1.00	Y	Y	Y	Y	Y
TEX06	Salaries and Wages EP Payments		Systems	0.00	.	Y	.	.	.
TEX07	Insurance		Recs FUA - Systems	10.00	Y
TEX08	Support Services Imprest Account		Cash-ups	0.50	Y	Y	Y	Y	Y
TEX09	Creditor E.P. Payments		Systems	8.00	Y
			<u>Accountancy and Exchequer</u>	19.50					
TGN	<u>General</u>		Green Low Risk			G	H	I	J
TGN00	General Audit Work Advice		Other Chargeable	2.00	Y	Y	Y	Y	Y
TGN07	Performance Management Framework		Performance Management	15.00	Y	Y	Y	Y	Y
TGN08	Department Health and Safety		Other Chargeable	2.00	Y	.	Y	Y	Y
TGN09	Department Contract Letting	*	Contracts - Tenders / Awarding	8.00	Y
			<u>General</u>	27.00					
TRB	<u>Revenues and Benefits</u>		Amber Medium Risk			G	H	I	J
TRB00	General Audit Work/Advice		Other Chargeable	1.00	Y	Y	Y	Y	Y
TRB05	Imprest Account & Bank Account		Cash-ups	0.50	Y	Y	Y	Y	Y
TRB07	Data Protection		Verification/Probity	6.00	Y	Y	Y	Y	Y
TRB08	Mortgages		Systems	0.00	.	Y	.	.	.
TRB10	Hereford Cash Office	*	Cash-ups	2.00	Y	Y	Y	Y	Y
TRB14	Credit Card Payment Introduction - Controls		Systems	6.00	Y
TRB15	Revenues and Benefits System Replacement		Ad-hoc Research / Reports	5.00	Y
			<u>Revenues and Benefits</u>	20.50					
TWG	<u>Working Groups</u>		N/A Not Assessable for Risk			G	H	I	J
TWG07	Performance Leads Group		Performance Management	6.00	Y
			<u>Working Groups</u>	6.00					
			County Treasurer	84.00					

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Education					
EGN	General		N/A Not Assessable for Risk	4/5	5/6 6/7 7/8
EGN00	Non-specific		Other Chargeable	0.00	G H I J
EGN06	Bank Mandates		Other Chargeable	0.00	Y Y Y .
EGN07	Directorate Contract Letting	*	F&C - Contracts - Tenders / <u>General</u>	12.00 12.00	Y . . .
EHD	High Schools - Bank Accounts		Red High Risk	4/5	5/6 6/7 7/8
EHD00	General Audit Work/Advice		Other Chargeable	5.00	G H I J
EHD06	John Masefield High - Ledbury		School Audit	14.00	Y . Y .
EHD07	Lady Hawkins - Kington		School Audit	0.00	. Y . Y
EHD08	Weobley High		School Audit	14.00	Y . Y .
EHD09	Fairfield High - Peterchurch		School Audit	0.00	. Y . Y
EHD10	The Minster College - Leominster		School Audit	14.00	Y . Y .
EHD11	St. Mary's High - Hereford		School Audit	14.00	Y . Y .
EHD12	Haywood High - Hereford		School Audit	0.00	. Y . Y
EHD13	Bishop of Hereford's Bluecoat - Hereford		School Audit	0.00	. Y . Y
EHD14	Queen Elizabeth High - Bromyard		School Audit	14.00	Y . Y .
EHD15	Kingstone High		School Audit	0.00	. Y . Y
			<u>High Schools - Bank Accounts</u>	75.00	
EHS	High Schools - Non-Bank Accounts		Amber Medium Risk	4/5	5/6 6/7 7/8
EHS00	General Audit Work/Advice		Other Chargeable	1.00	G H I J
EHS06	Aylestone High - Hereford		School Audit	0.00	. Y . Y
EHS07	Whitecross High - Hereford		School Audit	12.00	Y . Y .
EHS08	Ross-on-Wye, The John Kyrle High		School Audit	12.00	Y . Y .
EHS09	Wigmore High		School Audit	0.00	. Y . Y
			<u>High Schools - Non-Bank Accounts</u>	25.00	
EIC	Inspection, Curriculum and School		Amber Medium Risk	4/5	5/6 6/7 7/8
EIC00	General Audit Work/Advice		Ad-hoc Research / Reports	0.50	G H I J
EIC06	Instrumental Music Services		Recs FUA - Establishment	5.00	Y . . .
EIC07	Inspectorate		Establishment	0.00	. . Y .
EIC10	ICT Training Suite		Establishment	0.00	. Y . .
EIC12	Early Excellence Centre		Establishment	0.00	. Y . .
			<u>Inspection, Curriculum and School Performance</u>	5.50	
EPD	Primary Schools - Bank Accounts		Red High Risk	4/5	5/6 6/7 7/8
EPD00	General Audit Work/Advice		Other Chargeable	1.00	G H I J
EPD06	St. Paul's C. E. Primary - Hereford		Full FUA - School Audit	12.00	Y . Y .
EPD07	Broadlands Primary - Bank Hereford		School Audit	12.00	Y . Y .
			<u>Primary Schools - Bank Accounts</u>	25.00	

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Ref:	Section and	Residual Risk?	Inherent Risk Level	Days	Strat.Plan				
		* = Yes	Principal Activity	04/05	G	H	I	J	
EPP Pre-Primary Education			Red	High Risk		4/5 5/6 6/7 7/8			
EPP06	Early Years Development		Recs FUA - Systems	6.00	Y	.	.	.	
EPP07	Early Years Development - Policy		Ad-hoc Research / Reports	0.00	
EPP08	Early Years Development - Site visits		Recs FUA - Verification/Probity	10.00	Y	Y	Y	Y	
			<u>Pre-Primary Education</u>	16.00					
EPR Policy and Resources Division			Amber	Medium Risk		4/5 5/6 6/7 7/8			
EPR00	General Audit Work/Advice		Other Chargeable	0.50	Y	Y	Y	Y	
EPR01	Free Meal Service		Systems	0.00	.	.	Y	.	
EPR02	Education Personnel		Establishment	0.00	.	Y	.	.	
EPR04	Governor Services		Establishment	0.00	.	.	Y	.	
EPR05	Home to School/College(Pupil Entitlement)		Systems	0.00	.	Y	.	.	
EPR06	LMS and Finance,		Establishment	0.00	.	Y	.	.	
EPR07	Awards and Grants		Contracts - Payments / Final	0.00	
EPR08	Milk Scheme		Systems	0.00	.	Y	.	.	
EPR09	Pupil Admissions & Exclusions		Establishment	0.00	.	.	Y	.	
EPR10	Community Use/duel Use/Sports Centres		Establishment	0.00	
EPR11	Statistics and Information		Systems	0.00	.	Y	.	.	
EPR12	Supply Cover - Central Administration		Systems	0.00	.	Y	.	.	
EPR13	Schools Support Unit		Establishment	0.00	.	.	Y	.	
EPR15	Childcare Services		Establishment	0.00	.	Y	.	.	
EPR16	LEA Pool		Establishment	0.00	.	.	Y	.	
EPR17	Standards Fund	*	Recs FUA - Systems	5.00	Y	Y	Y	.	
EPR20	Capital Grants	*	Systems	15.00	Y	.	Y	.	
EPR21	Recruitment & Selection at Schools		Systems	0.00	.	Y	.	.	
			<u>Policy and Resources Division</u>	20.50					

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		* = Yes	Principal Activity	04/05	G	H	I	J	
EPS	Primary Schools - Non-Bank Accounts		Amber	Medium Risk					
					4/5	5/6	6/7	7/8	
EPS00	General Audit Work/Advice		Other Chargeable		5.00	Y	Y	Y	Y
EPS06	Almeley Primary		School Audit		0.00	.	Y	.	.
EPS07	Ashperton Primary		School Audit		0.00	.	Y	.	.
EPS08	Bodenham, St. Michael's C. E. Primary		School Audit		10.00	Y	.	.	.
EPS09	Bosbury C. E. Primary		School Audit		10.00	Y	.	.	.
EPS10	Brampton Abbots C. E. Primary		School Audit		0.00	.	Y	.	.
EPS11	Bredenbury Primary		School Audit		0.00	.	Y	.	.
EPS12	Bridstow C. E. Primary	*	Recs FUA - School Audit		4.00	Y	.	.	.
EPS13	Brilley Parochial Primary		School Audit		0.00	.	.	.	Y
EPS14	Brockhampton (Bromyard) Primary		School Audit		0.00	.	.	.	Y
EPS15	St. Peter's Primary - Bromyard		School Audit		0.00	.	Y	.	.
EPS16	Burghill Primary		School Audit		0.00	.	Y	.	.
EPS17	Burley Gate C. E. Primary		School Audit		0.00	.	Y	.	.
EPS18	Canon Pyon C. E. Primary		School Audit		0.00	.	Y	.	.
EPS19	Cleghonger St. Mary's C. E. Primary		School Audit		0.00	.	Y	.	.
EPS20	Clifford Primary		School Audit		10.00	Y	Y	.	.
EPS21	Colwall C. E. Primary		School Audit		0.00
EPS22	Cradley C. E. Primary		School Audit		0.00	.	.	Y	.
EPS23	Credenhill C. E. Primary		School Audit		10.00	Y	.	.	.
EPS24	Dilwyn C. E. Primary		School Audit		0.00
EPS25	Eardisley C. E. Primary		School Audit		0.00	.	.	Y	.
EPS26	Eastnor C. E. Primary		School Audit		0.00	.	.	Y	.
EPS27	Ewyas Harold Primary		School Audit		0.00	.	.	Y	.
EPS28	Fownhope, St. Mary's C. E. Primary		School Audit		0.00	.	Y	.	.
EPS29	Garway Primary		School Audit		0.00	.	.	Y	.
EPS30	Goodrich C. E. Primary		School Audit		0.00	.	.	Y	.
EPS31	Gorsley Goffs Endowed Primary		School Audit		0.00
EPS33	Hampton Dene Primary - Hereford		School Audit		0.00	.	.	.	Y
EPS34	Holmer C. E. Primary - Hereford		School Audit		0.00	.	.	.	Y
EPS35	Hundertons Infants' - Hereford		School Audit		0.00	.	.	.	Y
EPS36	Hundertons Junior - Hereford		School Audit		0.00	.	.	.	Y
EPS37	Lord Scudamore Primary - Hereford		School Audit		0.00	.	.	.	Y
EPS38	Marlbrook Primary - Hereford		School Audit		0.00	.	Y	.	.
EPS39	Our Lady's R. C. Primary - Hereford		School Audit		0.00	.	Y	.	.
EPS40	St. Francis Xavier's R. C. Primary - Hereford		School Audit		0.00
EPS41	St. James' C. E. Primary - Hereford		School Audit		10.00	Y	.	.	.
EPS42	St. Martin's Primary - Hereford		School Audit		0.00
EPS43	St. Thomas Cantilupe C. E. Primary - Hereford		School Audit		0.00
EPS44	Trinity Primary - Hereford		School Audit		0.00	.	.	.	Y
EPS45	Holme Lacy Primary		School Audit		0.00	.	Y	.	.
EPS46	Hope-under-Dinmore C. E. Primary		School Audit		0.00
EPS47	Kimbolton, St. James' C. E. Primary		School Audit		0.00	.	Y	.	.
EPS48	Kings Cople Primary		School Audit		0.00	.	Y	.	.
EPS49	Kingsland C. E. Primary		School Audit		0.00	.	Y	.	.
EPS50	Kingstone & Thruxton Primary		School Audit		0.00	.	Y	.	.

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Ref:	Section and	Residual Risk?	Inherent Risk Level	Days	
		* = Yes	Principal Activity	04/05	Strat.Plan
EPS51	Kington Primary		School Audit	0.00	. . Y .
EPS52	Lea C. E. Primary		School Audit	0.00
EPS53	Ledbury Primary		School Audit	0.00	. Y . .
EPS54	Leintwardine Endowed Primary		School Audit	10.00	Y . . .
EPS55	Leominster Infants'		School Audit	0.00
EPS56	Leominster Junior		School Audit	0.00	. . . Y
EPS57	Ivington C. E. Primary - Leominster		School Audit	0.00	. . Y .
EPS58	Little Dewchurch C. E. Primary		School Audit	0.00	. Y . .
EPS59	Llangrove C. E. Primary		School Audit	0.00	. . Y .
EPS60	Longtown Primary		School Audit	0.00	. . . Y
EPS61	Lugwardine Primary		School Audit	0.00
EPS62	Luston Primary		School Audit	10.00	Y . . .
EPS63	Madley Primary		School Audit	0.00	. Y . .
EPS64	Marden Primary		School Audit	10.00	Y . . .
EPS65	Michaelchurch Escley Primary		School Audit	10.00	Y . . .
EPS66	Mordiford C. E. Primary		School Audit	0.00	. Y . .
EPS67	Much Birch C. E. Primary		School Audit	0.00	. . Y .
EPS68	Much Marcle C. E. Primary		School Audit	0.00	. . Y .
EPS69	Orleton C. E. Primary		School Audit	0.00	. . . Y
EPS70	Pembridge C. E. Primary		School Audit	0.00	. . . Y
EPS71	Pencombe C. E. Primary		School Audit	0.00	. . Y .
EPS72	Peterchurch Primary		School Audit	0.00
EPS73	Ross-on-Wye, Ashfield Park Primary		School Audit	0.00	. . . Y
EPS74	Ross-on-Wye, St. Joseph's R. C. Primary		School Audit	0.00	. . Y .
EPS75	Shobdon Primary		School Audit	0.00
EPS76	St. Weonard's Primary		School Audit	0.00
EPS77	Staunton-on-Wye Endowed Primary		School Audit	0.00	. . . Y
EPS78	Stoke Prior (Leominster) Primary		School Audit	0.00	. . . Y
EPS79	Stretton Sugwas C. E. Primary		School Audit	0.00	. . . Y
EPS80	Sutton Primary		School Audit	0.00	. . Y .
EPS81	Walford Primary		School Audit	0.00	. . Y .
EPS82	Wellington Primary		School Audit	0.00	. . . Y
EPS83	Weobley Primary		School Audit	0.00	. . . Y
EPS84	Weston under Penyard C. E. Primary		School Audit	0.00	. . Y .
EPS85	Whitbourne C. E. Primary		School Audit	0.00	. . . Y
EPS86	Whitchurch C. E. Primary		School Audit	0.00	. . Y .
EPS87	Wigmore Primary		School Audit	0.00	. . Y .
EPS88	Withington Primary		School Audit	0.00	. . . Y
EPS89	Wormbridge C. E. Primary - Closed		School Audit	0.00	. . Y .
<u>Primary Schools - Non-Bank Accounts</u>				99.00	

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		* = Yes	Principal Activity	04/05	G	H	I	J
			Amber		4/5	5/6	6/7	7/8
ESU	Special Schools and Units - Non Bank			Medium Risk	G	H	I	J
ESU00	General Audit Work/Advice		Other Chargeable		0.50	Y	Y	Y
ESU06	Barrs Court - Hereford	*	Recs FUA - School Audit		6.00	Y	.	.
ESU07	Blackmarston - Hereford		School Audit		0.00	.	.	Y
ESU08	Westfield - Leominster		School Audit		0.00	.	.	Y
ESU09	Brookfield - Hereford		School Audit		10.00	Y	.	.
ESU10	Priory Centre - Leominster		School Audit		0.00	.	Y	.
ESU11	Aconbury Centre		School Audit		0.00	.	.	Y
ESU12	St. Davids - Hereford		School Audit		10.00	Y	.	.
			<u>Special Schools and Units - Non Bank Accounts</u>		26.50			
			Education		304.50			

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Environment					
VCS	Client Services		Red High Risk	4/5	5/6 6/7 7/8
				G	H I J
VCS00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
VCS03	Waste Contract Management		Systems	15.00	Y Y Y Y
VCS04	Contracts Monitoring		Recs FUA - Systems	5.00	Y Y Y Y
VCS05	Imprest Account (2)		Cash-ups	0.00	. Y . Y
VCS06	Gypsy Sites		Systems	0.00	. . Y .
VCS07	Cemeteries and Crematoria		Establishment	0.00	. Y . .
VCS08	Markets - fees, charges and collection		Recs FUA - Systems	5.00	Y . Y .
VCS09	Cemeteries and Crematoria Imprest Account		Cash-ups	0.00	Y Y Y .
VCS10	Client Services Income		Recs FUA - Systems	5.00	Y . Y .
VCS11	Recycling Income		Recs FUA - Systems	0.00	. Y . .
VCS12	Street Cleansing		Contracts - Payments / Final	0.00	. Y . .
			<u>Client Services</u>	31.00	
VES	Engineering Services		Red High Risk	4/5	5/6 6/7 7/8
				G	H I J
VES00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y .
VES02	D.S.South Imprest Account		Cash-ups	0.00	Y Y . .
VES04	D.S. North Imprest Account		Cash-ups	0.00	Y Y Y .
VES06	NRSWA/Trench Inspection		Systems	0.00	. Y . .
VES07	Street Lighting		VFM	0.00	. Y Y .
VES10	Road Maintenance	*	Recs FUA - Systems	5.00	Y . . .
VES22	Engineers/Transportation		Establishment	15.00	Y . . .
VES23	Fees and Charges		Systems	0.00	. Y . .
VES24	Contracts and Tenders		Contracts - Tenders / Awarding	0.00	. . Y .
VES25	Taxi Licensing		Systems	0.00	. Y . .
VES26	Highways Inspection/Claims		Verification/Probity	0.00	. . Y .
VES27	Winter Maintenance		VFM	0.00	. Y . .
VES28	Car Park Income and Control		F&C - Systems	10.00	Y . Y .
VES29	Penalty Charge Notice	*	Recs FUA - Systems	5.00	Y . . .
VES30	Work Programme -Herefordshire Jarvis	*	Systems	15.00	Y Y . .
			<u>Engineering Services</u>	50.00	
VET	Transportation		Amber Medium Risk	4/5	5/6 6/7 7/8
				G	H I J
VET00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y .
VET09	Section 38 Orders/Private Street Works		Systems	15.00	Y . . .
VET17	Public Transport- Payment to contractors		Systems	0.00	. . . Y
VET19	Imprest Account		Cash-ups	0.00	. Y . .
VET22	Concessionary Fares		Systems	0.00	. Y . .
			<u>Transportation</u>	15.00	
VGN	General		Green Low Risk	4/5	5/6 6/7 7/8
				G	H I J
VGN06	Directorate Contract Letting	*	Contracts - Tenders / Awarding	0.00	. Y . .
			<u>General</u>	0.00	

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Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
					4/5 5/6 6/7 7/8
VPB	<u>Planning Services - Building Control</u>		Amber Medium Risk		G H I J
VPB00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y .
VPB10	Application Management		Systems	0.00	. Y . .
<u>Planning Services - Building Control</u>					0.00
					4/5 5/6 6/7 7/8
VPS	<u>Planning Services</u>		Amber Medium Risk		G H I J
VPS00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y Y
VPS02	Hereford Area Office Imprest Account		Cash-ups	0.00	. Y . .
VPS03	Application management		Systems	0.00	. Y . .
VPS05	Leominster Area Office Imprest Account		Cash-ups	0.00	Y . . .
VPS06	Planning /Building Control Administration		Establishment	11.00	Y . . .
VPS08	Wyes Valley Cycle Project		Establishment	0.00	Y . . .
VPS09	Fees and Charges		Systems	12.00	Y . . .
<u>Planning Services</u>					23.50
					4/5 5/6 6/7 7/8
VPT	<u>Property Services</u>		Amber Medium Risk		G H I J
VPT00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
VPT02	Rating Valuation		Systems	0.00	. . Y .
VPT04	Management of Select Tender list		Verification/Probity	0.00	. . Y .
VPT05	Imprest account		Cash-ups	0.00	. Y Y .
VPT06	Terrier Management		Systems	0.00	. Y . .
VPT07	Valuation and Land Agents		Systems	0.00	. Y Y .
VPT08	Tendering Procedures- External	*	Contracts - Tenders / Awarding	15.00	Y . Y .
VPT09	Contract Monitoring/Facilities Management		Contracts - Payments / Final	0.00	Y . . .
VPT10	Management Property Portfolio		Systems	10.00	Y . . .
VPT11	Property Maintenance Local orders		Systems	0.00	. . Y .
VPT13	School Catering		Systems	0.00	. Y . .
<u>Property Services</u>					26.00
					4/5 5/6 6/7 7/8
VTH	<u>EH.Environmental Health.</u>		Amber Medium Risk		G H I J
VTH00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
VTH05	Imprest account		Cash-ups	0.00	. Y . .
VTH06	Fees and Charges		Systems	12.00	Y . Y .
VTH07	Licensing income		Recs FUA - Systems	5.00	Y . Y .
VTH08	Pest Control income		Systems	0.00	. Y . .
VTH09	Landfill Sites Expenditure		VFM	0.00	. . . Y
VTH10	Animal Health		Systems	0.00	. Y . .
VTH11	Dog Warden Income		Systems	0.00	. Y . .
VTH12	Authorised Process (Air Pollution)		Systems	12.00	Y . . .
VTH13	Private water supply Income		Recs FUA - Systems	5.00	Y . Y .
<u>EH.Environmental Health.</u>					35.00

Herefordshire Council Audit Services

ANNUAL PLAN FOR 2004/2005 and STRATEGIC PLAN 2004 to 2008

Ref:	Section and	Residual Risk?	Inherent Risk Level	Days	Strat.Plan			
		* = Yes	Principal Activity	04/05	G	H	I	J
VTS	<u>EH.Trading Standards</u>		Green	Low Risk				
VTS00	General Audit Work/Advice		Other Chargeable	0.00	Y	Y	Y	.
VTS06	Trading Standards fees and Charges		Systems	12.00	Y	.	.	.
VTS07	Leominster Imprest Account		Cash-ups	0.00	.	Y	.	.
			<u>EH.Trading Standards</u>	12.00				
			Environment	192.50				

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Fundamental Systems					
FAA	<u>Financial Policy</u>		Red High Risk	4/5	G H I J
FAA07	Treasury Management		Systems	12.50	Y Y Y Y
FAA09	Asset Register		Systems	10.00	Y Y Y Y
			Financial Policy	22.50	
FCP	<u>Corporate</u>		Red High Risk	4/5	G H I J
FCP06	Anti Fraud and Corruption Arrangements		Full FUA - Verification/Probity	15.00	Y Y Y Y
FCP07	Salaries and Wages		Systems	21.25	Y Y Y Y
FCP09	Risk Management		Systems	20.00	Y Y Y Y
FCP10	Salaries and Wages Education		Systems	21.25	Y Y Y Y
FCP11	Contract Tendering Procedures/Standing Orders		Verification/Probity	0.00	. Y . Y
FCP12	Corporate Statement of Internal Control		District Audit	2.00	Y Y Y Y
			Corporate	79.50	
FED	<u>Education</u>		White Not Assessed	4/5	G H I J
FED07	Financial Management System		Systems	20.00	Y Y Y Y
			Education	20.00	
FEX	<u>Accountancy and Exchequer</u>		Red High Risk	4/5	G H I J
FEX06	F. M. Systems Budget Setting & Reporting		Systems	17.75	Y Y Y Y
FEX07	Creditors		Systems	25.50	Y Y Y Y
FEX10	Bank Reconciliation		Systems	20.50	Y Y Y Y
FEX11	F.M. System . Accounting Procedures &		Systems	17.75	Y Y Y Y
			Accountancy and Exchequer	81.50	
FRB	<u>Revenues and Benefits</u>		Red High Risk	4/5	G H I J
FRB07	Sundry Debtors		Systems	20.50	Y Y Y Y
FRB08	NDR		Systems	20.50	Y Y Y Y
FRB09	Council Tax		Systems	22.50	Y Y Y Y
FRB10	Housing Benefit		Systems	25.50	Y Y Y Y
FRB11	Cash and Deposits		Systems	15.50	Y Y Y Y
			Revenues and Benefits	104.50	
			Fundamental Systems	308.00	

<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/05</u>	<u>Strat.Plan</u>				
Leisure Trust									
RGN	<u>General</u>		N/A	Not Assessable for Risk					
RGN00	Non-specific		Other Chargeable	25.00	Y	Y	Y	Y	Y
			<u>General</u>	25.00					
			Leisure Trust	25.00					

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Policy and Community					
PAR	<u>Archives</u>		Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PAR06	Modern records		Establishment	0.00	. Y . .
			Archives	0.00	
PCC	<u>Countryside Services</u>		Amber	Medium Risk	4/5 5/6 6/7 7/8 G H I J
PCC00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y .
PCC06	Marches Woodland Initiative		Establishment	0.00	. Y . .
PCC07	Queenswood		Establishment	0.00	. . Y .
PCC09	Wye Valley AONB		Establishment	0.00	. Y . Y
			Countryside Services	0.00	
PCL	<u>Community Liaison</u>		Amber	Medium Risk	4/5 5/6 6/7 7/8 G H I J
PCL06	Grants and Donations		Advice	5.00	Y . Y .
PCL07	Lady Hawkins Community Centre Trust		Full FUA - Establishment	0.00	. . Y .
PCL08	Grants and Donations		Verification/Probity	5.00	Y . . .
			Community Liaison	10.00	
PCP	<u>Corporate Policy</u>		Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PCP00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y Y
PCP01	Administration- Brockington		Establishment	0.00	. Y . .
PCP06	Directorate Contract Letting	*	Contracts - Tenders / Awarding	12.00	Y . . .
			Corporate Policy	12.00	
PCU	<u>Cultural Services</u>		Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PCU06	Imprest Account		Cash-ups	0.00	. . Y .
PCU07	Rural Tourism		Systems	0.00	. . Y .
			Cultural Services	0.00	
PED	<u>Economic Development</u>		Red	High Risk	4/5 5/6 6/7 7/8 G H I J
PED00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
PED06	SRB Leominster		Full FUA - Systems	0.00	. Y . .
PED07	Hereford Partnership (Southern Marches)		Establishment	9.00	Y . . .
PED09	Policy & Commissioning		Establishment	0.00	. . . Y
PED10	Economic Investment Development		Establishment	9.00	Y . . .
PED12	SRB South Wye Regeneration		Full FUA - Systems	0.00	. Y Y .
PED13	Community Building Grants		System/Establishment	0.00	. Y . .
PED14	Business Grant Start up		System/Establishment	0.00	. Y . .
PED15	External Grant Applications Procedures		Systems	0.00	. Y . .
PED16	LEADER Project		System/Establishment	0.00	. . . Y
PED17	Market Towns Initiative Programme		System/Establishment	0.00	. . . Y
PED18	SRB HIT Programme		Verification/Probity	12.00	Y . . .
			Economic Development	31.00	

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ANNUAL PLAN FOR 2004/2005 and STRATEGIC PLAN 2004 to 2008

<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/05</u>	<u>Strat.Plan</u>
				4/5	5/6 6/7 7/8
PEL	<u>Culture, Leisure, Education for Life</u>		Green Low Risk	G	H I J
PEL00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y Y
PEL06	Central Administration		Establishment	0.00	. Y . .
			<u>Culture, Leisure, Education for Life</u>	0.00	
				4/5	5/6 6/7 7/8
PHT	<u>Heritage</u>		Amber Medium Risk	G	H I J
PHT00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y Y
PHT06	The Old House		Cash-ups	0.00	. Y . .
PHT09	Hereford Museum Broad St.		Recs FUA - Establishment	5.00	Y . Y .
PHT11	Ledbury Heritage Centre		Cash-ups	0.00	. Y . .
PHT12	Heritage Centre Ross on Wye		Establishment	0.00	. Y . .
			<u>Heritage</u>	5.00	
				4/5	5/6 6/7 7/8
PIH	<u>Info In Herefordshire</u>		Red High Risk	G	H I J
PIH07	Bromyard		Establishment	9.00	Y . . .
PIH08	Ledbury		Establishment	9.00	Y . . .
PIH09	Leominster		Establishment	0.00	. . Y .
PIH10	Ross		Establishment	0.00	. . . Y
PIH11	Development		Systems	0.00
PIH12	Town Hall		Establishment	0.00	. Y . .
			<u>Info In Herefordshire</u>	18.00	
				4/5	5/6 6/7 7/8
PLA	<u>External Liaison</u>		Amber Medium Risk	G	H I J
PLA06	Community Safety		Ad-hoc Research / Reports	5.00	Y . . .
PLA07	Drugs Action Team (DAT)		Ad-hoc Research / Reports	0.00	. Y . .
PLA08	Sports Development		Ad-hoc Research / Reports	0.00	. . Y .
PLA09	Diversity Compliance	*	Verification/Probity	5.00	Y Y . .
			<u>External Liaison</u>	10.00	

Herefordshire Council Audit Services

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Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
PLB Libraries			Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PLB00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y Y
PLB06	Belmont		Establishment	0.00	. Y . .
PLB07	Bromyard		Establishment	0.00	. . Y .
PLB08	Colwall		Establishment	0.00	. Y . Y
PLB09	Hereford		Establishment	11.00	Y . . .
PLB10	Kington Library		Establishment	0.00	. . Y .
PLB11	Ledbury		Establishment	0.00
PLB12	Lentwardine		Establishment	0.00	. . Y .
PLB13	Leominster		Establishment	11.00	Y . . .
PLB14	Ross		Establishment	0.00	. Y . .
PLB15	Weobley		Establishment	0.00	. . Y .
PLB16	Library Head Office Imprest Account		Cash-ups	0.00
PLB17	Hereford Library Imprest Account		Cash-ups	0.00	. . Y .
PLB18	Central Administration		Recs FUA - Establishment	3.00	Y . . .
PLB19	School Library Service		Establishment	0.00	. Y . .
				<u>Libraries</u>	25.50
PLL Life Long Learning			Amber	Medium Risk	4/5 5/6 6/7 7/8 G H I J
PLL6	Life long Learning Partnerships		Systems	0.00	. Y . .
				<u>Life Long Learning</u>	0.00
POS Open Spaces			Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
POS00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y Y
POS06	Grass cutting contract		Contracts - Tenders / Awarding	0.00	. Y . .
				<u>Open Spaces</u>	0.50
PPR Public Relations			Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PPR00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y .
				<u>Public Relations</u>	0.50
PRS Recreation & Sport			Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PRS00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y .
				<u>Recreation & Sport</u>	0.50
PTM Tourism			Green	Low Risk	4/5 5/6 6/7 7/8 G H I J
PTM00	General Audit Work/Advice		Other Chargeable	0.50	Y Y Y .
PTM07	TIC Hereford		Establishment	0.00	. . . Y
PTM08	TIC Ledbury		Establishment	0.00	. . Y .
PTM09	TIC Leominster		Establishment	0.00	. . . Y
PTM10	TIC Queenswood		Establishment	0.00	. . Y .
PTM11	TIC Ross On Wye		Establishment	9.00	Y . . .
PTM12	Imprest Account		Cash-ups	0.00	. Y . .
				<u>Tourism</u>	9.50

Herefordshire Council Audit Services

ANNUAL PLAN FOR 2004/2005 and STRATEGIC PLAN 2004 to 2008

Ref:	Section and	Residual Risk?	Inherent Risk Level	Days	Strat.Plan				
		* = Yes	Principal Activity	04/05	G	H	I	J	
PYS Youth Service			Amber	Medium Risk	4/5				
PYS00	General Audit Work/Advice		Other Chargeable		0.50	Y	Y	Y	Y
PYS12	Leominster and Wigmore Youth Service		Establishment		0.00	.	Y	.	.
PYS13	Ross on Wye Youth Service		Establishment		9.00	Y	.	.	.
PYS14	South Wye and Golden Valley Youth Service		Establishment		0.00	.	.	Y	.
PYS15	Bromyard and Ledbury Youth Service		Establishment		0.00	.	.	.	Y
PYS16	North City Youth Service		Establishment		0.00	.	Y	.	.
PYS17	Kington and Weobley Youth Service		Establishment		0.00	.	.	Y	.
PYS19	Imprest Account		Cash-ups		0.00	.	Y	.	.
PYS20	Central Administration		Establishment		0.00	.	Y	.	.
			<u>Youth Service</u>		9.50				
			Policy and Community		132.00				

Ref:	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
Social Care and Strategic Housing					
SAC	<u>Social Services holding code</u>		Green Low Risk	4/5	G H I J
SAC09	Court of Protection Management		Systems	0.00	. Y . .
SAC10	Criminal Injury Compensation		Systems	0.00	. . Y .
SAC18	Home Care Schemes		Systems	0.00	. Y . .
	<u>Social Services holding code</u>			0.00	
SAS	<u>Asylum seekers</u>		Green Low Risk	4/5	G H I J
SAS01	Grants received		Systems	0.00	. Y . .
	<u>Asylum seekers</u>			0.00	
SCH	<u>Childrens Services</u>		Green Low Risk	4/5	G H I J
SCH06	Prevention & Support - Sec 17 & 24		Systems	0.00	. . Y .
SCH07	Centre 18-After School club		Establishment	0.00	. Y . .
SCH08	Board Out, Cont Fam, Shared Care Child & TPP		Systems	0.00	. . Y .
SCH09	Hollybush		Establishment	0.00	. Y . .
	<u>Childrens Services</u>			0.00	
SEM	<u>Supported Employment</u>		Amber Medium Risk	4/5	G H I J
SEM01	Transport and Vehicles		VFM	0.00	. Y . .
SEM02	Grants to Voluntary Bodies (SLA)		Systems	0.00	. Y . .
SEM03	Admin of Clients Estates, Receiverships &		Systems	0.00	. Y . .
SEM04	Seasonal Workers Claims		Systems	0.00	. Y . .
SEM05	Complaints Procedures		Systems	0.00	. . Y .
SEM06	Donation & Bequests		Systems	0.00	. Y . .
	<u>Supported Employment</u>			0.00	
SGN	<u>General</u>		Green Low Risk	4/5	G H I J
SGN06	Bank Mandates		Other Chargeable	5.00	Y Y Y Y
	<u>General</u>			5.00	
SLD	<u>Learning Disabilities</u>		Amber Medium Risk	4/5	G H I J
SLD00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
SLD07	Ivy Close - Hereford		Establishment	11.00	Y . . .
SLD08	Marshfield Centre/Leominster Trading/Paint Box		Establishment	0.00	. Y . .
SLD09	St. Owens Centre - Hereford		Establishment	0.00	. . Y .
SLD10	Ryefield Centre, Ross		Establishment	0.00	. Y . .
SLD11	Agency Payments		Systems	15.00	Y . . .
SLD12	Joint Finance- Single Agency - Section 28a		Ad-hoc Research / Reports	0.00	. Y . .
SLD13	Joint Finance- Health Authority Section 31		Systems	20.00	Y . . .
SLD14	Blackfriars Stableblock Workmatch		Establishment	0.00	. Y . .
	<u>Learning Disabilities</u>			47.00	

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Ref.	Section and	Residual Risk? * = Yes	Inherent Risk Level Principal Activity	Days 04/05	Strat.Plan
					4/5 5/6 6/7 7/8
SOA	<u>Other Adult Services</u>		Green Low Risk	G	H I J
SOA00	General Audit Work/Advice		Other Chargeable	0.00
SOA10	Meals on Wheels (WRVS)		Systems	0.00	. Y . .
				<u>Other Adult Services</u>	0.00
					4/5 5/6 6/7 7/8
SOP	<u>Older People</u>		Amber Medium Risk	G	H I J
SOP00	General Audit Work/Advice		Other Chargeable	0.00	Y Y Y .
SOP13	Transfer Arrangements		Verification/Probity	10.00	Y . . .
SOP15	Residential Assessments/Contribution Orders		Systems	15.00	Y . . .
SOP16	Inhouse Home Care inc. Cash Handling	*	Systems	15.00	Y . . .
SOP18	Payments to Independent Providers		Systems	12.00	Y . . .
SOP21	Golden Valley Day Centre		Establishment	0.00	. Y . .
				<u>Older People</u>	52.00
					4/5 5/6 6/7 7/8
SPD	<u>Physical Disabilities</u>		Amber Medium Risk	G	H I J
SPD06	Joint Equipment Store (Adapt. & Handicapped)		Establishment	0.00	. . Y .
SPD07	Direct Payment to Service Users		Systems	0.00	. Y . .
SPD08	Canal Road DC		Establishment	0.00	. . Y .
				<u>Physical Disabilities</u>	0.00
					4/5 5/6 6/7 7/8
SSF	<u>Finance and Administration</u>		Amber Medium Risk	G	H I J
SSF00	General Audit Work/Advice		Other Chargeable	1.00	Y Y Y Y
SSF06	Government Grants		Systems	15.00	Y . . .
SSF07	Bromyard Area Office		Establishment	0.00	. Y . .
SSF09	Ledbury Area Office		Establishment	0.00	. Y . .
SSF10	Leominster Area Office		Establishment	0.00	. . Y .
SSF11	Ross on Wye Area Office		Establishment	0.00	. . Y .
SSF12	Central Office Administration		Establishment	0.00	. . . Y
SSF15	Independent Living partnership	*	Systems	0.00	. Y . .
SSF16	Home Care Charging		Systems	0.00	. Y . .
SSF19	Fairer Charging		Recs FUA - Systems	7.50	Y . . .
SSF20	Partnership Fund Scheme - Health Authority	*	Ad-hoc Research / Reports	0.00	. Y . .
SSF21	Financial Management inc Budgetary Control	*	Systems	0.00	. Y . .
				<u>Finance and Administration</u>	23.50

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<u>Ref:</u>	<u>Section and</u>	<u>Residual Risk?</u> * = Yes	<u>Inherent Risk Level</u> <u>Principal Activity</u>	<u>Days</u> <u>04/05</u>	<u>Strat.Plan</u>			
					4/5	5/6	6/7	7/8
SSH	<u>Strategic Housing</u>		Amber Medium Risk		G	H	I	J
SSH00	Strategic Housing General		Other Chargeable	1.00	Y	Y	Y	Y
SSH07	Supporting People Scheme- Grant Claim		Verification/Probity	0.00	.	Y	.	.
SSH08	Imprest Account		Cash-ups	0.00	.	Y	.	Y
SSH09	Temp. Accommodation/Homelessness		VFM	0.00	.	.	Y	.
SSH10	Choice Based Lettings		Establishment	0.00	.	.	.	Y
SSH11	Division-Ordering and Payments of Invoices		Systems	0.00	.	.	Y	.
SSH13	Renovation Grants		F&C - Systems	15.00	Y	Y	Y	Y
SSH14	Agency Agreement with Housing Company		Verification/Probity	6.00	Y	Y	Y	Y
SSH15	Enabling & Housing Need Capital/Grants		Systems	12.00	Y	.	.	.
SSH16	HMO Registration Scheme		Systems	0.00	.	Y	.	.
SSH17	Financial Management inc Budgetary Control		Systems	0.00	.	Y	.	.
SSH18	Supporting People - Contracts	*	Verification/Probity	10.00	Y	.	.	.
			<u>Strategic Housing</u>	44.00				
					4/5	5/6	6/7	7/8
SSS	<u>Service Strategy</u>		Red High Risk		G	H	I	J
SSS10	Contracts/Contracts Monitoring		F&C - Systems	20.00	Y	.	.	Y
			<u>Service Strategy</u>	20.00				
					4/5	5/6	6/7	7/8
SYJ	<u>Young People</u>		Amber Medium Risk		G	H	I	J
SYJ02	Supported Living/After Care/Care Leavers	*	Systems	25.00	Y	.	.	.
			<u>Young People</u>	25.00				
			Social Care and Strategic Housing	216.50				

PLAN TOTAL 2810.00

SCRUTINY ACTIVITY REPORT**Report By: County Secretary and Solicitor****Wards Affected**

County-wide

Purpose

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

Financial Implications

2. None

Background

3. This report summarises the matters considered by the Scrutiny Committees since the last report by this Committee to Council. It is intended to help keep Council aware of the work being undertaken.
4. The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and improvement (performance management and review).

Summary By Programme Area**Education**

5. The Education Scrutiny Committee met on 22 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Pupil Referral Service – Progress Report Special Educational Needs Services
Policy Development and Review	Policy on 14-19 education Standard School Year Proposal for 2005/2006 Health and Safety of Pupils during Educational Visits Review of Discretionary Policies Applicable to Home to School Transport Education of Excluded Pupils Outcome of Parental Applications for Year 6 Pupil Transfers to High Schools September 2004

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

External Scrutiny	
Improvement (Performance Management and Review)	Monitoring of Capital Schemes Revenue Outturn 2003/04 and Budget 2004/05 Best Value Performance Indicators 2003-2004
Other	

6. The Environment Scrutiny Committee met on 18 and 23 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans
Policy Development and Review	Review of the Voluntary Code of Practice for the Use of Polytunnels in Herefordshire
External Scrutiny	
Improvement (Performance Management and Review)	GEM Performance 2003/2004 Waste Management Capital Programme 2004/2005 Revenue budget 2004/05 and Outturn 2003/4 Performance Indicators Herefordshire Plan Ambitions
Other	-

7. The Health Scrutiny Committee met on 23 and 28 June, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Access and Waiting Communication and Morale Review of Management of Legionnaires Disease Outbreak
External Scrutiny	
Improvement (Performance Management and Review)	
Other	Arrangements for Provision of Cancer Services

8. The Committee is also to meet on 29th July, 2004 to consider the annual report of the Director of Public Health.

9. The Social Care and Housing Scrutiny Committee met on 17 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	Scoping Work – Home Care and Supported Housing
External Scrutiny	
Improvement (Performance Management and Review)	National Inspection Arrangements and Local Performance Performance Monitoring Budget Monitoring
Other	

10. The Social and Economic Development Scrutiny Committee met on 11 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Festivals Review – Progress Report South Wye SRB Forward Strategy
External Scrutiny	
Improvement (Performance Management and Review)	Adult Learning Inspectorate Re-inspection Performance Monitoring Herefordshire Plan Ambition Groups
Other	

BACKGROUND PAPERS

- None

