

Strategic Monitoring Committee

Date: **Friday, 14th January, 2005**

Time: **10.00 a.m.**

Place: **The Shirehall, Hereford**

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

For any further information please contact:

*Tim Brown tel 01432 260239 e-mail
tbrown@herefordshire.gov.uk*

**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 B.F. Ashton, 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

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this agenda.	
3. HUMAN RESOURCES STRATEGY PROGRESS To consider progress against the Council's Human Resources (HR) Strategy including main findings from the 2004 Staff Opinion Survey, and 2003-4 Exit Surveys.	1 - 6
4. BEST VALUE REVIEW OF SERVICES FOR PEOPLE WITH A PHYSICAL DISABILITY - STAGE 3 REPORT To consider and approve the Stage 3 report and outcomes of the Best Value Review of Social Care Services for Physically Disabled People (18-64 years).	7 - 16
5. DRAFT CORPORATE PLAN To note the draft Corporate Plan approved by Cabinet for use immediately as the basis for the preparation of the Council's Annual Operating Plan and directorate and service plans for 2005-06.	17 - 18
6. PERFORMANCE MONITORING - CORPORATE HEALTH To consider a report to Cabinet on the Council's corporate performance in relation to our Best Value Performance Indicators from 1 st April to 30 th September 2004.	19 - 26
7. COMPREHENSIVE PERFORMANCE ASSESSMENT FROM 2005 To note the provisional timetable for joint area reviews and Corporate Assessment and associated arrangements.	27 - 40
8. RACE EQUALITY SCHEME - PROGRESS REPORT To note progress against the Action Plan which accompanies the Council's Race Equality Scheme.	41 - 52

9.	LOCAL PUBLIC SERVICE AGREEMENT	53 - 68
	To inform the Committee of the position with regard to the Local Public Service Agreement (LPSA) targets.	
10.	DEVELOPING THE CHILDREN'S AGENDA IN HEREFORDSHIRE - CHANGE FOR CHILDREN	69 - 88
	To note a report on the Change for Children and Local Performance Improvement Agenda and the next steps locally.	
11.	BUDGET MONITORING 2004/2005	89 - 98
	To note the position with regard to revenue budget monitoring for Programme Areas in 2004/05.	
12.	CAPITAL PROGRAMME MONITORING 2004/05 TO 30 NOVEMBER 2004	99 - 112
	To report on the Capital Programme forecast for the period up to the end of November 2004 and the current position regarding Prudential Indicators.	
13.	INTERIM AUDIT ASSURANCE REPORT 2004/05	113 - 118
	To highlight the key internal control issues identified during the course of audit work and update Members on the actions or the current position on key issues identified during 2003/04 that required attention.	
14.	SCRUTINY ACTIVITY REPORT	119 - 122
	To consider the work being undertaken by the Scrutiny Committees.	

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

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO:-

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of the Cabinet, of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50, for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print, Braille or on tape. Please contact the officer named below in advance of the meeting who will be pleased to deal with your request.

The meeting room is accessible for visitors in wheelchairs via the main entrance by prior arrangement. Please telephone 01432 272395

A map showing the location of the Shirehall can be found overleaf.

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

FIRE AND EMERGENCY EVACUATION PROCEDURE

IN CASE OF FIRE

(no matter how small)

1. Sound the Alarm
2. Call the Fire Brigade
3. Fire party - attack the fire with appliances available.

ON HEARING THE ALARM

Leave the building by the nearest exit and proceed to assembly area on:

GAOL STREET CAR PARK

Section Heads will call the roll at the place of assembly.

HUMAN RESOURCES STRATEGY PROGRESS

Report By: Head of Human Resources

Wards Affected

County-wide

Purpose

1. To consider progress against the Council's Human Resources (HR) Strategy including main findings from the 2004 Staff Opinion Survey, and 2003-4 Exit Surveys, as reported to Cabinet in December 2004.

Considerations

2. HR Strategy performance is tracked twice each year using employee data (available at financial year end), and Staff Opinion Survey data available in the autumn (see Appendix A for the full performance update). This report is concerned with HR Strategy progress in light of the Staff Opinion information and Exit Survey information. It is worth noting that the Survey was issued during September, seven weeks after announcements regarding Job Evaluation and Single Status.
3. The current HR Strategy lifetime expires in 2005. The Pay and Workforce Development Strategy 2005-8, currently being developed, will replace it.
4. The 2004 Staff Opinion Survey response rate was 38%, slightly down on 2003 (41%). Work will be done during 2004 to find ways to capture employee opinions, in particular in geographically disperse groups - where lack of affiliation to 'the corporate centre' traditionally results in low response rates. The response rate is, however, sufficient for the information to be relied on as indicative for the majority of employees.
5. Five key themes for action were identified in the 2003 Staff Opinion Survey. Two can be directly linked to indicators in the HR Strategy – Communications, Recognition. These are shown in Appendix A alongside the relevant HR Strategy performance indicators. The three improvement themes from the 2003 Staff Opinion Survey indirectly linked to the HR Strategy are
 - a. Increase confidence in senior management's leadership. *The majority of questions relating to confidence in senior management have seen a positive improvement over 2003 Survey; there were improvements in views on senior managers' concern with how employees feel, that their decision making is fair, that information is believable, and that relations are good; this may in part be due to the high profile of senior managers over the summer re Job Evaluation and Single Status; there is increased confidence that the Council is committed to supporting employees during Job Evaluation 30% in 2004 against 21% in 2003. Exit Survey information cites 'the way people are managed' as the second main reason people leave the Council (first is Job*

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

Content dissatisfaction). Clarity about job objectives and priorities was 85% in 2004, against 87% in 2003.

- b. Increase belief that the Survey results will be taken seriously and things done as a result; *There was no significant difference between 2004 and 2003 opinions in this area;*
 - c. Improve confidence that things are getting better. *Confidence that things are getting better has increased slightly - 20% in 2004, over 18% in 2003. Motivation to perform well has also improved - 51% in 2004 against 46% in 2003.*
- 6. Responses around 'equality of opportunity' remain static compared with 2003. This may be a result of increased awareness of these issues, however the Diversity Group will consider improvement actions for 2005. This area will form part of proposals in the new Pay and Workforce Development Strategy.
 - 7. Satisfaction with terms and conditions has not moved significantly, nor has satisfaction with earnings. Organisational changes appear to have had some impact with job security confidence 41% in 2004 compared with 52% in 2003; intentions to be working in the Council in 12 months time were 51% in 2004 against 55% in 2003.
 - 8. There has been a significant increase in employees agreeing that their contribution is recognised – 59% in 2004 against 43% in 2001.
 - 9. There is an indication that communications confidence may be increasing – 34% in 2004 against 32% in 2003 (27% in 2001), but still short of the 60% target. On the four questions regarding communicating change (the Health and Safety Executive HSE recommended follow up questions), the results are more positive. Responses were in the range 55%-64%. The HSE recommended target is 85%. A communications audit recently underway will bring forward recommendations on how to improve this position. Communications preferences clearly indicate face-to-face (team meetings and briefings) and email. This area will be addressed in the Pay and Workforce Development Strategy, with clear links to employee communications (Communications Strategy).
 - 10. Agreement that 'opportunities for development within the job are good' was 36% in 2004 against 54% in 2003. This is supported by Exit Survey information where career progression is cited as the most common attraction of the new employer (next were Pay, and Work Environment). Over a third of leavers rated career opportunities as 'poor', whilst training rated 'good' by more than half. Consistent with the employee focus groups held during the summer, the issue here seems less about 'training', and more about opportunities post-training. Proposals on this issue will form part of the new Pay and Workforce Development Strategy so that, as far as possible, the Council provides transparent and viable career opportunities to help employees develop.
 - 10. Agreement about opportunities to work flexibly (to balance work/home life) was 77% in 2004, against 73% in 2003 (65% in 2001). This area has risen year on year. Proposals in the Pay and Workforce Development Strategy will include promoting this aspect of Council employment (alongside improved 'packaging and presenting' of existing attractive benefits) to proactively tackle recruitment and retention issues, and to help meet Implementing Electronic Government (IEG) targets (part of the Council's IEG Statement).

Risk Management

11. Risks inherent in the above will be detailed in a new Pay and Workforce Development Strategy for the Council. They will centre on the need to generate capacity to deliver in areas identified for improvement, and the need for forward planning to deliver improvements. There are risks to the Council in terms of its ability to attract and retain suitably skilled employees to provide quality services if a Pay and Workforce Strategy is not developed by 31st March 2005.

Consultees

12. The Chief Executive's Management Team, Staff Opinion Survey Group, Human Resources Management Team, all employees via Staff Opinion Survey, Trade Unions (Joint Consultative Forum) were consulted. Further consultation will take place with managers forum members.

Recommendation

THAT performance against selected targets in the Human Resources Strategy 2002-5 indicators be noted.

Background Papers

- Exit Survey Report 2003-4
- Staff Opinion Survey 2004 Headline Report
- Human Resources Strategy 2002-5

HR STRATEGY PERFORMANCE AGAINST SELECTED TARGETS

* ***bold italics*** = one of the five priority areas from 2003 Staff Opinion Survey

Performance Indicator	Council 2001	Council 2002	Council 2003	Council 2004	Council Target	By When
*% agree their work is valued in the organisation(see question on recognition)	51%	59%	43%	See question below	50%	End 2005
% agree they know how their work contributes to organisational priorities	51%	60%	61%	<u>(64%)</u>	55%	End 2005
% agree they are treated equally and fairly whatever their religion	84%	80%	75%	75%	90%	End 2005
% agree they are treated equally and fairly whatever their race	81%	78%	73%	73%	90%	End 2005
% agree they are treated equally and fairly whatever their gender	76%	75%	72%	72%	85%	End 2005
% agree they are treated equally and fairly whatever their sexual orientation	73%	71%	66%	66%	75%	By end 2005
% agree they are treated equally and fairly whatever their age	N/A	N/A	68%	68%	Not set	Not set
% satisfied with terms and conditions	63%	73%	62%	{61%}	63%	End 2002
* % agree communications in the organisation work well	27%	39%	32%	<u>(34%)</u>	60%	End 2005
* % agree managers communicate well	48%	55%	48%	<u>(49%)</u>	60%	End 2005
% agree they can develop their skills and potential in their current job	60%	N/A%	59%	{36%}	75%	End 2005
% agree opportunities for developing and keeping job interesting are good (replaced by above question in 2004)	48%	60%	54%	See question above	75%	End 2005
% agree there is flexibility to help meet home/work commitments	65%	68%	73%	<u>(77%)</u>	80%	End 2005
*% agree that their contribution is recognised	43%	52%	n/a	<u>(59%)</u>	60%	End 2005
% agree they know when they have done a good job (see question on recognition)	58%	72%	74%	n/a	70%	End 2005
% agree their manager takes steps to reduce H&S risks	70%	80%	72%	72%	90%	End 2005

Performance Indicator	Council 2001	Council 2002	Council 2003	Council 2004	Council Target	By When
% agree they sometimes feel bullied/harassed by members	11%	12%	13%	13%	0%	By 2005 & beyond
% agree they sometimes feel bullied/harassed by managers	19%	17%	16%	<u>(18%)</u>	0%	By 2005 & beyond
% agree they sometimes feel bullied/harassed by colleagues	13%	12%	11%	<u>(12%)</u>	0%	By 2005 & beyond
% agree they sometimes feel bullied/harassed by clients/service users	38%	37%	41%	{39%}	0%	By 2005 & beyond

KEY

{ } = lower than 2003 Survey

() = higher than 2003 Survey

**BEST VALUE REVIEW OF SERVICES FOR PEOPLE
WITH A PHYSICAL DISABILITY – STAGE 3 REPORT****Report By: Director of Social Care & Strategic Housing****Wards Affected**

County-wide

Purpose

1. To consider and approve the Stage 3 report and outcomes of the Best Value Review of Social Care Services for Physically Disabled People (18-64 years).

Financial Implications

2. The report makes a number of recommendations for service development and redesign. The financial implications vary with each option for further provision. Some preferred options are recognised to constitute long-term objectives in view of the need for investment and will need to be the subject of further feasibility work. However the preferred options for immediate development in important service areas are judged to be cost neutral.

Assessing Stage 3 Reports

3. In considering Stage 3 reports, responsibility rests with the Chairman of the relevant Scrutiny Committee, supported by officers, to satisfy the Strategic Monitoring Committee that the requirements of the review process have been met. In doing so, the role of the Strategic Monitoring Committee is to ensure the robustness of the review process, rather than revisiting the detail of each review.

Background to the Review

4. The Best Value Review of services provided directly or indirectly by Social Care for younger physically disabled people began in December 2003. The scope of the review included the community care assessment and care management processes, day opportunities and support at home. The Review used the headings of Systems and Processes, Independence at Home, Active Citizenship and Identity and Belonging, to structure the process.
5. Although not a crosscutting review, the complexity of services for physically disabled people is such that there were inevitably overlaps with other services such as Health and Housing Services.
6. The completed Stage 3 Report is enclosed separately for Members of the Committee and is available to the public on request

Further information on the subject of this report is available from Stephanie Canham Head of Social Care (Adults), Extension: 0320

7. The initial Review Team comprised 2 Councillors, four service users, a carer, two representatives from voluntary organisations, and representatives from Social Care, the Primary Care Trust, Hereford Hospital Trust, Herefordshire Housing, and Unison. The meetings were co- chaired by Caroline Byrt, an independent consultant and Barbara Millman, service user.
8. There was some change of membership in the course of the year which resulted in subsequent co-options including representatives from Strategic Housing services and Connexions
9. On 13th,December, 2004 the Social Care and Housing Scrutiny Committee considered the content of the Stage 3 report. The Committee agreed to recommend that the findings of the review should be endorsed subject to advising the Cabinet Member (Social Care and Strategic Housing) in considering the recommendations and preparing an Improvement Plan to have regard to the Committee's view:
 - (i) that recommendations 2, 3, 4, 5, 8 and 9 as set out in section 4 of the review report could be implemented within existing resources and should be progressed;
 - (ii) that the remaining recommendations in section 4 of the review report, recommendations 1, 6 & 7, should be the subject of further feasibility work to ensure that sufficient resources were available to implement them; and
 - (iii) that the additional recommendations in section 5 of the report be progressed as feasible within existing resources.
10. The Committee also agreed that the Strategic Monitoring Committee's attention be drawn to the need for those implementing the findings of the Transport Review to ensure that account is taken of concerns identified in the review of services for people with a disability regarding the provision of social care transport.
11. The recommendations from sections 4 and 5 of the detailed review report are set out in the appendix to this report.

Data collection

12. A wide variety of data was collected. Comprehensive information on this is available in full separately in the First Stage Report, Consultation Report, Benchmarking Report and Stakeholder Report. This included a wide-ranging consultation through various methods. The effectiveness of the services was measured against performance benchmarks and compared with that of statistical neighbours. There were some difficulties in obtaining comprehensive information from comparator authorities, especially financial data. Consequently, there were issues about drawing conclusions on comparative cost effectiveness of services.

Challenge

13. The services were challenged about how and why they were provided. In some cases the services is a statutory obligation that must be maintained. In such cases the services were challenged about how they could be improved for the benefit of service users.
14. In particular, this process was conducted using the social model of disability to judge whether services promoted independence and a positive image of disabled people as active citizens, by empowering individual disabled people to make their own choices, and be fully involved in all aspects of life in the community.

Consultation

15. A comprehensive exercise was undertaken to gain the views of the stakeholders of the services. This included consulting service users, carers, staff in Health, Housing and Social Care, and the independent sector.¹⁴ A wide range of consultation methods was used. The Review Team particularly wanted a comprehensive involvement of service users in this process and achieved this by using the Governments annual User experience survey enhanced with additional questions, 6 structured discussion groups for service users of specific services and a further two groups open to disabled people not currently using services.
16. A questionnaire was sent to staff in Health, Social care and Voluntary organisations and interviews were conducted with selected managers in Health and Social Care
17. A Stakeholder event was attended by a wide range of service users, carers, councillors and staff from Social Care, Housing, Health and voluntary organisations

Comparison

18. A questionnaire was sent to 15 comparator councils who constituted statistical neighbours. The information requested was comprehensive. Six full replies were received which provided sufficient information, along with performance information, for comparison
19. In addition examples of good practice in Shropshire, Sandwell, Derbyshire and the Netherlands were considered.

Compete

20. The service areas which were considered for major redesign and redevelopment were Assessment and Care Management, Day opportunities, Adaptations and Equipment, Complaints and Advocacy, Short term Breaks and Transport.
21. In addition a number of recommendations for improvements to services which did not require redesign were made
22. A range of options was considered for each of these service areas. These included where appropriate, maintaining the current provision but making changes indicated in the Review process, outsourcing to external providers and entering into partnerships e.g. with Health Services. Full details of the options considered are contained in the final report under the appropriate headings

Risk assessment.

23. There is limited risk to the authority in pursuing agreed options. A foundation for good working relationships with service users and staff in implementing the recommendations has been established and there is a willingness within the services to make the necessary changes.

Process Issues

24. There were no issues that arose during the review that impeded the overall process. The model used of co-chairing and thorough involvement of service users proved to be very successful in maintaining active participation and engagement. The contribution of service users in providing information and contributing to the overall task and process was highly valued.

RECOMMENDATION

THAT the Committee endorse the recommendation of the Social Care and Housing Scrutiny Committee on the Stage 3 report of the Best Value Review of Physical Disabilities Services (18-64) and refer the findings to the Cabinet Member (Social Care and Strategic Housing) for consideration, subject to advising the Cabinet Member (Social Care and Strategic Housing) in considering the recommendations and preparing an Improvement Plan to have regard to the view:

- (i) that recommendations 2, 3, 4, 5, 8 and 9 as set out in section 4 of the review report could be implemented within existing resources and should be progressed;**
- (ii) that the remaining recommendations in section 4 of the review report, recommendations 1, 6 & 7 should be the subject of further feasibility work to ensure that sufficient resources were available to implement them; and**
- (iii) that the additional recommendations in section 5 of the report be progressed as feasible within existing resources.**

BACKGROUND PAPERS

- Best Value Review (Physical Disability Services 18-64) November 2004, Stage 3 Report.

APPENDIX

RECOMMENDATIONS AS SET OUT IN SECTION 4 OF THE DETAILED REVIEW REPORT

(it is considered that these can be implemented within existing resources except where otherwise indicated)

(a) Assessment and Care Management

The Review Team considered that far-reaching change would offer the most robust solution. However, recognising this would take time to achieve, offered an interim recommendation.

(Recommendation 1) The establishment of a specialist multi-disciplinary assessment and care management team for physical disability in partnership with the Health Service ***(recommended that this needs to be the subject of further feasibility work)***

(Recommendation 2) Service development through appointment of a Specialist team Manager (Physical Disability) as an interim measure to undertake a “champion” role and supervise current specialist services and staff.

(b) Day Opportunities

The Review Team considers that the day service would benefit from modernisation and development to offer a more flexible range of day opportunities. A range of options was considered including development of the present service without major changes, putting the service out to tender, developing partnerships or a social enterprise. The Review Team were clear that a proposal that ensured continued active involvement of service users in developments was essential and that closure of the centre or tendering of the day service to an external organisation would be solutions which would have low acceptability.

(Recommendation 3) Development of a strategy for day opportunities including Canal Road Day Centre. Which will ensure all future options for service redesign are explored and that day opportunities offer a greater scope for involvement in leisure, training, education, employment and other activities integrated into the community

(c) Adaptations and equipment

The Review Team heard evidence of delays in providing major adaptations and also that more individual choice of equipment would be welcomed.

(Recommendation 4) A Review of procedures for major adaptations of property through the Disabled Facility Grant process.

(Recommendation 5) The extension of direct payments to include equipment

(Recommendation 6) Development of a partnership with the Primary Care Trust, Housing Services, Voluntary sector and service users to plan for the provision of a Disabled Living Centre ***(recommended that this needs to be the subject of further feasibility work)***

(d) Complaints and Advocacy

Consultation illustrated weaknesses in knowledge and trust in the complaints system, and the lack of an advocacy service which clearly meets the needs of younger disabled people. The Review Team considered a range of options for development of an advocacy service including offering the proposal for tender or strengthening existing advocacy services. It was agreed that an effective service would maximise empowerment and involvement of disabled people.

(Recommendation 7) Development of a Peer Advocacy Service (*recommended that this needs to be the subject of further feasibility work*)

(e) Short Term Breaks

The Review Team heard evidence of major concerns about the availability, appropriateness and flexibility of arrangements for short term breaks for younger physically disabled people provided as support for carers.

The option of extension of direct payments was considered and agreed to be desirable and consistent with national policy.

(Recommendation 8) Short term breaks should be considered routinely as part of assessment practice

(Recommendation 9) Resources and systems for short term breaks be identified by the Carer's Partnership Officer.

(f) Transport

Many concerns were raised in consultation about the performance of transport contracted from private firms, and general problems with public transport to enable disabled people to have the freedom of mobility to join in ordinary life activities.

Although a cross cutting Best Value review of Transport Services has been finalised, the Review Team recommends that -

(Recommendation 10) Recommendations relating to Transport contained in the Best Value (Physical Disability 18-64) Review should be taken into account by the Transport Cross Service Review

OTHER RECOMMENDATIONS AS SET OUT IN SECTION 5 OF THE DETAILED REVIEW REPORT

(It is recommended that these be progressed as feasible within existing resources)

The research and consultation undertaken by the Review team had highlighted a wide range of issues where improvements could be made and also some examples of good practice. Consequently in addition to the aspects of service, which were considered for redesign in the Options Appraisal process there are a number of recommendations endorsed by the Team. These are listed below. The recommendations are categorised using the headings of "Independence Matters", consistent with the theme throughout the Best Value Review.

(a) Systems and Processes

- 1) The current production and distribution of information on services for people with physical disabilities should be reviewed and a system for keeping this information and distribution updated should be in place. In addition the contracts with organisations currently providing and disseminating information should be reviewed
- 2) FACS (Fair Access to Care Services) Eligibility Criteria indicators should be more closely defined to relate specifically to the needs of younger disabled people and cross link with the prevention strategy.

It is noted that the Action Plan for services for people who have a disability with parenting responsibility includes the recommendation that FACS guidance should be revised to include reference to disabled parents and their needs. The Review Team considers that the local descriptors for service used under FACS should be reviewed to ensure the needs of younger disabled people for independence and social inclusion are taken fully into account;

- 3) A specific in house training module on disability and sensory awareness should be developed, preferably linked to other training programmes and open to other agencies. This should be prepared in partnership with service users and carers, with appropriate recognition should be involved in its delivery. This should be part of the remit of the Adult Training and Workforce post.

This training should be at two levels: -

- a) Basic disability equality training based on the social model of disability should be part of the training of all staff who come into contact with the public.
 - b) Further training which also provides detailed practical information on services and understanding of specific impairments and long-term conditions for staff who have responsibility for assessment and provision of service.
- 4) In order to implement the recommendation on social work structure, short-term breaks, and the reablement agenda and to ensure the active partnership and participation of disabled people, it is imperative that Health and Social Care consider the establishment of a Partnership board for disability services. This is in accordance with the action points for high quality services in Independence Matters; -
 - Raise the profile of disabled people in the council's commissioning strategies and business planning;
 - Develop good partnership arrangements with health and other agencies to provide efficient and effective services for disabled people based on Best Value principles.
 - 5) The Review Team recognise that the Involving People Team, jointly funded by Social Care and the Primary Care Trust to develop user involvement, are proposing the development of an independent service user group is supported. In this context and taking into account the proposal for a Partnership Board the Review Team recommend that a forum of people with physical and sensory impairments is established, which would have a clear role in being consulted regarding the reshaping of services and would also link in with the independent service users group

(b) Identity and Belonging

- Working with diversity in the social care context should be incorporated in the training module outlined in recommendation a 3;
- The Best Value review team notes that a recent Action Plan for Good Practice recommendations for Herefordshire based on “It shouldn’t be Down to Luck” Report has been produced outlining proposed improvements in the service for disabled people with parenting responsibilities. The Review Team recommends that service users should be involved in proposals for service development and in advising on taking this Action Plan forward. Development of this service should acknowledge that children are children first rather than “young carers”. It should note that lack of access to the same opportunities and choices as other children causes stress in families and leads to social exclusion;
- A mapping exercise on the needs of disabled people from ethnic minority GROUPS should be undertaken;
- Key people in contact with ethnic minority groups should be identified and informed on services for disabled people;
- Head Injury Services are an example of good practice. However, in common with other services for disabled people, there is a serious lack of specialised neuro-physiotherapy, speech therapy, appropriate housing and respite care;
- The results of the current Transitions project for children’s to adult services be pursued.
- Direct Payments should be expanded for 16-18 year-olds.

(c) Active Citizenship

- 1) A multi-disciplinary interest group on work opportunities for physically disabled people should be convened, linked in to Welfare to Work, to ensure that a wider range of choices are available to physically disabled people;
- 2) Information on employment opportunities should be included in the proposed training module;
- 3) The implementation of the Disability Discrimination Scheme should include increasing opportunities for recruitment of disabled people to local authority posts.

(d) Independence at Home

- 1) Contracts for long-term provision of home support should reflect the need for appropriate disability equality training and understanding of the social model of disability. This should also include sensory awareness.
- 2) There should be clear provision for the involvement of service users in monitoring contracts for care at home.
- 3) Direct payments and the Direct Payments Support Service are examples of good practice. Direct Payments should continue to be expanded. This expansion should include equipment, short breaks and carer’s support and day opportunities where appropriate.
- 4) The interface of direct payments and Supporting People needs to be clarified. Direct Payments guidance from the Government stipulates that direct payments should be used to provide a flexible holistic service maximising choice for service users. Where service users are eligible for a service from Social Care the division of provision of services between social care provision

Further information on the subject of this report is available from Stephanie Canham Head of Social Care (Adults), Extension: 0320

of personal care and Supporting People provision of support causes difficulties as Supporting People has not been payable as a direct payment. However the usefulness of Supporting People, where direct payments are not an issue, in providing support for independent living is acknowledged. This issue has been recognised as a barrier to extension and effective use of direct payments by the Local Implementation Group for Direct Payments who are seeking to address it;

- 5) All care packages of over £150 per week for younger adults should be audited to ensure the Independent Living Fund is accessed where possible and the service user is in agreement;
- 6) A strategy for Housing for people with disabilities should be developed by a working group, which includes representatives from Social Care, Strategic Housing and disabled people. This should consider appropriate developments in partnership with Supporting People.
- 7) A database of adapted accommodation and housing needs should be completed.
- 8) In the course of the Review concerns were expressed regarding the present system of allocating housing accommodation. The revised allocations policy provides for people with a disability to have Gold Band status. The Review Team recommends that the priority system be examined to consider the needs of younger disabled people for independence.
- 9) A Housing Strategy would raise awareness of the extreme housing shortage and how it impacts at a very practical level on the ability to access housing. This is further compounded by the lack of suitably adapted property. The stock of adapted property needs to be linked with appropriate potential disabled tenants.
- 10) Housing information needs to be provided in accessible formats.

DRAFT CORPORATE PLAN 2005 TO 2008**Report By: Director, Policy and Community****Wards Affected**

County-wide

Purpose

1. To note the draft Corporate Plan approved by Cabinet for use immediately as the basis for the preparation of the Council's Annual Operating Plan and directorate and service plans for 2005-06.

Financial Implications

2. The draft Plan, enclosed separately for Members of the Committee and available to the public on request, is designed to be deliverable within the financial resources available to the Council. It will be finalised on the basis of up-to-date information.

Considerations

3. The Corporate Plan establishes the Council's priorities and what will be done to achieve them. Its success depends on an Annual Operating Plan for the Council as a whole, and directorate and service plans, carrying the Corporate Plan objectives into detailed effect year by year. The Corporate Plan and the Annual Operating Plan for 2005-06 will need to be approved by Council in March. In the meantime, there is a need to use the draft Corporate Plan to drive the preparation of the detailed plans for 2005-06.
4. The Committee noted, at its meeting on 15 October 2004, the new corporate planning process that had been approved by Cabinet. The draft Plan has been prepared on this basis. (This draft reflects minor changes to reflect the Cabinet discussion and up-to-date information.)
5. The Plan must be affordable. It has therefore been prepared using prudent assumptions about the financial resources that seem likely to be available to the Council over the next three years.
6. The final version of the Plan – and specifically the targets for what the Council aims to achieve by the end of March 2008 – will need to take into account the impact of this year's grant settlement and decisions on Council Tax for 2005-06. Given the annual basis of the settlement, it will be necessary for this Corporate Plan to rely on prudent assumptions about financial resources for 2006-07 and 2007-08. The Plan will, however, be updated annually so that it always looks forward three years.
7. It will be necessary for the Plan to take into account the new Local Public Service Agreement (LPSA2G) with the UK Government. Negotiations about the Agreement should be concluded during February 2005. The Plan will need to include the stretch targets, which may require some modification of those included in this draft.

8. The final Plan will also need to reflect the emerging national framework within which the Council will implement the *Every Child Matters* and *The Children's Act*.

RECOMMENDATION

THAT the draft Corporate Plan for 2005 to 2008 be noted.

BACKGROUND PAPERS

- None

PERFORMANCE MONITORING - CORPORATE HEALTH

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1. To consider a report to Cabinet on the Council's corporate performance in relation to our Best Value Performance Indicators from 1st April to 30th September 2004.

Financial Implications

2. None identified

Considerations

3. Attached at Appendix 1 is the corporate performance report, which was considered by Cabinet on 16th December 2004.
4. As part of the Council's new performance management arrangements further reports on corporate performance will be prepared at 6, 8, 10 and 12-month intervals for 2004/2005.

RECOMMENDATION

THAT the Council's corporate performance from 1st April 2004 to 30th September 2004 be noted.

BACKGROUND PAPERS

- None identified

CORPORATE HEALTH PERFORMANCE

PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

16TH DECEMBER 2004

Wards Affected

County-wide

Purpose

To provide an update on the Council's corporate performance in relation to our National and Local Best Value Performance Indicators from 1 April 2004 to 30 September 2004.

Key Decision

This is not a key decision.

Recommendation

THAT performance in relation to the Council's National and Local Corporate Best Value Indicators, from 1 April to 30 September 2004 be noted.

Reasons

1. The Council has developed revised performance monitoring arrangements as outlined in the Comprehensive Performance Self-assessment document submitted to the Audit Commission. The revised arrangements ensure that the Chief Executive's Management Team, the Strategic Monitoring Committee, Scrutiny Committees, and Cabinet are all involved in the performance monitoring process.

Considerations

2. During 2004/2005 corporate performance is being reported to Cabinet at 4, 6, 8, 10 and 12 monthly intervals, in line with the Council's Performance Management Framework.
3. Corporate performance for the 4 month period 1 April 2004 to 30 September 2004 has been reported on an exception basis and only those indicators where there is a variation on the target of at least + or – 10% are highlighted.
4. Cabinet last received a performance update against Corporate Health Performance Indicators in September. Appendix A contains the latest update and shows:
 - Comparative performance against target and against the previous monitoring report; and
 - Narrative explaining variances from target where applicable.

Further information on the subject of this report is available from
Kevin Lloyd, Policy Assistant, on (01432) 383401

Risk Management

Failure to review performance and improvement activity would undermine the implementation of the Council's Performance Management Framework.

Background Papers

- ❑ Herefordshire Council's Performance Management Framework
- ❑ Best Value Performance Indicators 2003/2004

APPENDIX 1

Above Target Performance

NATIONAL PERFORMANCE INDICATORS						
BV ref	Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance		
				April – July	April – September	April – November
BV 76b	Housing benefit security – number of fraud investigators employed per 1,000 caseload	0.34	0.33	0.39	0.37	
BV 76c	Housing benefit security – the number of fraud investigations per 1,000 caseload	40.37	38	63	53	
Since April 2004 the Benefit Investigation unit has increased its resources by moving 2 benefit assessment officers into the unit to deal with initial fraud referrals including those that have been identified through the new interventions regime.						
BV 76d	Housing benefit security – the number of prosecutions and sanctions per 1,000 caseload	5.64	7	9	8	
Since April 2004 the Benefit Investigation unit has increased its resources by moving 2 benefit assessment officers into the unit to deal with initial fraud referrals including those that have been identified through the new interventions regime. This has resulted in investigating officers being able to put more resources into prosecutions and sanctions						

Below Target Performance

NATIONAL PERFORMANCE INDICATORS							
BV ref	Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance			
				April – July	April – September	April – November	April - January
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	2.4%	2.75%	2.4%	2.4%		High
BV 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	7.16 FTE	7 FTE	6.9 FTE	7.8 FTE		Low
<p>The reduced number of full-time equivalent employees distorts these figures over the 12-month period. Calculating the sickness absence over a rolling 12-month period and then dividing by an average of the number of FTE employees during that period generates the data. The above figure does not necessarily reflect the true sickness absence of the Council's workforce as at 30th September.</p> <p>There are currently a number of employees on long-term sick that are returning to work through the 'rehabilitation and phased return to work' scheme, but are still classed as sick for those days which they don't work.</p>							
BV 76a	Housing benefit security – number of claimants visited per 1,000 caseload	174.25	255	203	104		High
<p>As mentioned in the monitoring report for April-July, a change to the visiting function with interventions has resulted in visits taking longer than previously. The service currently has vacant posts and expect an improvement in performance over the remainder of the year when fully staffed.</p>							

NATIONAL PERFORMANCE INDICATORS							
BV ref	Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance			
				April – July	April – September	April – November	April – January
BV 78a	Speed of processing – average time for processing new claims	52.34 days	32 days	49.6 days	38.5 days		Low
The average processing time for the last period has improved to 27.59 days, better than target. Unfortunately, when combined with the previous period performance is still below target. Maintained progress should ensure that the target is achieved at year-end.							
BV 78b	Speed of processing – average time for processing notifications of changes of circumstance	9.77 days	8 days	11.2 days	14.1 days		Low
As mentioned in the previous monitoring report, changes in the definition have resulted in processing times taking longer. The figure for April-September does not represent deterioration in real performance, but a reflection that the cases considered at the start of the year included applications from the end of the last financial year and were consequently processed against the old definition. Given that future applications will be considered against the new definition, the average time is likely to increase until a baseline is established. This year's performance, and comparison with national standards which become available later this year, will be used to determine targets for future years.							
LOCAL PERFORMANCE INDICATORS							
Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				Aim
			April – July	April – September	April – November	April – January	
Number of recorded complaints, both formal and informal	434	440	85 (147 interim target)	119 (220 interim target)	(293 interim target)	(367 interim target)	High

LOCAL PERFORMANCE INDICATORS						
Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance			
			April – July	April – September	April – November	April – January
Number of recorded formal complaints		250	58 (83 interim target)	98 (125 interim target)	(167 interim target)	(208 interim target)
Percentage of Staff Review and Development interviews completed in previous 12 months	71%	80%	61%	61%		High
Percentage of agreed training plans arising from SRD interviews	71%	80%	61%	61%		High
To fit in with the service-planning timetable, the majority of SRDs occur towards the end of the financial year. On this basis, performance is unlikely to change significantly until the next round of SRDs takes place early next year.						

COMPREHENSIVE PERFORMANCE ASSESSMENT FROM 2005

Report By: Chief Executive

Wards Affected

County-wide.

Purpose

1. To note the provisional timetable for joint area reviews and Corporate Assessment and associated arrangements.

Background

2. The report to Cabinet on 13th January 2005 is appended. Cabinet's decision will be reported to the meeting.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

COMPREHENSIVE PERFORMANCE ASSESSMENT FROM 2005

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

13TH JANUARY, 2005

Wards Affected

None

Purpose

To advise Cabinet of receipt of the provisional timetable for joint area reviews and Corporate Assessment dated 21st December 2004 but received on the 24th December 2004, indicating that Herefordshire was included in the provisional timetable for the period September – December 2005. A copy of the provisional timetable is attached for information as appendix 1.

Key Decision.

This is not a key decision.

Recommendation

THAT the Cabinet

- (a) notes the publication of the provisional timetable**
- (b) approves the arrangements for supporting the process**
- (c) gives consideration to the merits or otherwise of some form of external peer review and give authority to the Chief Executive to pursue the options for such a review.**

Reasons

The experience of the first round of the Comprehensive Performance Assessment established the importance of appropriate preparation and in particular the importance of an effective and accurate self-assessment. The provisional timetable with the anticipated inclusion of Herefordshire in the first block of authorities to be inspected places a premium on prompt preparation.

Considerations

1. The changes in the proposed approach to the Comprehensive Performance Assessments have been well heralded and a paper entitled “Proposals for Comprehensive Performance Assessment in 2005” was published on the 9th December. There is an opportunity to respond to the consultation and the closing

Further information on the subject of this report is available from
Neil Pringle, Chief Executive, on Hereford 260044

date for that consultation is the 18th February 2005. It is important that the council should respond and that will be the subject of a separate report

2. It is difficult to summarise what are in practice quite significant changes in the approach. The proposed new approach will be similar in many respects to the current CPA in that:

- There will be a Corporate Assessment;
- Individual service blocks will be updated annually, with some services being accorded greater weight than others;
- There will be a use of resources judgement which will also be updated annually; and
- These three elements will be brought together in an overall assessment updated annually and summarised by assigning each local authority to a category bearing a simple description.

3. The consultation document summarises the main changes in the following way –

a) The Corporate Assessment - this will become more challenging in that it will –

- Include an explicit judgement of the quality and impact of the Council's efforts to promote user focus and diversity;
- Assess how well the Council contributes to the achievement of shared priorities between local and central government while understanding and meeting the needs of its local community;
- Include within the key lines of enquiry more explicit consideration of management of resources and value for money and reaching judgements about capacity; and
- Assess the performance of the Council in leading and influencing communities, local partnerships and other local agencies, with a focus on what difference Councils are making to local places and people.

b) Service Blocks - these will be revised and their content improved by:

- bringing together services for children and young people into a single service block reflecting the focus of The Children Act;
- removing dependence on inspection of individual services permitting a further reduction in the overall level of inspection and making better use of other available information about the performance of local authority services; and
- taking account of consultation with government departments about appropriate performance indicators and other information for use in the CPA

c) Use of Resources - there will be a more rigorous assessment than previously. It will

- include an explicit judgement on value for money;
- provide the opportunity for Council to show, through their annual efficiency statement that they are delivering the efficiency gains required under the

efficiency review.

- d) Overall Assessment – there will be a simpler but more robust and informative approach to bringing together the various elements of CPA into an overall assessment and categorisation
- Within each category authorities will be more clearly distinguished from each other by the introduction of a “Direction of Travel Statement”;
 - To ensure that authorities attach importance to improving services across the board, the overall CPA categories will be determined by the use of rules rather than the addition of scores.
4. Finally in making these changes the Audit Commission make it clear that
- CPA beyond 2005 will be a more demanding test, but the overall burden of regulation will reduce as there will be less service inspection;
 - The Commission remains committed to continuous improvements so key lines of enquiry will develop over time;
 - Precise comparisons between the old and the new system will be difficult and there will inevitably be movements between categories both up and down.
5. It is not possible or necessary to cover all the aspects of what is a relatively complex consultation document in this relatively short report. It is however important to emphasise the significance of the Joint Area Reviews of Children’s Services which will now be undertaken in conjunction with the Corporate Assessment itself. That does have implications for the pace at which the Council addresses some of the structural issues necessary to complete the initial step it took in making the appointment of interim Director of Children’s Services.

The Corporate Assessment Report will set out a conclusion on each of the following main themes:

- Ambition for the Community;
- Prioritisation;
- Capacity;
- Performance Management;
- Achievement

In addition, however, the Executive Summary will include clear statements for every Council on Community Leadership, political and managerial leadership, user focus and diversity, as well as value for money. The understanding is that political leadership will be address in terms of the Council as a whole and not simply the leadership of the administration (where an administration is formed) and will therefore deal with some of the areas which have traditionally been the province of corporate governance reports.

It is suggested that the Chief Executive addresses some of these issues in greater detail with political group leaders.

6. As has previously been stated in this report only an outline of the assessment process is given and there will be further opportunities commencing with the seminar on the 17th January to give further information to members on the process.

Preparation

7. As with the last Comprehensive Performance Assessment it is important to adequately resource the process. That does involve shifting the focus of the work of some key postholders. As might be anticipated, overall managerial responsibility must lie with the Chief Executive. The formula employed for the 2002 inspection was to give the coordinating role to the Director of Policy and Community who was then able to utilise the resources of the existing Policy team. The appointment since 2002 of the Head of Performance Management has created another key resource which needs to be similarly coordinated. The contemporaneous joint area review of services for children and the stated intention to integrate the management of the two services places a greater importance on that coordinating role. The Chief Executive will develop more fully at the meeting how that coordination might best be achieved.
8. There will also be a particular need for coordination of the inspection of the political and managerial leadership and the Chief Executive will need to liaise in particular with the Leader and Deputy Leader of the Council and the Chair and Vice Chair of the Strategic Monitoring Committee as well as with the political group leaders.
9. Prior to the last Comprehensive Performance Assessment the Council had had the benefit of an IdEA peer review and the subsequent EFQM Assessment. That was able to inform the inspection process and assist in particular with the preparation of the self-assessment and for the review on site. If the Herefordshire inspection was to be early in the period September-December then the time available for a full IdEA peer review is potentially very limited. It is not yet clear when the Council will receive notification of the likely dates of inspection. There are, however, other forms of external review available to the Council and the Chief Executive will wish to describe at the meeting both the preferences and the different styles of review which might be available to the Council to assist the process.
10. It is important in the context of the self assessment to record the fact that under the recently published 2004 assessment the Council remains a good performing authority and but for the unexpected fall back in performance within the Social Care star ratings, would have had a service score which would enable it to aspire to excellent. The description which accompanied the 2004 Statement stated that "Based on its current plans Herefordshire is well placed to continue to improve the services it provides to local people". That is not to be complacent but simply to give the factual basis on which the Council goes forward to an early review under the revised comprehensive performance assessment in 2005.

Alternative Options

There are no alternative options which are applicable because the Council's position in the inspection timetable is determined by the Audit Commission.

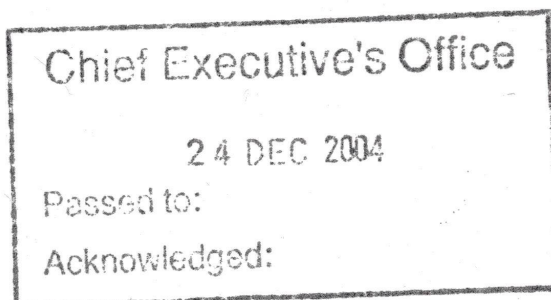
Risk Management

There are clear risks to the reputation of the Council. The Commission are consulting on reducing the number of overall categories from 5 to 4 thus categorising authorities as

excellent, good, fair and establishing a new category effectively merging those currently described as “weak” and “poor”.

21 December 2004

To all Chief Executives



Dear Colleague

Joint Area Reviews and Corporate Assessment: Provisional Timetable

In the recent consultation material on proposals for joint area reviews of services for children and corporate assessments, we stated our intentions to integrate the management of the two assessments as far as possible.

We are now able to set out the proposed timetable for the assessments beginning in September 2005 and ending in December 2008. This timetable in respect of the joint area reviews must be provisional at this stage since it needs formal approval by the Secretary of State under section 20(1)(a) of the Children Act. This cannot be done until the relevant section of the Children Act comes into force in the New Year.

This timetable has been agreed between the Audit Commission as the inspectorate responsible for the corporate assessments, and those inspectorates principally involved in the joint area reviews – Ofsted; the Commission for Social Care Inspection; and the Healthcare Commission. It has also been subject to consultation with other inspectorates and commissions involved, including HMI Probation who will use the timetable to plan the best match of joint area reviews with the inspection of youth offending teams after September 2005. The timetable has taken account of:

- the overall CPA rating for the council;
- the date of the most recent corporate assessment for the council;
- the CPA scores for education and social care in 2003;
- the dates of the last inspections of council education and children's social care services;
- the latest CSCI performance assessment judgement on children's social care services;

- the latest Ofsted inspection judgement on the effectiveness of the LEA;
- information from the Healthcare Commission;
- the need to secure balanced geographical coverage during the programme.

Before September 2005 we are proposing to conduct three jointly programmed joint area reviews and corporate assessment and one stand alone joint area review. Two of the jointly programmed assessments will be scored to contribute to the 2005 CPA rating of the councils concerned. The involvement of the areas identified for joint area review pilots is still subject to confirmation.

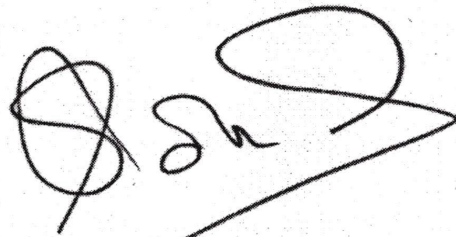
Following approval by the Secretary of State for Education and Skills in respect of the timing of the joint area reviews, we will confirm the timetable in the New Year. This timetable will give precise dates for the reviews to be conducted from September 2005 to March 2006, and thereafter, the period within the year for reviews planned from April 2006 to December 2008.

We intend to review the timetable each December, taking account of overall performance information, including the outcomes of the new annual performance assessments of council services for children. Revisions in respect of joint area reviews will be subject to the approval of the Secretary of State.

Yours sincerely



DAVID BELL
Ofsted



STEVE BUNDRED
Audit Commission

Provisional timetable for joint area reviews and corporate assessments

Spring/Summer 05 pilots (4)

(subject to confirmation)

- 1 Blackburn with Darwen
- 2 Sutton
- 3 Rochdale (rating for CPA)
- 4 West Sussex (rating for CPA)

September - December 05 (12)

- 1 Bournemouth
- 2 Enfield
- 3 Staffordshire
- 4 Stoke-on-Trent
- 5 Slough
- 6 Herefordshire
- 7 Calderdale
- 8 Wirral
- 9 Doncaster
- 10 Stockport
- 11 Windsor & Maidenhead
- 12 Hillingdon

January - March 06 (16)

- 1 Northamptonshire
- 2 Rutland
- 3 Salford
- 4 Trafford
- 5 Hounslow
- 6 Brent
- 7 Blackpool
- 8 Bristol City
- 9 North Somerset
- 10 Milton Keynes
- 11 Lincolnshire
- 12 Dudley
- 13 Wakefield
- 14 Coventry
- 15 Newham
- 16 Hackney

April 06 – March 07 (48)

- 1 Barnet
- 2 Bedfordshire
- 3 Bexley
- 4 Birmingham
- 5 Brighton & Hove
- 6 Bromley
- 7 Buckinghamshire
- 8 Cambridgeshire
- 9 Cheshire
- 10 Croydon
- 11 Cumbria
- 12 Devon
- 13 Ealing
- 14 Gateshead
- 15 Greenwich
- 16 Haringey
- 17 Harrow
- 18 Hartlepool
- 19 Havering
- 20 Isle of Wight
- 21 Isles of Scilly
- 22 Islington
- 23 Kensington & Chelsea
- 24 Kingston Upon Hull
- 25 Kingston Upon Thames
- 26 Manchester
- 27 Medway
- 28 Merton
- 29 Middlesbrough
- 30 Newcastle Upon Tyne
- 31 North East Lincolnshire
- 32 North Tyneside
- 33 North Yorkshire
- 34 Nottingham City
- 35 Oxfordshire
- 36 Peterborough
- 37 Plymouth
- 38 Redbridge
- 39 Rotherham
- 40 Sandwell
- 41 Sefton
- 42 Somerset
- 43 Sunderland
- 44 Swindon
- 45 Thurrock
- 46 Torbay
- 47 Wigan
- 48 Wolverhampton

April 07 - March 08 (48)

- 1 Barnsley
- 2 Bolton
- 3 Bracknell Forest
- 4 Bradford
- 5 Bury
- 6 Camden
- 7 City of London
- 8 Darlington
- 9 Derby City
- 10 Derbyshire
- 11 Dorset
- 12 Durham
- 13 East Sussex
- 14 Gloucestershire
- 15 Halton
- 16 Hammersmith & Fulham
- 17 Hampshire
- 18 Hertfordshire
- 19 Kent
- 20 Kirklees
- 21 Knowsley
- 22 Leeds
- 23 Leicestershire
- 24 Leicester City
- 25 Lewisham
- 26 Liverpool
- 27 Luton
- 28 North Lincolnshire
- 29 Northumberland
- 30 Poole
- 31 Richmond Upon Thames
- 32 Sheffield
- 33 Shropshire
- 34 Solihull
- 35 Southampton
- 36 Southend-On-Sea
- 37 Southwark
- 38 St Helens
- 39 Stockton-On-Tees
- 40 Suffolk
- 41 Surrey
- 42 Tower Hamlets
- 43 Walsall
- 44 Wandsworth
- 45 Warrington
- 46 West Berkshire
- 47 Westminster
- 48 York

April 08 - December 08 (24)

- 1 Barking and Dagenham
- 2 Bath and North East Somerset
- 3 Blackburn with Darwen
- 4 Cornwall
- 5 East Riding of Yorkshire
- 6 Essex
- 7 Lambeth
- 8 Lancashire
- 9 Norfolk
- 10 Nottinghamshire
- 11 Oldham
- 12 Portsmouth
- 13 Reading
- 14 Redcar & Cleveland
- 15 South Gloucestershire
- 16 South Tyneside
- 17 Sutton
- 18 Tameside
- 19 Telford & Wrekin
- 20 Waltham Forest
- 21 Warwickshire
- 22 Wiltshire
- 23 Wokingham
- 24 Worcestershire

RACE EQUALITY SCHEME – PROGRESS REPORT

Report By: Director of Policy and Community

Purpose

1. To note progress against the Action Plan which accompanies the Council's Race Equality Scheme.

Background

2. In line with the Race Relations Amendment Act (2000) Herefordshire Council published a Race Equality Scheme in May 2002 providing a framework for how the Council intends to promote race equality through:
 - Eliminating unlawful racial discrimination
 - Promotion of equal opportunity
 - Promotion of good relations between people of different racial groups
3. It is an integral part of the Race Equality Scheme that the Authority's progress is monitored. This report aims to highlight the progress..

Considerations

4. A revised action plan for the Race Equality Scheme was accepted by Cabinet in June 2004.
5. A report on the progress to date against the Equality scheme action plan is attached at Appendix 1.
6. Best Value Performance Indicator (BVPI) 2b sets out a number of actions against which the Council's performance is measured. The target for 2004/05 is 60%, however, due to the current review of the Council's racial complaints system the achievement of a 60% target may not be met.
7. Key initiatives to promote Race Equality from June 2004 to date included:
 - Holocaust Memorial Day 2005, organised through the Herefordshire Equality Partnership. The event will be commemorated using an exhibition developed by an organisation called Heartstone. The exhibition will mark Holocaust Memorial Day and be open to the public from 27th - 29th January. A larger, two-day conference is planned to be brought to Herefordshire in early June 2005.
 - Poster competition, produced by the Herefordshire College of Art to celebrate the Holocaust Memorial Day. The work will be presented at the Heartstone exhibition in January 2005.
 - Race Equality Awareness sessions for Herefordshire Council's employees led by the Herefordshire Race Equality Development Officer.

Further information on the subject of this report is available from
Yulia Tarbath, Policy Assistant on (01432) 383635

- In autumn 2004 the Herefordshire Equality Partnership together with Hereford United Football Club participated in the promotional anti-racism event called "Week of Action". Schools were asked to design a poster or write a poem with an anti-racist theme. The match was attended by over two hundred people.
8. There has been further progress on Diversity training delivery. This included:
 - During October, November and December 2004 senior managers and officers, participating in the first year of the Impact Assessment received the Impact Assessment and Respecting Customers and Colleagues training.
 - The wider Diversity training approach for all Council employees was proposed by the external consultants, who led the Impact Assessment training. It is also planned to provide the training to the Council's Race Equality Staff Group in early-mid 2005.
 9. Herefordshire Council has adopted a framework for the provision of translation and interpretation services. Further work to develop a monitoring and reporting system is currently being undertaken.
 10. Employees within the Council who speak languages other than English have been identified. This will contribute to the Council's work on translation and interpretation services delivery.
 11. The Council's Race Equality Scheme is currently under review. The revised scheme will be completed and agreed by 31st March 2005.
 12. Herefordshire Council's Travellers' Policy is being reviewed. The appointment of a Traveller Liaison Officer is planned early in 2005.




Recommendation

THAT progress to date be noted.

BACKGROUND PAPERS


- None

PROGRESS AGAINST OUR ACTIONS

	No progress made on action
	Action completed but outside of timescale
	Action completed within timescale

COUNCIL-WIDE ACTIVITIES

- To ensure that all Councillors, Council employees and those working with or for the Council understand their responsibility for implementing equalities, the standards of behaviour required by the Council and the consequences of unacceptable behaviour.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
CA2	Undertake research into minority ethnic residents within Herefordshire	An understanding of the spread of minority ethnic residents in Herefordshire	September 2004 Interim report December 2003	Interim Report received.		Currently waiting for the final version of the report to be agreed
CA3	Introduce amendments to policy development process and Forward Plan	A mainstreaming of race equality considerations into decision making	March 2005	Year One Impact Assessment is required to be completed by 28 th February 2005		Broader diversity impact assessments to be undertaken over the next 3 years and to be completed by 2007.
CA4a	Identify priority services based on new impact assessment.	An appreciation of those services having the greatest impact on and relevance to minority ethnic residents	April/May 2005			Year 1 services are to be assessed by 28 February 2005
CA4b	Develop and oversee the implementation of	A better alignment of services to the needs of				Awaiting the Year One Impact Assessment results

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	the implementation of monitoring procedures for all priority services	services to the needs of Herefordshire's residents	June 2005			Assessments results
CA5	Revise business planning framework and self-assessment	A mainstreaming of race equality considerations into service planning and delivery	April/May 2005			Awaiting the Year One Impact Assessments results.
CA6	Undertake further assessment of functions and policies	An up to date and robust approach to race equality	May 2007			The full Impact Assessment
CA7a	Provide equality training for all Council Members	A better approach to the promotion of equality, good race relations and elimination of discrimination	March 2004 Introductory event October 2003	Council Members received the Diversity training in January 2004.	😊	Council leaders are committed to further training
CA7b	Provide equality training for Cabinet and Strategic Monitoring Committee	A more focused implementation and scrutiny of the Council's approach to race equality	April 2004 (As Above)		😊	
CA8a	Review the formal complaints procedure to ensure that all explicit race harassment and victimisation complaints are accelerated into the formal procedure	A commitment to confronting and dealing with explicit racism within Herefordshire	December 2004	Policy procedure is to be revised		The procedure is currently under review
CA8b	Ensure a unique identifier for complaints relating to racial discrimination	A better appreciation of the number and scale of complaints of racial discrimination	December 2003	The pilot of the form has been completed.	😊	No complaints were received utilising the form Complaints system is currently

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	racial discrimination	against the Council	May to November 2003			under review
CA8c	Report on findings quarterly to the Steering Group and ensure appropriate corrective action	A mainstreaming of race equality considerations into service delivery	December 2003 (first report)		☹	
CA9	Publish annual report on the implementation of the Scheme	A greater awareness of what the Council has achieved in relation to the Scheme and its Action Plan over the year	July 2004	The report went to Cabinet in July 2004	☺	The report is available on the Council's website.
CA10	Ensure that Race Equality Implications are considered in the Council's approach to procurement	Ensure that Race Equality considerations are an important factor when securing goods and services from external suppliers	February 2004		☹	To be addressed as part of the current procurement strategy review. Appropriate element is contained in contract with Herefordshire Jarvis Services Awaiting consideration by Cabinet
CA11	To adopt a corporate approach to translation and interpreting services provision	Ensure that ethnic minorities have an equal access to all Council services	January 2005			October edition of Herefordshire Matters was translated into Russian, Portuguese and Spanish. Draft contracts have been drawn up for the provision of services and monitoring processes are being developed
CA12	To identify internal employees who speak other than English language	To enable a quicker response to the translation and interpreting requests	December 2004		☺	
CA13	Review the Race Equality Scheme and develop an action	An up to date scheme reflecting the needs of ethnic minorities, which	March 2005 (statutory requirement)			The scheme is currently under review

Race Equality Scheme – 2002/2003 action plan (final draft)

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	plan for 2005-2008	promotes racial harmony				
CA14	Contribute to the organisation of the Holocaust Memorial Day 2005	To promote diversity and race equality amongst the local communities	Exhibition – January 2005 Conference – June 2005			Herefordshire Council supported the event The event will be organised through the Herefordshire Equality Partnership.
CA15	Ensure that BVPI's 174 and 175 are met	To encourage reporting of racially motivated complaints, ensure accurate recording, reporting and that appropriate action is taken	March 2005			The complaints system is under review

SERVICE SPECIFIC ACTIVITIES

- To eliminate barriers for anyone who needs or wishes to access services delivered by the Council, including barriers relating to affordability, language, accessibility, culture and attitude.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
SA1	Develop and Implement formal monitoring of priority services in each Directorate/Department	A better alignment of services to the needs of Herefordshire's residents	April/May 2005			To be addressed through impact assessments and revised service planning guidelines
SA2	Include Race Equality considerations in the Council's Licensing Policy	Ensure that Race Equality implications are considered	December 2004		😊	The draft policy includes consideration of race equality issues.
SA3	To review the Council's Travellers' Policy and make appropriate recommendations	To ensure a better provision of services to Travellers	January 2005			Review underway
SA4	To appoint a Traveller Liaison Officer	A further development of Council's services to Travellers	Early 2005			

CONSULTATION

- To consult with the community, including its own employees, to ensure that people take part in identifying needs and allocating resources to meet those needs.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
C1	Refine policy development process	A mainstreaming of race equality considerations into key decision making	March 2004		☹	Race Equality issues are reflected in Staff Opinion Survey (SOS) and Community Safety Survey. The SOS 2004 will be analysed by December 2004. Impact assessment process is underway and the Draft Corporate Plan has regard to race equalities issues.
C2	Identify community groups for consultation purposes	The direct involvement of minority ethnic people in Council planning and decisions	December 2003	The Communities Against Racism, Herefordshire Voice and Herefordshire Council's Race Equality Staff groups are being used for consultation purposes.	☺	The Herefordshire Voice represents the ethnic make up of local population

EMPLOYMENT AND TRAINING

- To ensure that everyone is treated fairly in recruitment to, and employment with, the Council.
- To understand customers' needs by reflecting the diversity of the local community (such as ethnic origin, gender, age, disability, etc) in the workforce.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
ET1a	Further review of ethnic press to advertise Council vacancies.	Promotion of equality	May 2004	Reviewed but no further action taken due to cost implications.	😊	
ET1b	Analyse how easy the Council makes employment opportunities available	Promotion of equality	September 2004	The report was submitted to CXMT August 2004	😊	
ET2a	Review equality monitoring systems for employment to cover					
	Recruitment and selection	A fair treatment for all applicants	April 2004		😐	The recruitment and selection policy was reviewed. The report was submitted to CXMT in November 2004.
	Staff employed	A fair treatment of all staff employed	April 2004		😊	Staff opinion survey has identified areas for improvement
	Access to training opportunities		April 2004		😊	
	Staff involved in grievance processes	A fair treatment of all staff employed	April 2004		😊	

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	Staff involved in disciplinary processes	A fair treatment of all staff employed				
	Staff involved in harassment and bullying complaints					
	Staff who benefit or suffer detriment from performance assessment procedures					
	Staff turnover statistics					
ET2b	Report on the findings of statistics in relation to ET2a above in line with the requirements of the Race Equality Scheme	An equality balance with the wider economically active population	October 2003 (first report)		😊	
ET3a	Revise Staff Review and Development scheme to ensure that equality training is highlighted as part of the annual process	A mainstreaming of equality considerations into employee development	March 2004		😊	
ET3b	Revise policies to ensure that they comply with the equality statement including, for example, recruitment and selection, equal opportunities in	A better promotion of equality and elimination of discrimination	May 2004	Policies have been revised. Grievance and Discipline Policies are awaiting to be agreed.	😊	

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	employment, disciplinary procedures, grievance procedure and harassment and bullying procedure					
ET4b	All new starters to receive equality training as part of central induction	A better promotion of equality and elimination of discrimination	September 2004		😊	
ET4c	Training for each member of the Managers' Forum	A strategic management and mainstreaming of race equality implementation	January 2004		😊	
ET4d	Training for all Complaints Officers	A mainstreaming of race equality issues into service delivery	March 2005		😞	The Complaints Officers will receive the relevant training before March 2005
ET5	Incorporate diversity training workshop into the generic skills training programme – run two modules	A better promotion of equality and elimination of discrimination	April 2004 - ongoing		😊	Managers' Forum attendees received the Diversity training before April 2004. Further training was arranged for Year 1 Impact Assessment Managers. Training for Year 2 and 3 managers will be scheduled next year. The Corporate Diversity training approach was proposed by the external consultants.
ET6	All managers to take a proactive approach to equality and	A better promotion of equality and	March 2005 – management			Staff opinion survey has highlighted areas for

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
	proactive approach to eliminating racist jokes and inappropriate comments/behaviour	equality and elimination of discrimination	management competencies December 2005 – Staff Opinion Survey			highlighted areas for improvement
ET7	Develop support networks for minority ethnic staff	A better promotion of equality and elimination of discrimination	December 2003 Levels of interest being sought through Core News September 2003	The Staff Group has been set up and has been meeting monthly since October.	😊	The Race Equality Staff Group is going to receive training, which will help to support and maximise the benefit of this group for the Council
ET8	To provide Diversity Training to the Staff Group	To enable the Staff Group to provide better support and advice to the Council's BME employees	May 2005	Diversity booklets were piloted with the Group. The Group agreed that it gave them a better understanding of diversity and the issues that affect different people.		The training programme has been proposed by the external consultant

LOCAL PUBLIC SERVICE AGREEMENT UPDATE**Report By: County Treasurer****Wards Affected**

Countywide.

Purpose

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

Financial Implications

2. As detailed in the attached Cabinet report dated 13th January 2005.

Background

3. The report to Cabinet on 13th January 2005 is appended. Any views expressed by Cabinet will be reported to the meeting.

RECOMMENDATION

- THAT**
- (a) the contents of the attached Cabinet report dated 13th January 2005 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 on the Local Public Service Agreement Update - 13th January 2005.

LOCAL PUBLIC SERVICE AGREEMENT UPDATE

PROGRAMME AREA RESPONSIBILITY – CORPORATE STRATEGY AND FINANCE

CABINET

13TH JANUARY 2005

Wards Affected

No wards are affected.

Purpose

To notify Cabinet on progress towards developing the second Local Public Service Agreement (LPSA2) with the Government.

Key Decision

This is not a Key Decision.

Recommendation

That members agree the revised timetable as set out in paragraph 5 and comment on:

- (a) The feedback to the original draft submission from the Office of the Deputy Prime Minister (ODPM) in Appendix 1; and**
- (b) The updated draft priority outcomes and performance measurements in Appendix 2.**

Reasons

Cabinet members need to agree the timetable in developing LPSA2 and ratify the current draft proposals being put forward for stretching performance across services in Herefordshire.

Considerations

1. The second LPSA commences on 1st April 2005, and like the current agreement will last for three years. Cabinet members have been sent the original draft submission to the Office of the Deputy Prime Minister (ODPM) outlining the Council's approach to LPSA 2 and the service priorities within the county. The response to this submission has only just been received from the ODPM and the Council is required to reply to these proposals before a more detailed submission is made.

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

2. The letter from the ODPM is attached as Appendix 1 to this report and the main points are summarised below:

- The Council's approach to Partnership working is seen as highly beneficial and ministers are keen on this being strengthened for LPSA 2.
- There are some service omissions, however, highlighted within the draft and a significant amount of work needs to be carried out on establishing outcome focused targets.

More specifically:

- An indicator around reducing the earnings gap between Herefordshire and the national average is likely to be too problematical.
 - Better outcome measures need to be developed for the 'improving the quality of life for older people target'. Signposting to local services and increasing the number of direct payments are not acceptable outcome measures.
 - Two omissions identified within the Social Care area are reducing the number of falls (within LPSA 1) and helping people with learning disabilities to live at home.
 - Greater clarity is required between the alcohol related crime and anti-social behaviour targets.
 - Greater clarity in regard to the transport and environmental targets in terms of outcomes. The ODPM has noted the omission of the non-principal road maintenance score as an area for improvement.
 - The discussions on LPSA2 early drafts with ODPM did not include the need for a Children's Services target. Herefordshire considers that this is essential to local priorities for delivering the national "Change for Children" agenda and supporting its introduction locally, alongside assessment of areas for improvement. This view has been supported by the ODPM feedback letter.
3. Many of the points raised by the Government departments have already been addressed by the Steering Group of officers across organisations within Herefordshire. These include the focus on outcomes, the addition of targets relating to looked after children and a realisation that an earnings related target is likely to be unachievable under the LPSA timescales. There are some new points, however, which will require a response and these specifically relate to the highlighted omissions around road maintenance, learning disabilities, preventing falls for older people and the wider educational attainment target at GCSE. An officer response to these will be tabled at Cabinet.
4. Appendix 2 provides a detailed update of how the Steering Group has developed its thinking against the draft submission. Considerable progress will need to be made in January in agreeing targets which are outcome focused and which also tie in with the risk based approach the Council needs to adopt. These are both important in securing an LPSA which will ultimately be successful both in terms of financial reward but also in converging with Herefordshire Plan priorities.
5. The draft timetable in the previous Cabinet report had planned for a government response by 22 October 2004. The development of the detailed targets would,

therefore, follow on from this date so Cabinet members need to note considerable slippage in the timetable. The proposed revised timetable, which will need to be agreed with the ODPM, is as follows:

13th January	Cabinet receive LPSA2 update and consider officer responses to the ODPM feedback
14 January	Formal response made to ODPM on revised priority areas
21 January	Update provided to Herefordshire Partnership Board.
28 January	Completion by steering group of draft agreement for negotiation with ODPM
Early February	Cabinet and Herefordshire Partnership Board approval of draft agreement
February	Detailed negotiation of draft agreement with government departments
Late March	Cabinet and Herefordshire Partnership Board approval of LPSA 2

6. Cabinet Members are reminded that it was originally intended for Performance Reward Grant for LPSA 1 to be rolled forward into pump priming LPSA 2. It has been prudently estimated that this will amount to at least £1.5 million with an additional £950,000 as a direct grant for LPSA 2 from Government. The latter grant is not reliant on performance.

Alternative Options

Not applicable.

Risk Management

Failure to negotiate achievable stretched targets will result in the loss of potentially significant Performance Reward Grant for the Council. Additionally, failure to focus on priorities within the Herefordshire and Corporate Plans may have a detrimental impact on future commitment to the LPSA from all organisations. This will not only affect the Council financially but also in corporate performance assessments.

Consultees

There are no consultees.

Background Papers

PSA Report to Cabinet on 14th October 2004

PSA Report to Cabinet on 18th March 2004.

James Collier
Business Manager
Local Government Public Service Agreements
Division
Zone 5/H9
Eland House
Bressenden Place
London
SW1E 5DU

*By e-mail only to
atanner@herefordshire.gov.uk*

Andrew Tanner
Assistant County Treasurer (Audit and Financial Policy)
Herefordshire Council

Direct line: (020) 7944 3531
Fax: (020) 7944 4019
GTN: 3553 3531
E-mail: james.collier@odpm.gsi.gov.uk

Web site: www.odpm.gov.uk

17th December 2004

Dear Andrew

Herefordshire's Second Local PSA - Priorities for Improvement

Thank you for your submission of 18 August setting out Herefordshire's proposals for your Second Generation Local PSA. We have now consulted Government Departments, the Government Office West Midlands, and the Audit Commission Relationship Manager. The overall government response to your proposed priorities for improvement in Herefordshire is set out below. I am sorry that this has taken longer to provide than you had been led to expect.

At this stage, the focus is on agreeing the priorities for improvement locally. The selection of appropriate indicators will follow, after which will come the negotiation of figures that will define the 'stretch' in performance Herefordshire must achieve to receive the reward grant. That said, where colleagues or ODPM have provided comments that may be relevant when you move on to the next stage of precise specification of indicators we have included them here for your consideration. These are not intended to be comprehensive, and they do not need a response before that next stage.

We were glad to see that your authority has engaged with the Herefordshire Partnership, and we would encourage you to develop these linkages as your LPSA2 develops. Ministers are very keen to see these strengthened in the second round, and your partners will prove invaluable to the delivery of your local improvement priorities. We also welcome the attention your priorities give to rural issues and their integration within your document.

There are, however, one or two omissions that we would wish to raise with you, and these are set out below in the commentary to your priorities and a section toward the end. Also, in a number of cases the priorities you set out relate to processes, rather than the outcomes you seek. To help the process along, we have inferred the outcome you may intend, and invite you to say whether we have interpreted your intentions correctly.

Priority Theme 1 - Learning and Skills and the Economy

We have interpreted your proposal as identifying three priorities for improvement within this headline:

- More adults achieving certain qualifications

- More employees achieving certain qualifications
- A reduced gap in weekly earnings between Herefordshire, the region, and England

If this is a correct interpretation, then we agree this priority for improvement.

Regarding the first two elements, we would want you to use indicators measuring achievement of substantive qualifications - enrolment or participation are not measures of outcomes. DfES can advise what the relevant qualifications could be. The number of economically inactive persons is likely to be acceptable. But we would see IIP certification as a means by which organisations might improve, not an outcome in its own right.

In considering which kinds of qualifications you wish to improve, we would recommend considering the skills in demand in the area. The LSC's Strategic Area Review would have relevant indications.

On the local economy, the outcome here is clear but the selection of a suitable indicator could prove complicated. The local earnings relative to the region and England seems entirely relevant, but are changes in the data for a single small local authority area sufficiently reliable to form the basis of substantial reward grant? Changes in number of VAT-registered businesses is not a measure of the desired outcome, and does not take account of business size or indeed whether that company actually adds to the local economy.

Priority Theme 2 - Caring, Active and Healthy Communities

We have interpreted your proposal as identifying two priorities for improvement within this headline:

- Improving the quality of life of older people
- More people actively involved in community activity

If this is a correct interpretation, then we could accept that these might be priorities for improvement locally. However, the difficulty we have encountered with community activity type targets is in identifying an objectively verifiable and quantifiable outcome measure by which to judge performance. As such, whilst we acknowledge that this is an area Herefordshire is keen to promote, we are doubtful that such a priority could be developed into a satisfactory target for LPSA2 purposes.

We would be more positive towards an outcome of "improving the quality of life of older people". Whilst ostensibly similar to your first outcome, 'more people helped to live at home' is a measure of the input performance of the authority. The suggested indicators are unpromising, and stray some way from the intended outcomes, but we can probably work with you to find something we could agree as a relevant outcome measure.

Numbers of people "signposted to low-level support services" is clearly an input measure and unacceptable, whilst the numbers receiving direct payments is a measure of a means not an outcome. ODPM and DH are discussing a potential measure of quality of life of older people.

Numbers of people *living in* dwellings that do not meet the Decent Home Standard (not just numbers of dwellings) is arguably an outcome measure, but the DHS targets may leave you with little scope for "stretch" in performance to justify much reward grant. Improvement in home energy efficiency - though an input measure - is well evidenced as a

leading indicator of the outcomes of reduced fuel costs to occupiers and reduced emissions. However, we need to consider whether these aspects of "quality of life of older people" really are priorities for improvement, since the connection is rather indirect.

You might alternatively consider looking at certain health improvements, such as reducing falls. These provide measurable outputs that would contribute towards the quality of life of older people. This approach might also allow you to capitalise on synergies between the various agencies involved in the provision of services to older people through joint working.

In terms of omissions, CSCI noted the Council's reduced and low performance under indicator C30, 'people with learning disabilities being helped to live at home'. They have also pointed out that only 86% of clients are receiving care plans, and only 50% a review, these figures being respectively short of the national targets and the average of your comparators. You might therefore consider a priority of improving the quality of life of disabled people. We would welcome your response as to why this was not considered one of the priorities for improvement locally.

Priority Theme 3 - Liveability

Within this theme we have interpreted your proposal as identifying three priorities for improvement, whilst we are unclear as to the outcome desired in two of the areas. Those we are clear on are:

- Reducing the amount of alcohol related crime
- Reducing the amount of antisocial behaviour
- Reducing the amount of total waste/waste sent to landfill

On the first, though the outcome is clear there would have to be confidence that Herefordshire and your partners in the Police could reliably distinguish violent crime and crime and disorder, and the alcohol-related elements within these. We would ask for further clarity and an assurance that appropriate data (including current performance) is available before we agree these priorities. The Home Office report "*Alcohol-related crime and disorder data: guidance for local partnerships*" may be of help in this.

There is a lot of overlap between the two crime targets, which could be problematic in terms of justifying reward grant. For both to go forward we would have to be sure that we could justify the reward grant for not only reducing the number of incidents, but also in reducing the number of alcohol related crimes on top of this. On the face of it, this may not be possible.

It is worth being aware at this stage that Ministers do not wish survey evidence to form the basis for more than a moderate share of the reward on a target, and so it would be worth giving further thought to the full range of indicators you might use to measure anti-social behaviour. Additionally, tied in with these priorities you might also wish to consider an indicator based around the successful completion of treatment for alcohol-related illness.

With your priority on waste, the outcome is clear and we support this. You might wish to consider targets to increase recycling and composting (BV82 a&b), and/or to reduce waste per head (BV84) as well as a reduction in waste sent to landfill (BV82d), though this discussion can be continued in the next stage of the LPSA process after you have submitted indicators. The performance improvement we seek under any landfill indicator

will be influenced by the Landfill Allowance Trading Scheme, as we cannot reward you for the same performance.

There are two areas in this theme where we are unsure of the outcomes you are looking for:

- Increasing walking, cycling and public transport use
- Improving public rights of way and footways

On the first, it is unclear what end result you want to achieve - is it a modal shift, less congestion, road safety, improved health? We shall await your response before deciding on this priority. We note that in terms of bus patronage numbers, you currently have a relatively low target for growth, and we would be happy to look at your proposals in this area. Furthermore, though your KSI figures on road safety are on target, recent accident levels would have had the effect of pushing up Herefordshire's figure for this year and it might therefore be that this should be considered as a priority for improvement.

We are also unclear what outcome it is you intend under the 'Streetscene' heading - is it time taken to make journeys (which would overlap with priority h on transport) or the number of injuries on the streets? If so, would the latter apply only to the elderly? Mobility is apparently an issue for older people in the county, but mainly in terms of access to services, which this priority does not attend to. The declared outcome is clearly an output, and we will have to reserve agreement on this priority until it is clearer what outcome you are seeking here. Additionally, according to our figures your latest BVPI figure for footways is no worse than average. However, your non-principal road condition scores, especially non-principal classified roads, are very poor and you might therefore consider this as a priority for improvement.

Geographical Pilots

We are not yet certain what your intentions here are, and we would be happy to discuss this matter further if you wish to pursue it. However, it should be noted that you could not receive reward grant twice both for the achievement of an overall target and again for that same improvement in a specific location.

Other areas to consider

We have noted your section on areas of underperformance not included in LPSA2. However, we have raised concerns over certain omissions, some of which have been covered in the commentary above.

In addition to these, CSCI has asked you consider the educational outcomes, school attendance, and long-term stability of Looked After Children, all of which we understand requires improvement.

More widely, we are not persuaded that your explanation for the absence of any children's services targets is adequate. Although the focus on older people is laudable, your LPSA2 should be about whatever is a priority for improvement locally, irrespective of whether these apply to older people, adults or children. We would therefore ask that you look again for priorities for improvement within children's services. DfES has asked you to consider a focus on encouraging and supporting the development of broad and balanced learning opportunities for 14-19 year olds. This would contribute to addressing the skills shortage

and is a priority for the Authority as agreed with the DfES in Herefordshire's Compact. A possible indicator is improving the % of pupils achieving GCSE 5 A*-G and equivalent qualifications. The equivalents part of the indicator would include all qualifications approved for use pre-16 on an equivalent basis. We note that in comparison to the Ofsted statistical neighbours, in 2004 Herefordshire was in the bottom quartile for performance at GCSE 5 A*-G.

With only 10 priorities in your submission, some priorities involving children would also prove advantageous should we fail to overcome some of the obstacles in the other headings.

In terms of next steps, for those areas where we are both in agreement on the choice of priority, as indicated in this letter, you can now start putting together proposed indicators taking into account those points made below. For the other areas you will need to address the points raised and return to us with revised or additional outcomes. Additionally, we would ask that you respond to the omissions highlighted.

Clearly the timetable has slipped substantially, and my apologies for our contribution to that. Hopefully, once we have settled at a list of priorities we can move on with greater pace to the selection of indicators and negotiation of stretch. I look forward to hearing from you in due course.

Yours sincerely,

James Collier

APPENDIX 2

SECOND GENERATION LPSA - PROPOSED PRIORITIES AND OUTCOMES

Priority Element	Proposed outcomes and performance measurements as at December 2004
<i>Adult Learning and Skills</i>	<p>A more highly qualified adult population measured by:</p> <ul style="list-style-type: none"> the number of learners achieving a skills for life qualification the number of Herefordshire residents achieving a Level 2 and a Level 3 qualification
<i>Workforce Development</i>	<p>More sustainable employment and skills opportunities in Herefordshire measured by:</p> <ul style="list-style-type: none"> the percentage of people employed in technology and knowledge intensive industries the percentage of people with a Level 4 NVQ the number of employers reporting hard to fill vacancies because of skills shortages and skills gaps the economic Inactivity rate participation in Higher Education availability of adult apprenticeships
<i>Ability for Older People to Live Independently</i>	<p>More people helped to live independently and who find it easy to access appropriate local services measured by:</p> <ul style="list-style-type: none"> the number of journeys carried out by volunteer drivers within the Community Transport

	<p>schemes</p> <ul style="list-style-type: none"> • the number of multi service trips such as libraries; medical related journeys and access to leisure and cultural services • the number of people contacted by the 19 Signposting Scheme partners and signposted to preventative services • the number of people who take up preventative and sub-threshold services following signposting • the number of Carers receiving assessment and services resulting from the Signposting Scheme • the number of these carers assessments (resulting in at least one improvement in quality of life) • the number of Pension Credit claimants processed through Welfare Rights Team • the number of Attendance Allowance claimants processed through the Welfare Rights Team activity • the number of Council Tax Benefit claimants aged 60 or over processed by the Welfare Rights Team • the amount of additional benefits claimed by Herefordshire residents, processed by the Welfare Rights Team • the percentage of assessments or reviews which lead to a service being provided • the number of adults and
--	---

	<p>older people (aged 65 and over) who take up the opportunity for Direct Payments</p> <ul style="list-style-type: none"> households receiving intensive home care per 1,000 population aged 65 or over number of individuals trained to NVQ Level 2/3 in care associated qualifications
Active and Involved Communities	More people actively involved in community activity. Limited progress has been made against this priority area.
Alcohol Related Crime and Disorder	<p>To reduce alcohol related crime and disorder in Hereford City measured by:</p> <ul style="list-style-type: none"> the number of alcohol related incidents in Hereford City the number of referrals to the Community Alcohol Referral Scheme the number of new contacts made with the Community Alcohol Service
Tackling Anti Social Behaviour	<p>To reduce anti-social behaviour in identified hot spots in Herefordshire measured by:</p> <ul style="list-style-type: none"> the number of recorded incidents of nuisance inappropriate gatherings the number of recorded incidents of nuisance neighbours the number of recorded incidents of noise nuisance the number of recorded incidents of nuisance behaviour
Herefordshire's Transport	Reduce congestion and impact of transport on the local environment and improved health and well being through increased physical activity measured by:

	<ul style="list-style-type: none"> the number of walking trips into the central area of Hereford the number of cycles parked at public cycle parking facilities in Hereford City and the number of cycle trips
<i>Streetscene</i>	Measurements and outcomes still being developed
<i>Waste Management</i>	More bio-degradable waste being diverted from landfill. Detailed targets currently being drawn up as part of the Joint Waste Strategy with Worcestershire.
<i>Children's Services</i>	<p>Overall local outcome still being developed but initial discussions based on the following:</p> <ul style="list-style-type: none"> Foster placements and better development progress in family settings Looked after children - performance in school at 16 and opportunities post 16 Development of target around the Herefordshire Child Concern Model Performance improvement for pupils not achieving 5 A*-C (approx. 40% of cohort) Increasing the level of secondary school attendance to meet or exceed comparison with peers (statistical neighbours)

DEVELOPING THE CHILDREN'S AGENDA IN HEREFORDSHIRE - CHANGE FOR CHILDREN

Report By: Chief Executive

Wards Affected

County-wide.

Purpose

1. To note a report on the Change for Children and Local Performance Improvement Agenda and the next steps locally.

Background

2. The report to Cabinet on 13th January 2005 is appended. Cabinet's decision will be reported to the meeting.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

DEVELOPING THE CHILDREN'S AGENDA IN HEREFORDSHIRE - CHANGE FOR CHILDREN

PROGRAMME AREA RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

13TH JANUARY, 2005

Wards Affected

County-wide

Purpose

To receive a report on the Change for Children and Local Performance Improvement Agenda and the next steps locally.

To agree arrangements which will support the change/improvement and the preparation for JAR (Joint Area Review) now provisionally set by the Audit Commission for autumn 2005.

Key Decision

This is not a Key Decision

Recommendation

THAT Cabinet agree:-

- **to work with partners to establish a Children's Partnership Board and to agree this may well form the groundwork for a Herefordshire Children's Trust (as outlined in paragraphs 4 and 5);**
- **to agree in principal to set up a Change/Improvement/Development Team to support the Children's Services Directorate Leadership Team and the short-term investment needed;**
- **to identify, as part of the current budget considerations, the resources needed to meet the costs of the Change Team;**
- **to introduce lead roles for School-Strategy and Change, and Adult Social Care/Strategic Housing as described in paragraphs 13 and 14 (noting that the Cabinet Member for Children has already signed a decision notice to agree the Schools leadership role be undertaken by Mr. Ted. St. George, Head of Inspection Advice and School Performance). This approach was agreed, in principle, by Cabinet on 21st October, 2004.**

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

Reasons

To keep Cabinet informed on the change programme looking ahead.

Considerations

1. The Every Child Matters (ECM) outcomes framework has now produced a template for a national and local change programme - including performance targets and measures (attached).
2. Herefordshire has now experienced the introductory conversation meeting with the Regional Change Advisor, CSCI Business Relationship Manager and the Children's Service Improvement Advisors (Education).
3. A self-assessment matrix was produced for the meeting (attached), on the readiness of the Council to move on Change for Children. This matrix was broadly agreed by the Regional Change Advisor before being report nationally.
4. There is an expectation that there will be a "Children's Trust" locally by 2006. Children's Trust arrangements will have four essential components:
 - professionals enabled and encouraged to work together in more integrated front-line services, built around the needs of children and young people;
 - common processes which are designed to create and underpin joint working;
 - a planning and commissioning framework which brings together agencies' planning, supported as appropriate by the pooling of resources, and ensures key priorities are identified and addressed; and
 - strong inter-agency governance arrangements, in which shared ownership is coupled with clear accountability.
5. The basis of Children's Trust arrangements can be determined locally. It is anticipated that the components described could and should be promoted and arranged by a new Children's Services Partnership Board. The feasibility of using this route is supported by the good track record of Partnership work in Herefordshire. Given that the Children Act 2004 gives a particular leadership role to Local Authorities in securing co-operation, it is necessary for Cabinet to support the direction of developing a Children's Partnership Board as a Children's Trust Approach, subject to proper discussions with key partners and stakeholders.
6. The priorities for the first year from January 2005 can be outlined as:-
 - Keeping the focus on outcomes for children
 - Creating a strong local partnership focused on wellbeing for children - a Children's Trust "approach".
 - Preparing for a Joint Area Review of Children's Services in Herefordshire.
 - Promoting and sustaining the right professional leadership in each key area.
 - Driving appropriate change to secure the next steps locally.

- Keeping services safe and ensuring further implementation of the Child Concern Model.
 - Promote early intervention and achievement alongside, quality and choice.
 - Clarify accountability and governance to ensure risk management.
7. The ECM - Change for Children document has been published and this may require a revision of the priorities. Further guidance documents are to be published through to September 2005, the majority coming by May 2005.
 8. In order to respond to the change programme and prepare for the provisional JAR date of autumn 2005, a change team needs to be established. The change team will report to the Children's Services Directorate. The CPA/JAR programme will be confirmed later in January 2005.
 9. The team should have a change manager, a "performance support" officer, current performance leads, information sharing project officer, secondment for at least a term of head/deputy head secondary schools and head primary school, and contribution from links to the group formed to co-ordinate the approach to inspections in the Children areas outside Social Care and make connections to CPA expectations.
 10. The performance assessment for Children's Social Care 2003-04 did fall in the November announcement, leading to a loss of a star overall. The focus was on re-registrations on the child protection register as well as life chances. The improvements needed were reported to Cabinet early this year in the CSCI (Commission for Social Care Inspection) annual review letter.
 11. The education yearly stock-take did recognise the need to improve on school attendance and achievement for vulnerable children and children with complex needs (including looked after children).
 12. The performance improvement needs further attention both on direction and delivery, and this adds to the agenda of a change and improvement team. The children's social care direction requires increased local fostering resources and family support. This will be further outlined in a report to Cabinet later in January 2005.
 13. Enhanced interim roles to support the Interim Director of Children's Services and Director of Social Care & Strategic Housing (for the next year) and demonstrate the Council's commitment, need to be established for schools leadership and adult social care/strategic housing leadership. These need to be established immediately. Whilst these need to be evaluated, it is anticipated they would be evaluated within HOS 3, i.e. broadly in line with existing Head of Department roles.
 14. Consideration needs to be given to expanding CXMT to include the lead roles for School Improvement/Development and Adult Social Care/Strategic Housing. Whilst the Director of Social Care and Strategic Housing can hold the latter role, at least initially, because of her professional background, this will not be sustainable in the longer term. It may well have to be resolved pre the JAR. In the former case of schools, however, it is essential reassurance to schools that there should be professional representation of their interests at CXMT and that the school contribution to the Change for Children programme has a significant voice in the Council's arrangements.
 15. In addition, the new Children's Services Directorate will need to have head of profession roles for special needs and social care. It would seem appropriate to

scope these roles and include them in Head of Service reviews of salaries in 2005.

16. In order to enable the leadership role in adult social care/strategic housing to be effective, support is needed to change learning disability services. A contribution to a change manager role will be required.
17. The change programme needs to be understood and guided by both the Lead Member, Cabinet and Members more broadly.
18. The governance arrangements of the NHS and other Children's Programmes, including the voluntary and independent sectors, need to be part of the broader understanding, commitment and developments. The duty to co-operate must be present at strategic and front-line levels. This needs to build on the effective practice already in place in Herefordshire.

Alternative Options

There are no alternative options

Risk Management

The reputation of the Council in relation to CPA and the progress on the Children's Agenda needs to be high priority. The arrangements outlined would give the necessary capacity.

Consultees

Not applicable.

Background Papers

None identified.

Financial Assessment

It is necessary to ensure a dedicated change team is appropriately resourced. Short-term ring-fenced investment is required. Appropriate team support costs and the support for change in learning disabilities would need to be added to the resources needed. The children's change team would be for 2 years (subject to review) the learning disability resources for 1 year (subject to review).

Guidance to completing the intelligence gathering matrix – HEREFORDSHIRE COUNCIL DECEMBER 2004

Question	Definition of 'mature'
1. How does the local area manage the change process?	<p>There is dedicated, full-time resource allocated to the change process and clear mechanisms for reporting to senior staff.</p> <p><i>The newly appointed Director of Children's Services (12th November 2004) is in the process of proposing an approach to the Chief Executive which is likely to include a change team to explore options and develop an action plan for change in the next 4 months (?); this will build on the work by a group that made recommendations to the chief executive prior to the appointment;</i></p> <p><i>the change team would report to the leadership team of the current education and children's services in the council;</i></p> <p><i>a stakeholder day in Spring 2005 will begin to develop the county's strategy for children based on the ECM framework;</i></p> <p><i>a high level Children and Young Person's strategy Board will be developed in early 2005 chaired by the Director of Children's Services. The CYP Strategic Board could act as a "trust board" ensuring that in the development of any strategic plan for children and families in Herefordshire it encapsulates a shared vision based on</i></p> <ul style="list-style-type: none"> <i>• mapping/analysis of needs and resources</i> <i>• ensuring resources are appropriately targeted.</i> <i>• any organisational changes e.g. integration following a child centred outcome based approach</i> <i>• involving children and their families in the planning/evaluation of services</i> <i>• monitoring outcomes around the 25 aims of Every Child Matters.</i> <p>DEVELOPING</p>
2. What measures has the authority put in place to maintain and improve its existing	<p>A joint analysis of risk has been completed and there are clear mitigation strategies in place to ensure that existing statutory service provision is maintained and improved.</p>

<p>statutory service provision (e.g. safeguarding children, looked after children services, school attendance, special educational needs, adoption services) while it manages the change process?</p>	<p><i>The new leadership team under the DCS will build on the current arrangements that are in place by developing a risk plan as part of any proposals.</i></p> <p>MATURE</p>
<p>3. What support does the local area require in managing their change programme?</p>	<p><i>To include any technical advice on mapping; leadership workshops locally; national protocols for sharing information across all professionals; best practice signposting.</i></p>
<p>4. How far has the local area progressed with a needs analysis?</p>	<p>Needs analysis is complete and clearly linked to outcomes for children, young people and families. Establishes a clear baseline and an analysis of local need against the outcomes. Evidence that all partners were meaningfully involved - including the voluntary and community sectors, children, young people and families. There is a good understanding of how the market of providers (statutory and non-statutory) can meet the needs of children, young people and families in the area.</p> <p><i>In December/January 2005 the IMPACT team (Health/social care planning) is working with Connexions in mapping need and to translate in to terms of ECM and the 25 aims. Considerable work has been undertaken by Children's Fund; Early years; Surestart; CAMHS and there is work to be done to ensure that these are linked and developed into an overall base document which can be used to produce a county wide commissioning strategy</i></p> <p>DEVELOPING</p>
<p>5. Has the local area undertaken a childcare needs analysis to establish demand for places?</p>	<p>Childcare supply is mapped, demand and need are assessed, weaknesses and market failures are identified. Well-targeted plans are in place for ensuring sustainable, flexible provision in response to local need/demand and are agreed with partners and providers. Needs analysis gives specific attention to the needs of lower income parents who are working or aspiring to work.</p>

	<p><i>The Herefordshire Early years Development and Childcare partnership has mapped the needs and the supply across the county. The published EYDCP Audit report 2003 reflects this and identifies further actions. The 2004 report is being compiled. SureStart has a clear delivery plan. (2004-2006) .</i></p> <p>DEVELOPING</p> <p>Vision has been agreed with all partners and children, young people and families have been consulted. The vision is documented and includes clear local priorities / targets.</p> <p><i>Herefordshire has well described approaches in all the major areas of intervention. The development of the CYP Strategic Board will contribute to a more coherent approach and develop the overall vision within the aims of ECM. A multi agency project group has been set up (meets in December 2004) to agree approach to the NSF.</i></p> <p>EARLY STAGES</p> <p>Joint analysis of the workforce has been completed. This includes skills audit and the identification of training needs. Clear joint plan agreed for tackling gaps, using the Common Core of Skills and Knowledge. This should include all partners.</p> <p><i>Social Services (Children) have a training/development officer will be contributing to the workforce development strategy. Has begun identifying shared needs with partners in child protection. Workforce needs have not been collated across the agencies.</i></p> <p>EARLY STAGES</p> <p>Joint consideration has been given to issues of recruitment and retention and action is being taken. Local area is aware of the common core and is planning for its implementation. Plans include joint training for a wide range of staff. Work includes all partners.</p> <p><i>The project group formed re the NSF will ensure there is an awareness raising programme</i></p>
6. What progress has the local area made on agreeing a shared vision?	
7. What has the local area done to establish an understanding of the current workforce?	
8. What plans are there for workforce development?	

	<p>across the multi agency staff group which will incorporate the ECM direction. This will be commenced when the DCS with partners has finalised the next steps in Herefordshire with an appropriate time frame. This will be clear by the end of January 2005.</p> <p>Specific joint workforce plans are envisaged in the integration of the children with disabilities and illness service being developed. A joint service manager across social services and health is to be advertised in January 2005.</p> <p>Joint training is undertaken in child protection and in the development of the Herefordshire Child Concern Model. CAMHS has a developed multi agency training programme.</p>
<p>9. What progress is being made to integrate services at the front-line?</p>	<p>DEVELOPING</p> <p>Evidence that innovative and successful services are being delivered through a range of integrated teams at the front-line, according to need. These are coordinated into a broader strategy.</p> <p><i>Specific examples are the CAMHS service, as well as the Youth Offender Service and the early years Child Development Centre. Discussions have commenced between PCT and the Council of the development of a building which will allow co-location of staff.</i></p> <p><i>As part of the work of the DCS's change team areas of integration are to be identified. The children with disabilities and illness are to be integrated between health and social care. A joint service manager aimed at being in post by April/May 2005. Areas already identified for initial development includes defining lead professional(key worker roles); single assessment(common assessment framework); single access point; information sharing</i></p>
<p>10. What consideration has been given to the concept of a lead professional?</p>	<p>DEVELOPING</p> <p>Evidence that a framework for lead professional is being developed at a local level and being trialled across agencies with accountability and frameworks for support in place.</p> <p><i>There are examples of lead professional in child protection (clear procedurally) and the development of a lead professional through the Child Concern Model which identifies</i></p>

	<i>vulnerable children at an earlier stage. Formalised protocols require multi agency development and approval as a next stage. – within 12-18 months</i>
11. What progress is being made in developing children's centres?	<p>DEVELOPING</p> <p>Clear strategy for children's centre development agreed across all partners and seen as an integral part of the overall vision for children's services. All implementation plans approved by the department and some children's centres already designated.</p> <p><i>There is a clear plan to develop 3 Children's Centres in the County. We are on target for 2006. Details are in the SureStart Plan 2004-2006. All key partners have been involved in the development.</i></p> <p>DEVELOPING/MATURE</p> <p>Clear strategy for extended school development agreed across all partners. 'Core' of extended services is available in all schools, either on site or across a cluster of schools/other providers. Some schools offering a wider range of extended services.</p> <p><i>There is an extended school co-ordinator in the Council and at this stage just under 25% of the schools in Herefordshire have developments which could be described as part of the "extended" approach.</i></p> <p>DEVELOPING</p> <p>Other examples clearly linked into a wider joint strategy.</p> <p><i>Specific areas of work have developed co-location(children with disabilities, YOS, CAMHS, Child Development Centre). Co location is being considered in child protection at the police family protection unit. Overall joint strategy is to be developed</i></p> <p>DEVELOPING</p>
12. What progress is being made in developing extended schools?	
13. Are there other examples of integrated, co-located services in the local area that are working well?	

<p>14. What progress is being made in developing services providing information, advice and support for parents, carers and families?</p>	<p>Integrated services offer information, advice and support to parents, carers and families. <i>A Children and Families Resource Directory has been launched onto the Herefordshire website which is accessible to parents and families and professionals. (November 2004). This was developed as part of the Herefordshire Child Concern Model initiative in May 2004. There is a Child Information Service for early years. Partners were involved in the development of the information available.</i></p> <p>MATURE</p>
<p>15. What consideration has been given to the implementation of the Common Assessment Framework?</p>	<p>Local area is aware of the CAF and a clear plan has been agreed with all partners about implementation. In some cases, common assessment processes are already in use.</p> <p><i>A major initiative, which took 18 months of multi-agency development has been the Herefordshire Child Concern Model (CCM). This was launched in May 2004 and has positive connections with the common assessment framework. Herefordshire made a multi agency response to the recent consultation on the CAF (November 15th 2004). Herefordshire is confident that the CCM will complement the CAF and aid implementation. The cultural change required in such an initiative can not be underestimated and the work so far in the county will help the process of the CAF's implementation.</i></p> <p>DEVELOPING</p>
<p>16. What progress is the local area making on information sharing?</p>	<p>Service directory fully populated and used by practitioners and children, young people & families. There is guidance available for children, young people and families about information sharing (particularly on consent). Protocols for information sharing agreed with all partners and joint training and guidance provided for front-line staff. In some cases, information sharing is already be supported by a technical system and anonymised data is used to inform service planning.</p> <p><i>Work in all these areas are being developed through the process of the CCM. Consent and information sharing continues to be a challenge. There is active discussion between the PCIT and the Council re information sharing protocols initially in child protection. The development</i></p>

	<p><i>of a new NHS electronic system will be a challenge for other agencies in gaining access to information and developing a tracking system for our most vulnerable children. Work is to be undertaken on the developing of social services client index system (CLIX). Any changes needs to take account of the NHS national spine.</i></p>
<p>17. What progress is being made towards joint planning?</p>	<p>DEVELOPING</p> <p>Joint strategic plan agreed with (at least) Health, Education, Children's Social Services and Youth Justice and strategy in place for integrating with plans of other partners. This summarises local needs for children, probably drawing on audit activity by a number of partners, and sets out a clear vision, strategic analysis and activities against outcomes.</p> <p><i>Herefordshire has all the main plans in place. There is a current exercise being undertaken through joint social services/health planning group (IMPACT) to bring all the plans together and identify the cross overs in the terminology of ECM in order that a more coherent strategy can be developed. The setting up of the strategic board will contribute to this as a joint overarching plan would be a clear outcome with a vision for Herefordshire and consequent targets and aims reflecting the 25 aims of ECM. This work aims to be completed in the first 6 months of 2005 and then a subsequent timetable to be established for the medium term reflecting the ECM dates to 2008.</i></p>
<p>18. How is the local area planning to move towards more preventative service provision?</p>	<p>MATURE</p> <p>The local area has a clear strategy for enhancing preventative service provision which includes learning from existing initiatives e.g. Children's Fund, Sure Start local programmes and children's centres</p> <p><i>There is a local preventative service plan and this reflects a number of initiatives e.g. the children's fund; teenage pregnancy; CAMHS tier 1 and Sure Start. These require to be incorporated into an overall plan approved by the CYP Strategic Board and in the approach of Every Child Matters.</i></p>

	<p>DEVELOPING</p> <p>A number of services are specified and secured jointly. Commissioning is focused on meeting the needs of users and follows best value criteria. The local area has an understanding of the current market and is working to fill gaps. Monitoring arrangements are in place and lines of accountability have been agreed. Children, young people and families are involved in the process.</p> <p><i>Health, Education and Social services have begun the process of joint provision through a “virtual pooled budget”. This is the first year and the aim is to develop a joint commissioning approach. Herefordshire is also part of a multi agency West Mercia group (Herefordshire, Worcestershire, Shropshire) who are looking to jointly commission residential provision for a specific group of particularly complex needs which have been identified by all three authority areas as a concern. The “consortium” have gained agreement from the “choice protects” task force to get support in developing this initiative. This commences December 2004.</i></p>
<p>19. What progress is being made on joint commissioning?</p>	
<p>20. Has progress been made on pooled budgets?</p>	<p>DEVELOPING</p> <p>Evidence that budgets are being pooled for specific services. Clear objectives set for pooling budgets which are supported by a formal agreement (Section 31 or otherwise)</p> <p><i>There are currently no formal section 31 pooled budgets in children’s services. There is a virtual budget as described in the section above. The first year’s experience of working this formal arrangement is being reviewed and the review will identify the necessity or otherwise for a formal Section 31 registration.</i></p>
<p>21. Is the local area pooling other resources to support cooperation between partners? E.g. staff, goods,</p>	<p>DEVELOPING</p> <p>Evidence of significant pooled resources in a number of areas.</p> <p><i>There are a number of examples where resources are shared – education liaison service; the</i></p>

accommodation	<p><i>Youth offender service; the kite centre (health – children with disabilities); child development centre; police family protection unit; connexions service; Hunderton room (space in a primary school)</i></p> <p>DEVELOPING</p> <p>The LA has clear plans about how 2.5% efficiency gains will be made in FY05/06, and how these will be measured.</p> <p><i>This area requires specific discussion.</i></p> <p>EARLY STAGES</p> <p>Evidence that the authority has arrangements in place to fulfil its new duty to promote the educational achievement of looked after children, with particular reference to (a) tackling the five key issues set out in the 2003 Social Exclusion Unit report; (b) ensuring that its education and social services departments work coherently together in fulfilling this duty; and (c) working positively with a range of local partners, including the schools in its area, to support it in fulfilling this duty</p> <p><i>There is the Education Liaison Service (ELSS) which has contact with every child / the looked after system and is monitoring progress; supporting schools and social service staff. The corporate parent group has reports on the educational progress. The lead member for children (commencing January 2005) is currently the cabinet member for education and the chair of the corporate parent group. Educational needs of this group are monitored and scrutinised by this senior councillor/officer group.</i></p> <p>DEVELOPING</p> <p>There is a mechanism to bring together all the relevant partners (i.e. those under duty to co-operate) at a strategic level to discuss the Children's Agenda. Relationships are strong and the links to existing partnerships have been clarified and agreed.</p>
22. Has the local area considered how the work on children's trust arrangements will contribute to the Gershon efficiency gain targets?	
23. What is the local authority's strategy for working with its partners to fulfil its duty under [section 50] of the Children Act 2004 to promote the educational achievement of looked after children?	
24. Is there a mechanism for incorporating the views of all key partners?	

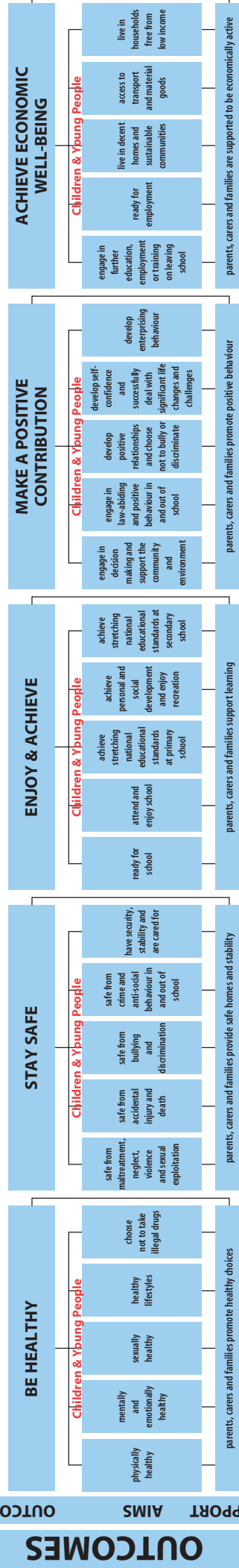
	<p><i>There is very positive relationships between the principal partners; the development of a compact with the Alliance (voluntary organisations) and the setting up of the CYP Strategic Board as described will bring together the effective local partnerships into a coherent process and ensure common language (ECM) in the development of an overall vision and unified plan for children and families in Herefordshire. The CYP Strategic Board would be chaired by the DCS and provide the wider connection with the Herefordshire Partnership Board and Herefordshire Plan.</i></p>
25. Are front-line staff fully engaged in the partnership?	<p>MATURE</p> <p>There is evidence of consultation with front-line staff in all agencies. This should include those not under the duty to cooperate e.g. Schools and GPs.</p> <p><i>The Child Concern Model process gives the opportunity for this broader engagement. This will require a longer term process which is sensitive to the demands and pressures on schools and health providers particularly GPs. Making the vision of the education's 5 year strategy and the NSF integrated in any overall plan is important if schools and GPs are to be engaged. Relevance of the 5 outcomes to everyone's agenda has to be stressed. Involving GPs and schools in stakeholder events is essential. Engagement of school governing bodies is an important approach.</i></p>
26. To what extent are voluntary and community sector organisations involved in the partnership?	<p>DEVELOPING</p> <p>The voluntary and community sectors are engaged at all levels, and in a manner that ensures the full diversity of the sectors is effectively represented'</p> <p><i>There is full involvement of this sector on all major partnerships. The part played by voluntary sector representatives in the development of the Child Concern Model by the ACPG was crucial. There is a local COMPACT with the voluntary sector.</i></p>

	MATURE
27. To what extent are children and young people involved in the partnership?	<p>Children and young people are involved at all levels and there is a clear policy / strategy to ensure effective and meaningful engagement. There is evidence of positive feedback from children and young people.</p> <p><i>Children and Young people involved in surestart; children's fund; looked after children and work with advocacy. There is a need to develop further across all the service planning areas</i></p>
28. To what extent are parents and families involved in the partnership?	<p>DEVELOPING</p> <p>Parents and families are involved at all levels and there is a clear policy / strategy to ensure effective and meaningful engagement.</p> <p><i>This has been seen in sure start; children's fund and Herefordshire's family centre. A major provider NCH involves families in looking at outcome/efficacy of services.</i></p>
29. Are there mechanisms in place to engage with the private sector?	<p>EARLY STAGES</p> <p>There is an agreed strategy to support links with the private sector and evidence of good relationships e.g. with independent providers of childcare or independent schools.</p> <p><i>The early years partnership has positive private and independent sector involvement. Such groups would be part of any stakeholder events. Consideration to be made on how the sector's input is to be made at CYP Strategic Board level.</i></p>
30. Has the local authority appointed a Director of Children's Services?	<p>EARLY STAGES</p> <p>There is a DCS in post who fulfils all the requirements of the statutory guidance.</p> <p><i>The interim DCS has been appointed and will be in post from January 2005. The DCS is the current Director of Social Care and Strategic Housing (Ms Sue Fiennes). Her background is social care.</i></p>

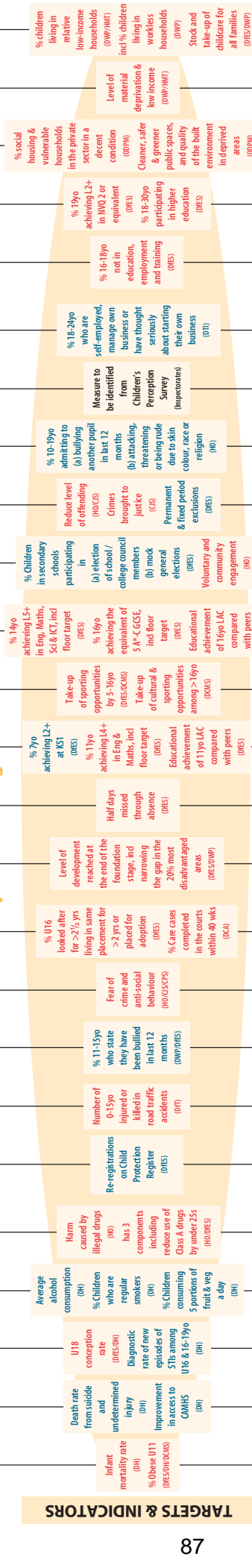
	<p>Children Act compliant</p> <p>There is a Lead Member in post who fulfils all the requirements of the statutory guidance.</p> <p><i>The lead member was approved by Council in November 2004. Cllr Don Rule is the current cabinet member for Education and the chair of the Corporate Parent Working group. He takes up his responsibilities from January 2005.</i></p> <p>Children Act Compliant</p> <p>A clear strategy has been agreed for taking forward the development of LSCBs. There is a clear idea about the remit of the LSCB and how it links to other partnership arrangements.</p> <p><i>The Herefordshire ACPC following some initial work with a consultant in May 2004 (Tony Morrison) are setting up a working group as an extension of it's standing committee. The ACPC in consultation with the DCS will be clear by the Autumn 2005 of what needs to be put into place for full implementation by April 2006. The development of the Child Concern Model by the ACPC is an example of mature multi agency working in this area. A positive transition is expected to the new body.</i></p> <p>MATURE</p>
<p>31. Has the local authority appointed a Lead Member?</p>	
<p>32. Has the local area considered how to develop LSCBs by April 2006?</p>	

OUTCOMES FRAMEWORK

Every Child Matters



Priority national targets and other indicators



How the inspectorates will judge the contribution of services to improving outcomes (subject to consultation¹)



BUDGET MONITORING 2004/05**Report By: County Treasurer****Wards Affected**

County-wide

Purpose

1. To note the position with regard to revenue budget monitoring for Programme Areas in 2004/05.

Financial Implications

2. As detailed in the attached Cabinet report dated 13th January 2005.

Background

3. The report on Budget Monitoring 2004/05 considered by Cabinet on 13th January 2005 is appended.

RECOMMENDATION

- THAT**
- (a) the contents of the attached Cabinet report dated 13th January 2005 be noted; and
 - (b) the Committee considers whether there are any issues it wishes to be brought to Cabinet's attention.

BACKGROUND PAPERS

- Cabinet report on Budget Monitoring dated 13th January 2005.

BUDGET MONITORING 2004/05

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

13TH JANUARY, 2005

Wards Affected

County-wide

Purpose

To note the position with regard to revenue budget monitoring as at 30th November, 2004 for Programme Areas in 2004/05.

Key Decision

This is not a Key Decision

Recommendation

THAT the report be noted.

Reasons

Reports are presented to Cabinet as part of the Council's Performance Management arrangements. Cabinet Members will discuss the individual Programme Area figures with their Directors and Departmental Managers as appropriate.

Considerations

1. Appendix 1 shows the details of the spending as at 30th November 2004 for each Programme Area, together with the projected outturn for 2004/05.
2. The budgets shown for 2004/05 include the final carry-forwards from 2003/04 and the adjustments made following the Government's decision to limit the Council's budget for 2004/05.

Education

3. A very large proportion (80%) of Education budget is delegated to schools. Any under or over spending in school budgets will be automatically carried forward into the next financial year under the statutory arrangements for delegation to schools. Other budgets such as Pupil Referral Units, Standards Fund, and the Schools' sickness scheme are likewise carried forward at the year-end.

Further information on the subject of this report is available from
David Keetch, Assistant County Treasurer on (01432) 260227

4. After such accounting adjustments, it is anticipated that there will be an overall net underspend of approximately £465,000. A budget review in the Autumn has confirmed underspends on transport (£600,000) (£200,000 is a one-off saving resulting from six fewer transport days in this financial year) and reduced take-up for early years provision for three and four year olds (£470,000), which together with other smaller underspends on staff vacancies and awards administration were reported to Education Scrutiny Committee in December.
5. Within the overall total, overspends are predicted for PFI set-up consultancy fees (£400,000), SEN banding delegated to schools (£250,000), targeted funding for school improvement (£200,000) and centrally funded SEN staffing costs (£75,000).
6. A detailed report based on expenditure trends to the end of February will be prepared for Education Scrutiny Committee on the 14th March 2005

Policy and Finance General

7. At this early stage in the year no significant overspendings have been identified for Policy and Finance General. Based on the information at present, it would be reasonable to anticipate an underspending of approximately £742,000 across all services during 2004/05. This reflects the significant carry-forward from 2003/04 and the general spending pattern of the year to date.
8. It has been assumed that the ongoing costs of the job evaluation process, at present estimated at £110,000 for 2004/05, will be met from reserves.

Policy and Finance Property

9. The projected overspend for Property is now £456,000 including £433,000 brought forward from 2003/04. The two major problems are the Markets and Fairs deficit brought forward from previous years which has risen to £456,000 and the shortfall on Industrial Estates income, which by the year end is expected to reach £350,000. The two overspendings are offset by savings on other services and additional retail income of £100,000 and income from internal and external clients (£250,000).
10. The recovery plan to deal with this overspend situation has been reviewed with the Director of Environment considering reductions in building maintenance to address the over- spending over a three-year review.

Environment General

11. Spending on some areas including road maintenance looks low but this is largely owing to the timing of the payments to Herefordshire Jarvis Services. A net underspending of £770,000 (inc Waste Disposal) is predicted for 2004/05 for Environment General as a whole.
12. The Waste Disposal PFI contract budget is expected to be underspent by at least £700,000 largely owing to the sums included for additional costs following renegotiation not being required until 2005/06 and 2006/07. In addition, the costs for the existing contract are anticipated as being lower than the budget assuming existing volumes are maintained. Any underspending will be transferred to the Council's General Reserves in line with current policy.

13. The income received so far this year for Cemeteries and Crematorium suggests an underspending of approximately £70,000 in 2004/05.

Environment Regulatory

14. Spending on Environment Regulatory is very much in line with the budget at present. Vacancies seem likely to produce modest savings of some £30,000 during the year.

Planning

15. During the first eight months, building control and development fee income is above budget by approximately £220,000. The income continues to be very buoyant, although it should not be assumed this would continue in the same way for the remainder of the year. Staff savings owing to vacancies have led to an underspending during the period of approximately £130,000. Unless the vacancies can be quickly filled, a net underspending of at least £400,000 for Planning as a whole can be anticipated during 2004/05. Any additional fee income during the remainder of the year will increase this figure, as would any Planning Delivery Grant not spent during 2004/5.

Economic Development

16. Spending on Economic Development is well within budget at present. A net underspending of approximately £238,000 is estimated. Staff vacancies are expected to generate savings during the year. In addition, £121,000 from the carry-forward from 2003/04 has been allocated to cover expected income shortfalls in future years.

Social Development

17. Overall a broadly breakeven position is anticipated. Recruitment problems are likely to generate further underspendings for the Youth Service. A net underspending of £100,000 is expected. The accumulated subsidy budget for the old Sydonia Pool is being ringfenced to meet the revenue costs of the new pool. It is intended that this sum (£125,000) will be carried forward into 2005/06. This amount is shown as the projected underspend for the year. The additional budget of £79,000 allocated for grounds maintenance is unlikely to be sufficient to fully absorb the adopted land and inflationary issues that have impacted on the outturn in previous years. An overspending of around £100,000 is predicted. Some progress should be made in reducing the accumulated leisure deficit but it is unlikely that the position will be fully recovered in 2004/05.

Social Care

18. The projected year-end position for Social Care is an overspend of £740,000. The underlying trend, if no action were taken, would be for an over-commitment of over £1,000,000, which is neither acceptable nor sustainable. The latest budget projection does not show improvement on the previously reported position, despite applying harsh management action. The projection also includes certain assumptions about spending plans over the last four months of the financial year, which carry a potential risk of not being achieved.
19. The considerable pressures have emerged from rising demand and costs across

both children and vulnerable adults.

20. The Directorate has held two budget “clinics” to examine each service area in more detail. There was consideration of longer-term financial strategies, and short-term measures necessary to reduce the projected overspend in the current financial year. Every service has been given a “savings plan” to achieve by the end of the financial year. This has led to additional actions being taken, which include:
 - Further analysis of those children in residential placements, with specific targets to return some to local provision.
 - Making a risk assessment of those service users in need of care and supporting only those in emergency or critical need at this stage.
 - Reviewing care services provided to existing service users, and making adjustments to the level of care provided where possible to meet the Council’s eligibility criteria.
 - Reviewing those service users receiving transport.
 - Maximising occupancy levels against block contracts.
 - Reducing the choice for service users in accessing day care.
 - No use of agency staff to cover absence, which has led to cancellation of day care.
 - Reviewing service users potential entitlement to free nursing care (funded by health).
21. Further discussions are also taking place with colleagues across the Council and partner organisations about how the financial risks can be shared.
22. The main risks within the budget include assumptions on:
 - Appropriate costs being covered by central Education funding.
 - Continuing Care contributions from the Primary Care Trust.
 - Sharing the financial risks within the pooled budgets with the PCT.
 - Funding of judicial reviews.
 - Interim costs as a result of the delay in the transfer of homes for Older people.
 - Loss of grants, in particular Supporting People grant for Learning Disability services.
23. The Directorate’s aim to completely eradicate the “debt” brought forward on the Social Care budget has not proved possible. In addition, the projection makes assumptions about the achievement of targets, which is a risk. Savings targets are being reviewed with managers on a regular basis. Any achievement of savings is at a cost to service delivery.

24. The picture being managed at present is very concerning and the challenges will remain for the remainder of this financial year and 2005/06.

Strategic Housing

25. Whilst the Strategic Housing budget is projected to break-even, there is a potential risk that additional expenditure may be incurred on homelessness. Unfortunately, the authority has recently been billed for expenditure for the first five months of the year, which is more than the anticipated spend for the whole year.
26. Strategic Housing managers are currently reviewing how this impacts on the remainder of the budget, but are taking measures to ensure that the budget is managed to “break-even”, including the underspend brought forward from 2003/04.

Financing Transactions

27. A net underspending of £1,100,000 is expected during 2004/05 primarily as a result of debt rescheduling, a stabilisation of interest rates and significant slippage of the capital programme.

Conclusion

28. The projected 2004/05 outturn for the Programme Areas, together with financing transactions, is an under-spending of £2,674,000.

Revenue Reserves Position as at 31st December 2004

29. The estimated value of general reserves as at 31 March 2005 total £5,000,000 incorporating the prudent reserve of £3,000,000, which has anticipated some limited use of reserves for overspendings at the year-end. The £1,100,000 projected saving from Financing Transactions is included in this total. The expected underspending on Waste Management is in addition to the overall total.

Alternative Options

There are no alternative options.

Consultees

None identified.

Background Papers

None identified.

Appendix 1

Summary Budget Monitoring Report 2004/05 - 30th November 2004

Programme Area	2004/05 Original budget	2003/04 Carry forwards	Budget 2004/05	Actuals to Period 8	Budgets to Period 8	Projected Outturn	Projected over or (under) spend	Variation percent- age %
	£000	£000	£000	£000	£000	£000	£000	
Education	81,153	(1,369)	82,522	53,680	54,228	82,057	-465	-0.6
Social Care	35,990	245	35,745	26,376	24,460	36,485	740	2.1
Policy and Finance - General	14,999	(1,929)	16,928	23,469	24,805	16,186	-742	-4.4
Policy and Finance - Property	2,094	433	1,661	599	889	2,117	456	27.5
Environment - General	17,657	97	17,560	10,461	11,954	16,790	-770	-4.4
Environment - Regulatory	2,405	(31)	2,436	1,487	1,624	2,406	-30	-1.2
Environment - Planning	2,226	(411)	2,637	1,317	1,758	2,237	-400	-15.2
Social Development	8,056	(192)	8,248	5,849	6,035	8,123	-125	-1.5
Economic Development	2,162	(331)	2,493	1,136	1,550	2,255	-238	-9.5
Housing	1,320	(56)	1,376	-804	809	1,376	0	0.0
	168,062	(3,544)	171,606	123,570	128,112	170,032	(1,574)	-0.9
Financing adjustments etc	7,511	3,797	3,714	1,696	2,240	2,614	(1,100)	
	175,573	253	175,320	125,266	130,352	172,646	(2,674)	-1.5

CAPITAL PROGRAMME MONITORING 2004/05 TO 30 NOVEMBER 2004

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1. To report on the Capital Programme forecast for the period up to the end of November 2004 and the current position regarding Prudential Indicators.

Financial Implications

2. As detailed in the attached Cabinet report dated 13th January 2005.

Background

3. Performance in relation to the delivery of the approved capital programme is reported to both Cabinet and Strategic Monitoring Committee on a regular basis. The report considered by Cabinet on 13th January 2005 is appended.

RECOMMENDATION

- THAT (a) the contents of the attached Cabinet report dated 13th January 2005 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 on the Capital Programme - 13th January 2005.

CAPITAL PROGRAMME MONITORING 2004/05

TO 30 NOVEMBER 2004

**PROGRAMME AREA RESPONSIBILITY:
CORPORATE STRATEGY AND FINANCE**

CABINET

13TH JANUARY 2004

Wards Affected

County-wide

Purpose

To note the current position of the Capital Programme forecast for 2004/05, including a review of Prudential Borrowing and the current position regarding Prudential Indicators.

Key Decision

This is not a Key Decision.

Recommendation

THAT the position be noted.

Reasons

Report for noting only.

Considerations

1. This report is broken down into two sections. The first section reports on the current position of the capital programme and prudential borrowing. The second section reports on the current position of Prudential Indicators.

Capital Programme Monitoring

2. This is the third round of the 2004/05 capital monitoring process. The purpose of this monitoring exercise is to update the capital budget position, as at 30th November, reporting new funding allocations and to manage any slippages or overspends.

Overview

3. The revised forecast outturn for 2004/05 as at 30th November totals £33,907,000, an increase of £904,000 from the budget reported at the end of September. An explanation of this change is detailed in the body of this report. This programme is funded as detailed in Appendix 1.

4. Cabinet allocated Prudential Borrowing of £4,741,000 to various capital schemes on the 22nd July, 2004. The current forecast for 2004/05 is £4,313,000 owing to slippage of £428,000 being identified. It is expected that further amounts of the 2004/05 allocation may slip into 2005/06 but as this funding is unconditional no resources will be lost. Only 23% of the revised forecast of Prudential Borrowing has been spent to date.
5. Each individual capital project has an expected spend profile and expected spend in the first eight months was 64% of the revised forecast. However, actual spend at £15,352,000 was just 45% of the revised forecast. Actual spend reported at this time last year was 60%. A summary of the expenditure for each service area is set out on Appendix 2.
6. Set out in Appendix 3 is a list of all capital schemes with a budget in excess of £500,000. The detailed capital programme listing all capital schemes can be found on the Intranet. (*Information Library > Treasurers > Financial Policy > Capital > Capital Programme*).
7. Set out in Appendix 4 is a list of capital receipts received and expected in 2004/05.

Capital Programme Areas

9. Education

The capital budget for this area has increased in this round of capital monitoring by £43,000. This is mainly owing to an allocation of SCE(R) capital funding towards the Minister College specialist sports project. Unless spend accelerates towards the year end there will be slippage on capital schemes. The funding is earmarked and will be carried forward into future years.

10. Social Care

The budget for this area has decreased by £247,000 owing to slippage on the Community Equipment and ICT Development capital schemes approved by Cabinet in July. This slippage will be included in the 2005/06 Social Care capital programme.

11. Property

The budget for this area has not changed during this round of capital monitoring. Actual spend to date is lower than expected; the position is being reviewed monthly.

12. Policy and Finance

The budget for this area has not changed during this round of capital monitoring.

13. ICT Services

The budget for this area has increased by £1,253,000 in this round of capital monitoring. This is because grant funding has been secured towards the Herefordshire-in-Touch E Gateway Phase 2 capital project. This project will provide a new e-Gateway delivery platform for the electronic delivery of information and services. This will contribute to funding legislative, statutory and target objectives in delivering information and services via the Internet.

14. Environment General

The budget for this area has decreased by £70,000. Delays have been encountered on the Crematorium capital scheme resulting in slippage on capital spend into 2005/06. The Council has also received confirmation of £26,000 SCE(R) funding towards the Stretton Sugwas Landfill site remediation and investigation capital works. Actual spend to date is lower than expected. However, committed spend represents 52% of the revised forecast.

15. Social Development

The budget for this area has decreased by £75,000. This is because consent has not yet been received from English Heritage for the removal of silt from the Castle Pool. The budget has been re-profiled into 2005/06. A cost benefit should arise if the timing of the silt removal were to coincide with works at the Aylestone Hill Park.

16. Economic Development

There are no budget changes to be reported for this area in this round of capital monitoring. The total cost of the Leominster Industrial Estate Access Road will be reported separately to Cabinet.

17. Strategic Housing

There are no budget changes to be reported for this area in this round of capital monitoring.

Prudential Indicators

18. As Cabinet will recall from previous reports, the Prudential Code applies from 2004/05 onwards. The key objectives of the Code are to ensure that capital investment plans and treasury management decisions are made in a manner that supports prudence, affordability and sustainability.
19. Cabinet endorsed a range of Prudential Indicators (PIs) on 19th February, 2004 and these are required to be monitored on a regular basis. This will be achieved by enhancing the existing Capital Programme monitoring process to include specific PI information. Any significant deviations from expectations are to be highlighted and reported accordingly.
20. The Prudential Code recommends the PIs set out below. The framework of PIs covers Capital Expenditure and Treasury Management and includes the following:
- Actual and estimated capital expenditure for the current and future years (Appendix 5).
 - Ratio of financing costs to net revenue stream (Appendix 6).
 - Capital Financing Requirement (Appendix 7).
 - Authorised limit for External Debt (Appendix 8).
 - Operational boundary for External Debt (Appendix 9).
 - Council Tax implications of the incremental effect of capital decisions (Appendix 10).
 - Treasury Management Indicators (Appendix 11).

Conclusion

Capital programme actual spend to date is lower than expected and may be a cause of concern should spending not accelerate. Prudential Indicators are being monitored as required by the Prudential Code.

Alternative Options

There are no alternative options.

Consultees

Not applicable.

Risk Management

Capital Programme and Prudential Indicator monitoring is an integral part of risk management. Potential over and under spends are highlighted at the earliest opportunity so adjustments can be made accordingly.

Background Papers

None identified.

APPENDIX 1

FUNDING OF REVISED 2004/05 CAPITAL PROGRAMME

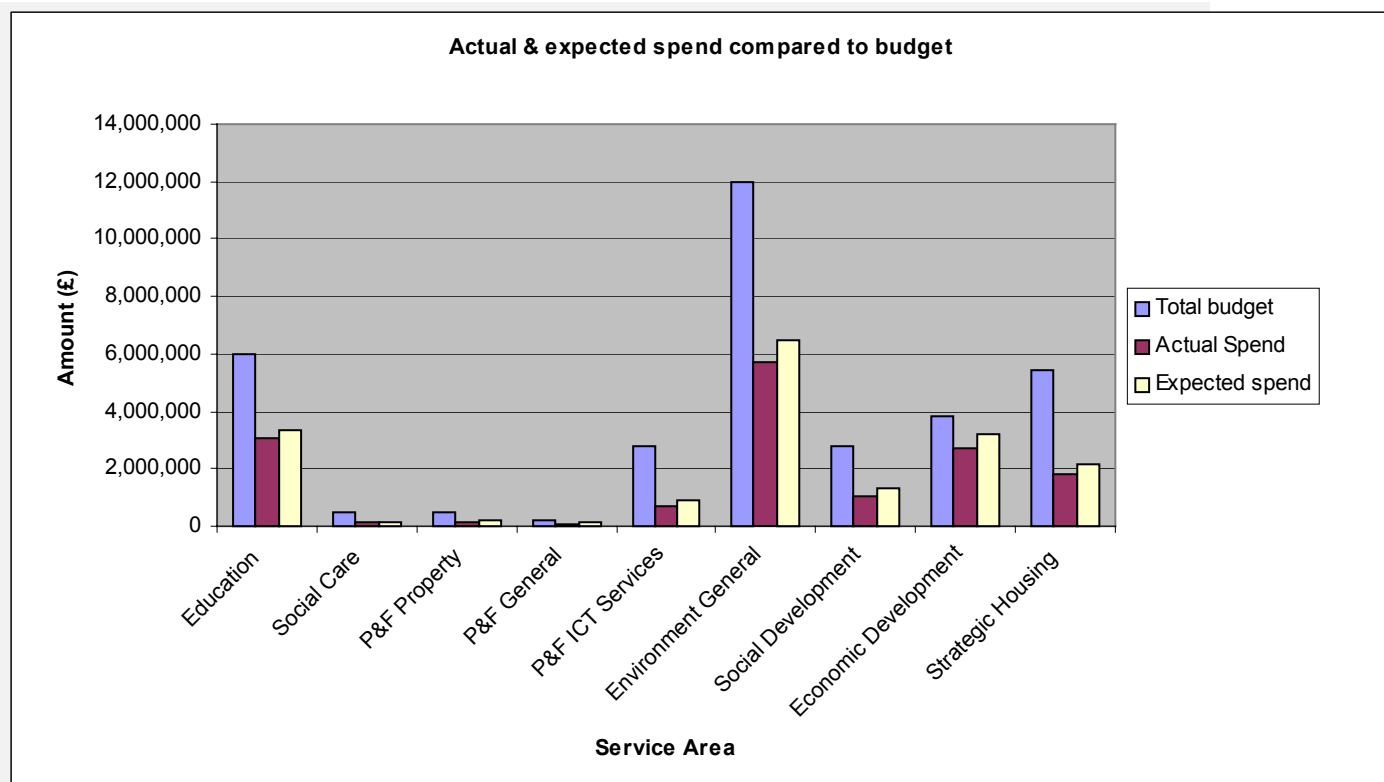
Capital Programme Area	2004/05 Revised Forecast 30/11/04	SCE(R)	Prudential Borrowing	LPSA UCA	Grants	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Education	5,857	3,411	-	-	2,381	65	-	-
Social Care	473	92	124	-	117	-	140	-
P&F – Property	503	-	300	-	25	6	172	-
P&F – General	265	-	4	-	60	100	90	11
P&F – ICT Services	2,803	-	1,020	126	1,541	-	116	-
Environment General	11,974	11,098	305	-	571	-	-	-
Social Development	2,792	-	2,050	-	667	-	75	-
Economic Development	3,805	-	310	-	1,638	-	1,647	210
Strategic Housing	5,435	2,055	200	-	585	-	2,595	-
Total Revised Forecast	33,907	16,656	4,313	126	7,585	171	4,835	221
Original Budget	34,938	16,483	5,000	-	8,585	-	4,870	-
Change from original budget	(1,031)	173	(687)	126	(1,000)	171	(35)	221

<i><u>Reported to date</u></i>								
<i>Original Budget</i>	34,938	16,483	5,000	-	8,585	-	4,870	-
<i>July Forecast</i>	32,921	16,430	4,511	126	6,479	247	5,055	73
<i>September Forecast</i>	33,003	16,529	4,479	126	6,103	258	5,287	211
<i>November Forecast</i>	33,907	16,656	4,313	126	7,585	171	4,835	221

APPENDIX 2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2004/05 Forecast as at 30/11/04	Change from previous forecast as at 31/07/04	Actual spend at 30/11/04	Actual spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Programme area	2003/04	2004/05	2004/05	2004/05	2004/05	2004/05	2004/05
	£'000	£'000	£'000	£'000	£'000	%	%
Education	8,248	7,014	5,857	43	3,034	52%	57%
Social Care	413	132	473	(247)	135	29%	23%
P&F – Property	2,142	402	503	-	119	24%	38%
P&F – General	924	25	265	-	87	40%	55%
P&F – ICT Services	882	127	2,803	1,253	716	26%	34%
Environment General	10,879	11,846	11,974	(70)	5,711	48%	54%
Social Development	460	2,467	2,792	(75)	1,070	39%	47%
Economic Development	4,157	4,092	3,805	-	2,682	71%	85%
Strategic Housing	4,929	5,633	5,435	-	1,798	33%	39%
Prudential Borrowing to be allocated	-	3,200	-	-	-	-	-
Total	33,034	34,938	33,907	904	15,352	45%	64%



APPENDIX 3

MAIN CAPITAL SCHEMES OF REVISED 2004/05 CAPITAL PROGRAMME

Capital Programme Area	Schemes with a Revised Forecast >£500,000
	£'000
Education schemes:	
Site Acquisitions	680
John Kyrle High – Sixth Form Extension	506
Weobley High – Science Laboratories	548
New Deal for Schools Condition Improvement Works	1,200
ICT Services schemes:	
ICT The Golden Thread Network Enhancement	770
Herefordshire in Touch E-Gateway Phase 2	1,229
Environment General schemes:	
Roman Road Improvements	3,270
Rural low floor bus project	500
Capitalised maintenance of principal roads	1,225
Capitalised maintenance of non-principal roads	3,272
Footways	550
Capitalised assessment & strength of bridges	500
Social Development schemes:	
Replacement Swimming Pool for North Herefordshire	1,709
Friar Street Museum Resource and Learning Centre	555
Economic Development schemes:	
Leominster Industrial Estate Access Road	3,049
Strategic Housing schemes:	
Social Housing Grants	3,100
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>11,400</i>
Revised Forecast	34,063

APPENDIX 4

CAPITAL RECEIPTS FOR 2004/05

Sale Detail	Directorate Share	Directorate Share	Corporate Share	Total receipt
		£'000	£'000	£'000
<i>Received</i>				
The Old Goods Shed, Ross on Wye	50% Property	154	154	308
Wye Street Depot Store	50% Social Development	45	45	90
Trinity House	100% Corporate	-	300	300
Right to Buy Clawbacks, Discounts and Improvement Grant Repayments to date	100% Housing	152	-	152
Sub Total		351	499	850
<i>Anticipated</i>				
Various	100% Housing	1,660	-	1,660
Various	50% Property	35	35	70
Various	100% Corporate	-	800	800
Sub Total		1,695	835	2,530
Total		2,046	1,334	3,380

APPENDIX 5

ACTUAL AND ESTIMATED CAPITAL EXPENDITURE

Capital Monitoring information is set out in the first part of this report. A forward looking capital programme is currently being prepared based on supported borrowing allocations, unsupported prudential borrowing, known grants, use of reserves and existing commitments. The forecast capital programme will be dependant upon the final allocation of supported borrowing sums and the level of any new prudential borrowing considered affordable and these are the subjects of a separate Cabinet report.

APPENDIX 6

RATIO OF FINANCING COSTS TO NET REVENUE STREAM

The net revenue stream is the budget amount to be met from Formula Grant and Council Tax income (the budget requirement). The ratio is the proportion of the budget requirement that relates to the ongoing capital financing costs. The Ratio has reduced in 2005/06 and 2006/07 mainly due to a reduction in the expected capital financing costs due to a revision of expected interest rates. The indicator will also change in due course based on revised estimates of the net revenue stream.

Ratio of financing costs to net revenue stream	2003/04 £'000	2004/05 £'000	2005/06 £'000	2006/07 £'000
Net Revenue Stream (estimated)	169,444	175,320	184,239	194,241
As at 30/11/04 :-				
Capital Financing Costs	5,557	5,730	7,935	9,325
Indicator	3.28%	3.27%	4.31%	4.80%
As at 30/9/04 :-				
Capital Financing Costs	5,557	6,020	8,245	9,718
Indicator	3.28%	3.43%	4.48%	5.00%
Original Indicator	3.28%	4.12%	4.71%	5.35%

APPENDIX 7

CAPITAL FINANCING REQUIREMENT

This indicator represents the underlying need to borrow for a capital purpose. The indicator has reduced slightly mainly due to a reduced estimate of future supported borrowing allocations. Future years requirements includes a potential £5 million Prudential Borrowing per year. This indicator will change in due course as the allocation of supported and unsupported borrowing is confirmed. This indicator is affected by Governments decisions to provide capital funding either in the form of supported borrowing or by direct grant.

Capital Financing Requirement	2003/04 £'000	2004/05 £'000	2005/06 £'000	2006/07 £'000
Revised 30/11/04	78,090	95,043	108,956	121,530
Revised 30/9/04	78,090	95,298	110,463	125,938
Original Indicator	78,090	94,892	111,063	126,538

APPENDIX 8

AUTHORISED LIMIT FOR EXTERNAL DEBT

The Authorised Limit for external debt represents the absolute maximum level of debt that may be incurred. This limit would only be reached in exceptional circumstances. There is no change to this indicator and the limits have not been exceeded.

	2003/04	2004/05	2005/06	2006/07
	£'000	£'000	£'000	£'000
Borrowing	105,000	119,000	142,000	163,000
Other Long Term Liabilities	1,500	3,000	3,000	3,000
Total	106,500	122,000	145,000	166,000

APPENDIX 9

OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

The Operational Boundary for external debt is the prudent expectation of the maximum level of external debt. There is no change to this indicator and the limits have not been exceeded.

	2003/04	2004/05	2005/06	2006/07
	£'000	£'000	£'000	£'000
Borrowing	63,000	73,500	94,500	115,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
Total	64,500	75,000	96,000	117,000

APPENDIX 10

COUNCIL TAX IMPLICATIONS OF THE INCREMENTAL EFFECT OF CAPITAL DECISIONS

This indicator represents the increases in Council Tax resulting from unsupported Prudential Borrowing. Separate indicators were stated originally based on different levels of potential borrowing. The revised indicators below are based on the actual level of Prudential Borrowing allocations made by Cabinet on 22 July 2004 and have been further revised following slippage in the sum allocated for 2004/05.

Increase in council tax (Band D, per annum):	2003/04	2004/05	2005/06	2006/07
	£ p	£ p	£ p	£ p
Original				
Position if £5,000,000 Prudential Borrowing is taken for 2004/05.	N/A	3.75	7.06	7.34
Position if £5,000,000 Prudential Borrowing is taken for 2004/05 and subsequent years.	N/A	3.75	10.52	17.28
Revised 30/09/04				
£4,741,000 Prudential Borrowing allocated for 2004/05, and assuming Prudential Borrowing only taken for the future years commitments already approved (£2,455,000 for 2005/06 and £813,000 for 2006/07)	N/A	3.56	8.26	10.34
£4,741,000 Prudential Borrowing allocated for 2004/05, and assuming £5,000,000 Prudential Borrowing is taken for 2005/06 and subsequent years.	N/A	3.56	10.17	16.93
Revised 30/11/04				
Taking account of prudential borrowing slippage into 2005/06. So £4,313,000 Prudential Borrowing in 2004/05. Assuming Prudential Borrowing only taken for the future years commitments already approved (£2,883,000 for 2005/06 (inc slippage) and £813,000 for 2006/07)	N/A	3.24	9.70	10.34
£4,313,000 Prudential Borrowing allocated for 2004/05, and assuming £5,000,000 Prudential Borrowing is taken for 2005/06 and subsequent years.	N/A	3.24	10.17	16.93

APPENDIX 11

TREASURY MANAGEMENT INDICATORS

These are specific indicators, which relate to the management of the Treasury Management process. There is no change to these indicators and the limits have not been exceeded.

	2003/04	2004/05	2005/06	2006/07
Upper Limit for Fixed Interest Rate Exposure				
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%
Upper Limit for Variable Interest Rate Exposure				
Net principal re variable rate borrowing / investments	25%	50%	50%	50%
Maturity Structure of new fixed rate borrowing during 2004/05	Upper Limit	Lower Limit		
Under 12 Months	30%	0%		
12 months and within 24 months	60%	0%		
24 months and within 5 years	90%	0%		
5 years and within 10 years	100%	0%		
10 years and above	100%	20%		
Upper Limit for total principal sums invested for over 364 days	2003/04	2004/05	2005/06	2006/07
	£'000	£'000	£'000	£'000
(per maturity date)	7,000	10,000	10,000	10,000

INTERIM AUDIT ASSURANCE REPORT 2004/05**Report By: Principal Audit Manager****Wards Affected**

County-wide.

Purpose

1. The purpose of the Mid-Year Audit Assurance Report is to highlight the key internal control issues identified during the course of audit work .
2. In addition to the above, the report will update Members on the actions or the current position on key issues identified during 2003/04 that required attention.

Financial Implications

3. None identified.

Background

4. The report considered by Cabinet on 25th November 2004 is appended.

Recommendations

- THAT**
- (a) the contents of the attached Cabinet report dated 25th November 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 on the Interim Audit Assurance report - 25th November 2004.

INTERIM AUDIT ASSURANCE REPORT 2004/05

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

25TH NOVEMBER, 2004

Wards Affected

County-wide

Purpose

To receive the Mid-Year Assurance report which identifies the key internal control issues that the Principal Audit Manager has identified or continues to be concerned about. In addition, the report updates Members on the actions or the current position on key issues identified during 2003/04 that required attention.

Key Decision

This is not a key decision.

Recommendations

THAT the Assurance Report be considered for approval and referred to Strategic Monitoring Committee for comment.

Reasons

Compliance with good practice as set out in the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom.

Considerations

1. The Annual Assurance Report for the year ending 31st March 2004 was considered by Cabinet in September. Six key issues were identified and the current position can be summarised as follows.

- **Improvement in IT security arrangements to comply with BS 7799**

The need to provide a secure environment to support the main servers and communications equipment at Rotherwas, on which the majority of the Council's systems operate, has been recognised. The Audit review of physical security at Rotherwas identified that suitable steps were being taken to provide a high standard of protection, based upon effective physical controls and sound disciplines.

Full protection will not be in place until the refurbishment of the server room is complete and controls relating to certain threats, such as fire detection and fighting have been fully implemented. This work is in progress.

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

The position at the end of the financial year will be reported on following the completion of planned audits such as Physical Security Remote Sites, Back Up and Recovery and Disaster Recovery.

- **Improved data collection procedures for performance indicators**

On 12th October, 2004 the Chief Executive's Management Team approved the Performance Indicator action plan and PI handbook pro-forma with the expected outcomes of:

- Improved Leadership and Ownership.
- Improved understanding.
- Improved accuracy of BVPI Information.
- Improved consistency of calculation.

Recommendations for improved data capture and monitoring have been provided to staff responsible for the compilation of the BVPIs.

It is too early to comment on whether these have been met. However, the Chief Executive's Management Team will be monitoring the action plan to ensure compliance.

- **Risk Management continues to be embedded across the Council**

Directorate and Department risks have been identified and Directors and Heads of Departments are now responsible for their risk logs. They also have to ensure that all risks, both new and inherent, are regularly recorded and monitored so that they can be effectively managed.

The main cross cutting and corporate issues emanating from the current risk logs have been identified. The County Treasurer and the Head of Performance Management have presented a report to the Chief Executive's Management Team highlighting these risks and the measures in place to address them. The Chief Executive's Management Team has identified measures to further improve the report process.

Audit Services will be carrying out a review of the Council's Risk Management procedures during the 4th quarter. The Performance Leads Group will be playing a vital role here in ensuring consistent and best practice in all directorates and departments is adopted.

- **Improvements in relation to the Jarvis contract**

Many of the recommendations made in the Audit report had to be completed by the end of October 2004; the follow up review is due to commence mid-November. The scope of the review has been agreed with the Director of Environment and can be summarised as follows:

- Follow up the recommendations from the previous audit report.
- Compare current performance against expected level of performance.

- Review the timeliness, relevance, reliability and accuracy of management information.

The findings from this review will be included in the Annual Assurance Report to members.

Following discussions with the Director of Environment, it is clear that progress has been made, particularly in providing clear guidelines to staff regarding the contract. The recent decline, however, in the Jarvis Plc share price has raised concerns on the company's longer-term viability and the possible impact on service provision. The Director of Environment is currently drawing up contingency plans to manage this situation.

- **The publication of up to date Accounting Guidelines**

The Assistant County Treasurer (Accountancy and Exchequer Services) has drafted the key Accounting Guidelines, for circulating across the Department for review and comment. These are important in ensuring a consistent and controlled application of financial practice across the Council including schools.

It is intended that these will be finalised and issued by 31st December 2004. A further review of Standing Orders and Financial Regulations is also planned.

- **Improvements are needed to arrangements for the prevention and detection of fraud**

Audit Services has developed a specific programme of work as part of the annual operational plan for 2004/5. This programme includes audit reviews of car mileage, travel and subsistence, contracts and contract monitoring, and Renovation Grants. In addition, Audit Services will be reviewing the Council's corporate anti- fraud arrangements.

Anti-fraud and Corruption returns have been sent to all Directors and Heads of Departments for them to report any incidents of fraud identified. All returns relating to the six months to 30th September 2004 have been returned stating that none had been identified for the period. Financial Regulations require the County Treasurer to be informed of any suspected or actual fraud within the Council.

Once again it is important to emphasise minimal experience of fraud and the significant faith the Council has in its staff. The Council has a comprehensive Whistleblowing Policy which has been communicated to staff and will be the subject of regular reminders.

2. Areas of Concern in the current period

Action on issues raised relating to 2003/4 is progressing well and at the present time there are no concerns other than the urgent need for contingency plans relating to the Jarvis contract. Once all reviews have been completed, details will be included in the End of Year Assurance Report to Members.

3. Future Audit Work

At the current time there is a vacancy within the service, which is unlikely to be filled owing to the corporate requirement to make budget savings. In addition, an Audit Manager has been on sick leave since late September 2004 to date, and this is likely to continue until the end of December 2004. These issues will have an impact on the completion of the Audit Plan for 2004/5. A revised plan has been drafted to reflect these shortfalls in resources.

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.

Background Papers

None identified.

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 14th December, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Update on Reviews Conducted Special Educational Needs Provision and Support Services Improvement Plan
Policy Development and Review	Education Welfare Service – Policy and procedures on Schools Attendance Supporting pupils Learning English as a foreign language Security in Schools Primary School Provision in Hereford City
External Scrutiny	
Improvement (Performance Management and Review)	Progress of Major Capital Schemes and Targeted Capital Fund Revenue Budget Monitoring

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

	Local Public Service Agreement
Other	

6. The Environment Scrutiny Committee met on 8th December, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans
Policy Development and Review	Supporting Local Bus Services Parking Strategy - update
External Scrutiny	A49 Trunk Road – Road Safety Issues
Improvement (Performance Management and Review)	Capital Budget Monitoring Revenue Budget Monitoring Good Environmental Management Performance Herefordshire Plan Ambitions Human Resources Performance Indicators
Other	-

7. The Health Scrutiny Committee met on 9th December, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Emergency Care Access Communication and Morale Future Support for Patient and Public Involvement in Health
External Scrutiny	Primary Care Trust Briefing
Improvement (Performance Management and Review)	
Other	-

8. The Social Care and Housing Scrutiny Committee met on 13th December 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	Services for People with a Physical Disability
Policy Development and Review	Home Care Supported Housing for People with Mental Health Problems
External Scrutiny	
Improvement (Performance Management and Review)	Supporting People Programme Performance Indicators Revenue Budget Monitoring
Other	Annual Social Services Conference

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

9. The Social and Economic Development Scrutiny Committee met on 3rd December 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Tourism Services
Policy Development and Review	Future use of Libraries Courtyard Review - update
External Scrutiny	
Improvement (Performance Management and Review)	Performance Indicators Youth Service Indicators Revenue Budget Monitoring Staffing Numbers Herefordshire Plan Ambition Groups
Other	

BACKGROUND PAPERS

- None

