

A G E N D A

Strategic Monitoring Committee

Date: **Friday, 15th April, 2005**

Time: **10.00 a.m.**

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

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

For any further information please contact:

*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. MINUTES To approve and sign the Minutes of the meeting held on 8th February, 2005.	1 - 4
4. DEVELOPING THE CHILDREN'S AGENDA IN HEREFORDSHIRE CHANGE FOR CHILDREN To note progress in the local change programme.	5 - 18
5. TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRESS REPORT To inform Members of the further progress that has been made on implementing the recommendations of the Transport Cross Service Review.	19 - 26
6. ANNUAL EFFICIENCY STATEMENT (TO FOLLOW) To approve the Council's Forward Looking Annual Efficiency Statement.	
7. RISK MANAGEMENT REPORT YEAR END 2004/05 To note a summary of the key risks faced by the Council and the mitigating actions being applied to control them.	27 - 52
8. STRATEGIC AUDIT PLAN 2005/06 - 2008/09 To report on the process used to develop the Strategic Audit Plan for 2005/06 to 2008/09 and the Annual Plan for 2005/06.	53 - 92

9.	PERFORMANCE MONITORING - CORPORATE HEALTH	93 - 106
	To consider reports to Cabinet on the Council's corporate performance in relation to the Council's Best Value Performance Indicators from 1st April 2004 to 31st January 2005.	
10.	CAPITAL PROGRAMME MONITORING 2004/05	107 - 120
	To note the current position of the Capital Programme forecast for 2004/05 including Prudential Borrowing and the current position regarding Prudential Indicators.	
11.	BUDGET MONITORING 2004/05	121 - 130
	To inform Cabinet of the position with regard to revenue budget monitoring as at 28th February 2005 for Programme Areas in 2004/05.	
12.	WORK PROGRAMME	131 - 140
	To consider the Committee's own work programme and updated work programmes of the other Scrutiny Committees.	
13.	SCRUTINY ACTIVITY REPORT	141 - 144
	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 Cabinet and 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, Cabinet, 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. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport Links

- Public transport access can be gained to Brockington via the service runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

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.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Tuesday, 8th February, 2005 at 10.00 a.m.

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

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

In attendance: Councillors D.J. Fleet and R.M. Wilson

57. APOLOGIES FOR ABSENCE

Apologies were received from Councillors A.C.R. Chappell and W.J.S. Thomas.

58. DECLARATIONS OF INTEREST

There were no declarations of interest.

59. MINUTES

RESOLVED: That the Minutes of the meetings held on 12 January and 14 January, 2005 be confirmed as a correct record and signed by the Chairman.

60. REVENUE BUDGET 2005/2006

The Committee was invited to submit its comments on the proposed Revenue Budget 2005/06 for consideration by Cabinet, prior to Cabinet recommending a budget to Council.

The report submitted to Cabinet on 27th January, 2005 was presented to the Committee. This detailed the factors influencing the budget position and reflected the recommendations of the Budget Panel. A supplementary report by the Leader of the Council which had been tabled at the Cabinet meeting, amending the target savings, was also presented.

It was noted that Cabinet had endorsed the following recommendations from the Budget Panel, as amended by the Leader's report as tabled at the Cabinet meeting:

- That the securing of targeted service savings, as set out in paragraph 40 of the Cabinet report, be endorsed, particularly having regard to the need to achieve 'Gershon' efficiency targets.
- That Cabinet note the outcome of the Public Consultation exercise.
- That work continues to secure Service Improvement Programme and Procurement Savings.
- That the Rate Support Grant Settlement be noted but with concern that on the basis of the accompanying advice from government the significant additional resources provided for 2005/06 are unlikely to be repeated in future years.

- That the potential clawback of grant, referred to in paragraph 16(h) of the Cabinet report, be noted with concern.
- That the application of reserves referred to in the report be supported.
- That, having regard to the potential capping position, Cabinet refers its budget proposals to Strategic Monitoring Committee indicating that at its final meeting on 24th February, 2005 it would intend to recommend to Council a Council Tax increase of between 4% and 4.5%.

The Chief Executive drew the Committee's attention to the conclusions set out in the Cabinet report. He highlighted in particular that whilst the local government finance settlement for 2005/2006 was better than had been predicted there was every indication the additional monies made available in support of the current year's settlement would not be repeated in 2006/2007.

In this context paragraph 40 of the Cabinet report set out the principles which it was suggested might underlie the Council's budget strategy: the retention of targeted service savings of £3 million; meeting the requirement to achieve efficiency savings as required by the Gershon review, and the allocation of resources thereby released to the priorities identified in the Council's Medium Term Financial Plan and Corporate Plan. A decision would have to be made on how far a longer term view was to be taken in terms of using those monies to even out the very significant burden that would otherwise be faced, particularly in 2006/07 but also in 2007/08.

Attention was also drawn to uncertainties which surrounded the Comprehensive Spending Review.

The current levels of reserves and proposals for the application of reserves were also described. It was suggested that reserves could prudently be applied to the Social Care budget, the Property budget, funding the change team required to introduce the Children's Services Directorate, supporting the Service Improvement Programme and the Procurement Programme and increasing support for the Human Resources Division.

The Chief Executive emphasised that caution needed to be exercised in considering the application of one-off resources to fund ongoing revenue commitments. The balance to be struck was between maintaining the Council's spending base in the current financial year, providing prudently for the major challenge which on the basis of the Government's announcements would be faced in 2006/07, making judgements about the Government's approach to council tax capping in the forthcoming year and a prudent consideration of the council tax payer. Considering the implications of all these factors and the Government's approach to Council tax capping the Cabinet had indicated its support for a Council tax of between 4-4.5%, emphasising that the Government's position and the levels being set by other Councils would need to be kept under review

In the ensuing discussions the following principal points were made:

- The importance of avoiding Council tax capping and the need to be vigilant as the situation unfolded prior to the Council meeting in March to set the budget was noted.
- That the concerns about the level of grant settlement in 2006/07 and beyond were likely to be well founded.
- The uncertainties surrounding costs of waste disposal and collection were highlighted as a cause of concern.

- A suggestion was made that whilst noting the proposed retention of the concessionary parking scheme for those over 65 there might be scope to increase the charge levied. In reply it was stated that no action was planned in relation to car parking charges until the car parking review had been considered.
- That whilst there might be a temptation to consider simply ceasing provision of non-statutory services, consideration should be given to whether there were alternative ways of continuing their provision. The scope for reducing the cost of Tourist Information Centres and offering Town and Parish Councils the opportunity to maintain public toilets were given as options which merited exploration.
- An assurance was sought that in the context of budget reductions community transport would not be seen as a soft target. In response the Leader of the Council acknowledged the difficulties surrounding provision and advised that there no proposals to make reductions
- That it was important that all Members were provided with more detail of the proposed budget reductions summarised in appendix 1 to the Cabinet report. The information in the appendix was too general and it was important that Members had a clear understanding of the impact the reductions would have, prior to considering the budget at the Council meeting in March. The Chief Executive advised that the information would be provided but emphasised that it was important that the Committee, Cabinet and Council primarily focused on the budget in strategic terms. Both he and the County Treasurer would, as in previous years, be available to attend Political Group meetings to provide clarification on the budget proposals as required.
- Concern was expressed about the quality of ICT provision. In response the Leader advised that there was evidence of considerable improvement and suggested that, rather than a seminar, the Committee take the lead in scrutinising the matter at a future meeting, encouraging other Members of the Council to attend.
- That it would be helpful if information on the budget in the form of frequently asked questions and answers could be produced and circulated to Parish and Town Councils.
- It was suggested that the assumptions made about the savings which it was expected could be achieved by efficiencies and other means needed to be viewed with caution.

In relation to questions the Chief Executive commented as follows:

- Regarding efficiency savings he explained that the expectation was that these would be generated by fundamentally redesigning areas of service delivery to the benefit of the customer and the Council, with the savings generated being reapplied to the Council's priorities.
- That although a reduction was proposed in the revenue budget for highway maintenance the total sums spent on highways maintenance from capital and revenue would increase in real terms in 2005/06. He acknowledged that there was more security in having the funding in the base budget rather than relying on capital allocation, the level of which was uncertain in future years, but drew attention to the national planning presumption for revenue support for highway

maintenance over the next two financial years which was set as standstill with no allowance for inflation.

- In relation to property maintenance and usage he advised that expenditure and usage needed to be viewed in connection with the ongoing work arising from the recent property review.
- That regarding staffing costs both the Environment and Policy and Community Directorates had undertaken reviews and made significant changes. A business case had to be made to the Cabinet Member (Human Resources and Corporate Support Services) prior to any vacancy being filled and the approach generally to filling vacancies was under review.
- Regarding the proposal that reserves be applied to allow the Property Services budget to start the year without a deficit he emphasised that this would have to be tied to new approaches to budgetary control. He explained some of the contributory factors to the deficit. Issues which needed to be taken into account in relation to the management of Rotherwas Industrial Estate were also discussed.
- The advice received by the Council was that the Research for Today survey of 504 households was statistically robust and representative. Whilst the responses to the various other public consultation exercises had been low the findings from each method had been broadly consistent. Whilst responses always had to be considered with care as people were often disinclined to support services from which they did not personally benefit, consultation was an integral part of the budget process which all Councils were required to conduct. The exercise did incur costs but Herefordshire Council's expenditure was modest compared with most other authorities. He acknowledged the difficulty of consulting with young people but noted that the "Youth Times" response had identified different priorities.
- That the costs incurred as a result of audit and inspection were expected to reduce.

RESOLVED:

That (a) the approach to preparing the 2005/06 revenue budget, as reflected in the recommendations of the Budget Panel as endorsed by Cabinet, be supported in principle, subject to the caveat that the assumptions made about the savings which it was expected could be achieved by efficiencies and other means needed to be viewed with caution;

and

(b) whilst recognising that Cabinet and Council needed to consider the budget in strategic terms it was important that all Members were provided with the detail of the proposed budget reductions summarised in appendix 1 to the Cabinet report.

The meeting ended at 11.30 a.m.

CHAIRMAN

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

Report By: Director of Children's Services

Wards Affected

County-wide.

Purpose

1. To note progress on the local change programme.

Background

2. The report to Cabinet on 17th February 2005 is appended. Cabinet approved the recommendations as set out in the report.

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 OF RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

17TH FEBRUARY, 2005

Wards Affected

County-wide

Purpose

To note progress in the local change programme.

Key Decision

This is not a Key Decision

Recommendation

- THAT (a) the report be noted;**
- (b) the proposed response to the consultation on the Joint Area Review inspection (in Appendix 1) be agreed; and**
- (c) the revised priorities for the 1st March priorities conversation (as in paragraph 3) be agreed.**

Reasons

To keep Cabinet informed of the Change for Children Programme locally.

Considerations

1. The initial priorities were outlined to Cabinet on 13th January, 2005. Given current inspections and the self-assessment of both the current improvement plan and the direction towards Children's Trust arrangements, it is important that improvement plans on key areas are seen to be delivering.
2. The priority list also forms part of the Change Advisor priority conversation now set for 1st March in Herefordshire.
3. The focus of this meeting is to:
 - discuss our assessment of available data, and the views of children and their families, on how well all children and young people in your area, and specific groups of more vulnerable children and young people, are doing against the five outcomes for children and young people;

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

- agree local priorities for improving outcomes, in the light of this analysis and of key national priorities as set out in PSA targets;
- discuss your evaluation of current services against these demands, and your assessment of the priorities for change in local practice, workforce and organisation in order to meet those needs;
- agree priorities for our local change programme;
- agree the broad shape of support which will be required from DfES, CSCI and DH, and from Government Offices, to support implementation; and
- If you are a pilot Local Area Agreement authority, the meeting will discuss and seek to agree LAA proposals for outcomes, funding streams and freedoms and flexibilities for the Children and Young People's Block.

4. The priorities have, therefore, been revisited and can now be described as:

- setting up a Children and Young People Partnership Board;
- creating a shadow Local Safeguarding Board (ahead of national requirement);
- continue current developments in integrating front-line services:-
 - children's centres
 - extended schools
 - children with disabilities
 - child protection - co-location;
- explore the feasibility of different integration models:-
 - South Wye
 - other rural localities;
- continue the implementation of the Child Concern Model, strengthening the "consultant" roles in each agency/sector and building confidence in the criminal justice and schools sector;
- further develop the information sharing and information management approaches;
- examine performance in the key areas:
 - re-registrations on the child protection register
 - life chances of children looked after, particularly school absence/attendance
 - special needs - statements done within the required timescales
 - attendance/achievement of vulnerable children and young people, in both education and employment;

- check if improvement plans have delivered or whether new effort and resources needs to be applied both in terms of data quality and service delivery.
5. The Joint Area Review 42 key judgements also have attached a list of key indicators. The consultation document states:

Rules will apply when making the children's services judgements for the local authority. For the social care judgement, key thresholds (formerly known as key performance indicators) will be used to provide a consistency check. A Council cannot be judged to be performing well (grade 4 - delivering well above minimum requirements) if it fails to reach the specified level of performance for any of these indicators. It is also proposed that, for the overall children's services judgement, if either one of the education or the social care judgements is judged inadequate (grade 1 - not delivering minimum requirements) then the overall judgement will be inadequate, regardless of the rating of the other function.
 6. This highlights the requirement to be focusing attention on those indicators where improvement is needed and locally concentrates the action into the broader vulnerable children, disadvantage and diversity areas.
 7. The consultations covering the children's area currently inviting responses are:-
 - Audit Commission – CPA From 2005
 - Annual Performance Assessment of Council Children's Services
 - Joint Area Review of Children's Services
 - The Framework for Inspection of Children's Services
 - The Common Framework for Inspecting Education and Training
 - CSCI – Inspecting for Better Lives
 - BFI – CPA 2005
 - Draft Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member
 - Draft Statutory Guidance on Inter-Agency Co-Operation to Improve the Well-Being of Children: Children's Trusts
 8. The circular related to the inspection arrangements is attached (CSCI-CI(2004)6) (Appendix 1).
 9. The significance for Herefordshire is how the JAR is going to impact in Autumn 2005. In order to place concerns and comments before OFSTED the attached response is proposed (Appendix 2).
 10. It seems important in this context to revisit the roles and responsibilities of the Director of Children's Services and the lead member for Children's Services. These are outlined in the extracts from the Draft Guidance shown in the Executive Summary and paragraphs 3.1 to 3.3.2 (Appendix 3). The local leadership, therefore, to achieve this agenda has to be taking the right priority steps to achieve the infrastructure and key improvements outlined in the revised priorities in paragraph 4.

11. The support needed to secure the change has been endorsed by Cabinet and the change team is in the process of being set up.
12. The communication of this new Children's Services direction requires a concerted effort for the leadership to be visible and clear information to be available to all stakeholders.
13. The Communication Strategy has already begun with the first newssheet going out week commencing 17th January. The Director of Children's Services will have a planned programme of visits to schools and governing bodies over the next period.
14. The next step is the set up of the Children's and Young People's Partnership Board locally. A date has been set to launch this on 15th March.

Alternative Options

There are no alternative options

Risk Management

The Council needs to demonstrate leadership and engagement in this new Children's Services endeavour. The planned approach described in this report and the report to Cabinet of 13th January, 2005 gives a clear start to that ambition.

Financial Implications

There are no financial implications associated with this report.

Consultees

Staff and Stakeholders

Background Papers

None identified

**CSCI – CI(2004) 6
November 2004**

**To: Directors of Social Services in England
Copy to Chief Executives of Local Councils**

Dear Director

**Children Act 2004 – Consultation on the Framework for
Inspection of Children’s Services and new arrangements for
inspection, review and assessment of children’s services**

Please find attached a copy of the Framework of the Inspection of Children’s Services, which is circulated for a twelve-week period of consultation starting on 6th December 2004. The covering letter attached to the Framework summarises the new arrangements for the inspection, review and assessment of children’s service which are explained in detail in the Framework and in three papers which are also circulated for consultation and available on OfSTED’s website (www.everychildconsultation.gov.uk). This letter draws to your attention some specific implications of the new arrangements relating to children’s services for Directors of Social Services. The implications of the new Framework for councils with social services responsibilities are set out below.

The Annual Performance Assessment

From next year (2005) there will be a new annual performance assessment process for children’s social services in councils with social services responsibilities.

There will continue to be an adult services process as well and further detail will be circulated later if any changes are to be made to that process

For children’s services one overall judgement and two separate service judgements (one for education and one for children’s social services) will be made. This assessment will be based on the same standards and criteria set out for the Joint Area Review (JAR – see below) but using a more restricted evidence base focussing on social

services and education only. It is proposed that all local councils will have a performance assessment on this basis in 2005.

The assessment will take place in June or July 2005 and will be conducted jointly by CSCI (BRMs) and OFSTED. The results will provide the judgement for children's services for CPA. It will also provide evidence that will inform the Joint Area Review process.

A key part of the annual performance assessment will be the self-assessment. This will replace the children's elements of the delivery and improvement statement (DIS). It will be issued early in the New Year and is likely to have similar timescales to the Spring Delivery and Improvement Statement. It will be constructed around the five outcomes for children rather than the existing performance assessment framework. The self-assessment for the annual performance assessment and for the joint annual review will use the same structure in order to reduce any risk of duplication.

The Single Conversation.

Business Relationship Managers will continue to support councils with their monitoring and improvement programme through their ongoing relationship and regular visits.

As part of the associated Change for Children Programme being led by the Department for Education and Skills, the ongoing monitoring and improvement processes that have been an integral part of that relationship will change as regards children's services.

Initial introductory conversations setting out how this will work are taking place currently with yourselves and the Regional DfES Change Advisors, with local Business Relationship Managers, and DfES Children's Services Improvement Advisers for Education.

As set out in the letter sent to you jointly by Sheila Scales of DfES and me on the 31st August 2004 the intention is to build on this conversation and to develop progressively a dialogue which will lead to an annual "single conversation" with local authorities about their services for children. The Annual Performance Assessment process and the integrated inspection framework and JAR process will support these annual "conversations" and will also inform and support the associated ongoing monitoring and improvement processes that underpin this.

The Joint Area Review

The purpose of the Joint Area Review (JAR) is to evaluate the extent to which, taken together, local services contribute to improvement in the well being of children and young people in a children's services

authority area. This process will replace a range of current inspections including the current CSCI inspection of children's social services and OfSTED's inspection of LEA's. It will include contributions from the Health Care Commission and other Inspectorates.

JARs will replace the current children's services inspection methodology from September 2005, for a small group of councils and will begin in full in January 2006. The intention is that every local council area with responsibility for children's services will have a JAR within three years from that date. They will be wide ranging, considering the contribution of ALL local publicly funded services to improving outcomes for children, and addressing in particular how agencies work together to deliver improved outcomes.

They will include evaluation of aspects of the work of other partner agencies, (the police, NHS, Sure Start etc) and in particular child and adolescent mental health services, and local Safeguarding Children Boards.

At the same time, inspectorates are charged with reducing the burden of inspection on local councils, and to meet this requirement fieldwork for JARs will be proportionate to risk and based on self assessment and annual performance assessment. The exception to this is that, because of the high levels of concern, some fieldwork will always be conducted in relation to Staying Safe.

Where possible the programme of reviews will be co-ordinated with the Audit Commission's corporate assessment and HMI (probation) inspection of youth offending teams.

The criteria to be used for making judgements reflect the 25 "aims" in the National Accountability Framework for the Change for Children Programme and the National Service Framework for children, young people and maternity services. The JAR will judge the contribution made by the council's services overall to improved outcomes for children and young people and in addition will make specific judgements about the quality of its education and social care services. Judgements will be made on a four-point scale, and will take into account the outcomes being achieved for children and young people.

The indicative annual programme will be established using evidence about current performance and JARs will take place earlier in the cycle of reviews where the evidence gives rise to concerns about the effectiveness of services.

The inspection of regulated social care services

The inspection of regulated children's social care services will continue to take place on a regular basis in accordance with the regulations governing those specific services. This will also include the regulatory inspection of adoption and fostering and efforts will be made to rationalise and co-ordinate these inspections with the JAR where possible.

Some changes to methodology for those inspections of children's regulated services will be made to ensure that the contribution made by the commissioner and placing local authority to the quality of care provided is assessed and judged as well as the quality of the actual provider.

Information about the outcome of these regulatory inspections (covering all regulated children's services provided locally by the voluntary and community sector, and the independent and private sector as well as by the local authority) will be used as contributory evidence for the JAR.

A detailed formal consultation on CSCI's proposed changes in relation to modernising regulation will begin in November 2004

Other associated inspections.

Separate inspections of youth offending teams will continue to take place conducted by a multi-disciplinary inspection led by HMI Probation. Similarly inspections of multi-agency children's health care such as inspections of Child and Adolescent Mental Health Services will take place led by the Health Care Commission as part of its programme of inspection against the NSF for children.

When possible, those inspections will be programmed to take place at the same time as the JAR. This will enable the areas of potential overlap and duplication to be reduced and rationalised and ensure that shared areas of inspection are only inspected once.

Yours sincerely,



David Behan
Chief Inspector
Commission for Social Care Inspection

HEREFORDSHIRE COUNCIL

Response to:-

- (1) Framework for Inspection of Children's Services**
- (2) New Arrangements for Inspection, Review and Assessment of Children's Services**

- (1) The framework focuses on improvement and outcomes. This is welcomed as an approach which will enable an evaluation of the extent of improvement in the well-being of children and young people, locally.

It will be important to demonstrate in practice the "proportionate to risk" analysis and how this is translated into a clear focus for both specialist inspections and joint area reviews.

It would be in the spirit of the fair and consistent standard to include local authorities and their partners in the review of the application of the framework.

The responsiveness to local circumstances in the methodology needs to be carefully approached with the local authority, children's services authority and partners/stakeholders locally in the preparation for joint area reviews. This engagement would enable a joint ownership of the focus of the review and the improvement journey.

- (2) The key judgements are seen as relevant to the outcomes for children and young people.

It is not yet clear how the decisions will be made on the "new inspection enquiry". There will be new fieldwork and enquiry on safeguarding children and young people, so how will that factor in to the "no more than 10" most significant key judgements for the local area? Does this mean the safeguarding enquiry is above the figure of "up to 10"?

It would be helpful if the key judgements of local significance could be agreed in advance and, as much as is appropriate, have synergy with the local self-assessment.

The co-ordination of separate inspections does need to be further developed. Locally, inspections of Adult Learning, Youth Offending Teams, 14-19 provision and fostering have all come at the same time and possibly only 7/8 months before a joint area review. While this will form an evidence basis for proportionate fieldwork, it has had an impact on capacity locally and does create a challenge in delivering in timely fashion an improvement plan.

The "Choosing Health" White Paper does create key healthy targets for children and young people. The evidence basis in NSF performance would need to be connected to progress on delivering the White Paper locally.

The consultation indicates that there will be key thresholds for the social care judgement. It is of considerable importance to know how the "specified level of performance" is set if this is to be a threshold for performing well. Further dialogue on this would be essential for transparency.

It is anticipated that the pilot areas for joint area reviews will test the implications of the information from regulatory inspections in the geographical area of the joint area review. The educational/achievement outcomes of children living locally but placed by another authority will also need to be carefully considered.

The specified level of performance expected will need to be transparent, especially in the context of the framework being focused on improvement. The baseline benchmark, linked to local circumstances, needs to be understood and hopefully agreed. The Council will be keen to see how this can be achieved.

**SUE FIENNES
DIRECTOR OF CHILDREN'S SERVICES**

**on behalf of
HEREFORDSHIRE COUNCIL**



3. THE ROLE OF THE DIRECTOR OF CHILDREN'S SERVICES AND THE LEAD MEMBER FOR CHILDREN'S SERVICES

3.1 Introductory

3.1.1 The Director of Children's Services and the Lead Member provide respectively, a professional and political focus for children's services, ensuring that a clear strategy for improving outcomes for all children and young people within the area is developed. In doing so they will listen to and involve children in determining their needs and champion their interests both across functional boundaries within the local authority and across local partnerships, ensuring that the needs of children, young people and their families or carers are addressed.

3.2 Role of the Director of Children's Services

3.2.1 The Director of Children's Services will have three key roles:

- a. professional responsibility and accountability for the effectiveness, availability and value for money of all local authority children's services;
- b. leadership both within the local authority to secure and sustain the necessary changes to culture and practice, and beyond it so that services improve outcomes for all and are organised around children and young people's needs; and
- c. building effective partnerships with and between those local bodies, including the voluntary and community sectors, who also provide children's services in order to focus resources⁴ jointly on improving outcomes for children and young people.

3.3 Role of the Lead Member for Children's Services

3.3.1 The Lead Member's role mirrors the DCS's role at the local political level. He/she will have:

- a. political accountability for the effectiveness, availability and value for money of all local authority children's services;
- b. leadership to engage and encourage local communities in order to improve children's services and to ensure that services, both within the local authority and across partner organisations, improve outcomes for all and are organised around children and young people's needs; and
- c. a particular focus on safeguarding and promoting the welfare of children across all agencies.

⁴ Financial, human, physical or any other resources.

3.3.2 The DCS and LM will work with partners to establish a framework of accountabilities for the effective discharge of functions, and the delivery of services within this framework. They will work with partners to ensure that robust management, reporting, governance, partnership and audit procedures exist to enable services to be delivered effectively, and outcomes for children and young people to be improved. In exercising their functions and responsibilities the DCS and LM must have due regard to the CSA's responsibilities to promote equality of opportunity and eliminate discrimination, for example under the Race Relations Act 1976 and the Disability Discrimination Act 1995.

TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRESS REPORT

Report By: Director of Environment

Wards Affected

County-wide

Purpose

1. To inform Members of the further progress that has been made on implementing the recommendations of the Transport Cross Service Review.

Financial Implications

None as a result of this report.

Background

2. The Transport Cross Service Review Implementation Project seeks to implement improvements that will help the transport services currently provided by the Education, Social Care and Public Transport Teams meet transport needs in a quality and cost effective way through better co-ordination and integration.
3. A Project Board is in place chaired by the Director of Environment and includes the Director of Children's Services. The Project Team draws membership from these Directorates.
4. Progress reports on the implementation of the recommendations of the Transport Cross Service Review were considered by the committee at meetings on the 10th February, 1st April 2003, 13th October 2003, 26th April 2004 and 15th October 2004. The report considered on 1st April 2003 set a number of targets and milestones to be achieved during the implementation of the project. This report seeks to update Members on the current progress.

Considerations

5. The project is continuing broadly in accordance with the original programme, although there has been some slippage in the delivery of the scheduling software elements that will improve the scheduling of education mainstream transport.
6. The following table identifies the original milestones and targets and, where appropriate, revised targets that have been adopted to guide the implementation of the project. Further details of progress, what has been achieved so far and the reasons for any amendments to targets and milestones are presented below.

Further information on the subject of this report is available from Richard Ball, Transportation Manager
on 01432 260965

Key Targets / Milestones	Target / Milestone as reported 13 th October 2003	Status / Revised Target
Develop and Implement Improved Co-ordination and Integration		
1. Potential IT systems examined and demonstrations held	30/5/03	Achieved
2. Change Management Strategy Developed	1/6/04 (Revised milestone to undertake review by 31/3/05 of further opportunities for coordination and integration as reported 15/10/04)	Co-location of Social Care Transport with Education Transport. Revised milestone achieved. Following a review of further opportunities for coordination carried out by the review team in January, the following items are being developed: - Protocol for coordination of tendering for transport services - Development of single contractual framework for use in all tendering for transport services
3. Change Management Strategy Approved for Implementation	1/8/04 (as above)	Protocol and Single Contractual Framework to support coordination to be considered by the Board by the end of May 2005.
Identify and Procure Scheduling Software		
1. Potential IT systems examined and demonstrations held	30/5/03	Achieved
2. Budget Approved to procure appropriate software	30/6/03	Achieved
3. Software Installed	1/3/04	Achieved

Further information on the subject of this report is available from Richard Ball, Transportation Manager on 01432 260965

4. Commence Review of Contracts <i>and use of the system for demand responsive transport provision</i>	4/5/04	Achieved in relation to Social Care, Special Educational Needs and Demand Responsive public transport. The systematic review of all Education Mainstream contracts will commence once the relevant module of the software for this piece of work is operational. It had been hoped that this would be achieved by January. However, the development of this software has taken longer than anticipated and it is now due to be installed in mid April. See below for further details.
Review Discretionary Policies		
1. Draft Revised Policies Considered by Cabinet to approve for consultation	Project Elements transferred for consideration by Education Scrutiny Committee Transport Working Group. This group reported back to Education Scrutiny Committee on 22 nd June 2004 and Cabinet considered a report in relation to this on 15 th July 2004 and resolved to broadly retain the status quo pending the outcome of other considerations. In response to developments, on 24 th February 2005, Cabinet approved a review of the current discretionary policy providing free home to school transport on denominational grounds.	
2. Publish Revised Policy		
3. Revised Policy Takes Effect		
Pilot Projects for Staggered Opening Times for education and social care establishments		
1. Identify suitable area for trial	28/2/03	Achieved
2. Complete desk top study prior to trial implementation	31/7/03	Achieved
3. Agree revised transport services and opening times for live pilot	28/4/05	See progress report below
Brief LEA Governors on School Transport		
1. Briefing held for Governors	30/4/03	Achieved

Further information on the subject of this report is available from Richard Ball, Transportation Manager on 01432 260965

Commentary on Progress

Develop and Implement Improved Co-ordination and Integration

7. The co-location of the Social Care Transport Team with the Education Transport team continues to make joint working easier. This has assisted with staff training and support in relation to the installation and use of the scheduling software.
8. A review of opportunities for further coordination has been undertaken and two pieces of work have been identified to complete this element of the project.
9. Firstly, a protocol is being developed for coordinating and agreeing the detail of services to be tendered. This seeks to minimise the potential for conflict between the requirements of the three service areas, which may reduce the level of competition for tenders and adversely affect value for money to the Council. The development of this protocol will consider stakeholder involvement in the process and review current budget arrangements to evaluate the potential for changes to budgetary arrangements to support greater coordination.
10. Secondly, work has now commenced on the development of revised contractual documentation for transport services, the aim being to produce a single, contractual framework that will be used by each Directorate.
11. Historically, each Directorate has produced its own contract for the purchase of transport services. However, to complement the tendering protocol, the project team is now looking forward to the implementation of a more co-ordinated approach for the purchase, management and delivery of transport services and a new contractual framework will undoubtedly assist this process. In addition, it may in due course be appropriate to revise certain contract conditions to take account of best practice and the new framework. Such amendments could consider quality issues such as driver training.
12. The project team is currently reviewing the existing contract documentation used in each Directorate. It is planned to complete a draft of a single contractual framework in May for consideration by the Board. Reference will also be made to the revision of the Council's procurement strategy.
13. It is intended that the new protocol and contractual framework would be reported to the relevant Cabinet Members for consideration and approval. This work would also enable the board to assess the possible extent of further integration of the service areas.

Identify and Procure Scheduling Software

14. As reported in October 2004, the installation of the Trapeze "PASS" software for the service to provide a dynamic scheduling tool to enable the efficient use of vehicles for education, social care and public transport demand responsive trips has been completed and this part of the system is operational. There has been a qualitative improvement, particularly in relation to Social Care transport bookings, with the change from a paper based system to a computerised system that has enabled improved record keeping and better management of bookings.
15. As reported previously, Trapeze Software Ltd has committed to tailoring the software to specifically meet our requirements for the planning of mainstream education

Further information on the subject of this report is available from Richard Ball, Transportation Manager
on 01432 260965

transport. This development work was due to be completed in time for the system to become operational from January 2005. Unfortunately, the development work has taken the company longer than they anticipated and Trapeze have apologised for the delay. Trapeze have now assured the Council that the software development work is nearing completion and have undertaken to supply and install this part of the system by mid April. In accordance with the contract with Trapeze, the company has not yet been paid for the outstanding work and the need for Trapeze to provide additional training at no additional cost due to the gap between initial training and the supply of the software is being discussed for when the new module has been installed.

16. A programme for reviewing current mainstream contracts will then be established once the full system is operational to enable opportunities for further efficiency improvements to be identified.
17. As reported in October 2004, a number of performance indicators have been established to monitor the improvements being achieved as a result of the adoption of the new Scheduling Software to ensure the predicted improvements in efficiency are being achieved. Once the system is fully operational, those indicators will be used to track progress.

Pilot Project for Staggered Opening Times for education and social care establishments

18. Good progress has been made in developing the details of this element of the project to develop a live pilot for coordination of transport to education and day centres. Following consultation with the manager of St Owens Centre for adults with learning disabilities and members of the project team. It is clear that staggering the opening hours of day services, in this case, could cause some difficulties to our service users. These could include:
 - Carer's time would need to be extended at home prior to transport arriving later.
 - Users might be starting day services too late and getting home too late, making the day too long for the user.
 - Users might not be able to access college courses due to transport running after course time starts.
 - Users would be limited to the use of the mini buses for other activities.
19. In the light of these concerns, in this particular case, it is planned to consider the potential benefits of sharing the transport (children & adults travelling together) when accessing schools and day services rather than staggering journeys. This could provide a cost effective way of meeting the needs of both groups. However, opportunities for staggering opening times will continue to be considered in appropriate future cases.
20. Careful consideration of individual client needs will be necessary to determine those children and adults that can travel together. Consultation will take place with carers, parents and guardians prior to making any changes to existing arrangements. Following the consultation process, routes will be reviewed to maximise the use of our resources. It is planned, subject to consultation, to introduce a live pilot of these arrangements in the Autumn.

Conclusion

21. The above report highlights the progress that is being made to implement the recommendations of the Transport Cross Service Review. The work to develop a coordinated approach to tendering for contracted services will assist with ensuring closer working between the service areas. Whilst it is disappointing that there has been a delay in the delivery of the scheduling software elements for education mainstream transport, the supplier has undertaken to deliver these improvements by mid April and this will be closely monitored to ensure this element of the project is delivered. Attached at Appendix 1 is a copy of the current programme for the project. A further progress report will be submitted in six months time.

RECOMMENDATION

THAT the progress with the implementation of the Transport Cross Service Review be noted.

BACKGROUND PAPERS

- None

APPENDIX 1 – TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRAMME

ID	Task Name	Start	Finish
1	TCSR Implementation Project	Wed 22/02/06	Wed 22/02/06
2	Develop and implement improved co-ordination and integration	Tue 26/11/02	Tue 24/05/05
3	Examine existing models of co-ordination and integration	Tue 26/11/02	Thu 01/04/04
4	Examine potential IT systems	Tue 26/11/02	Fri 30/05/03
5	Review Transport Co-ordination Study results	Mon 06/01/03	Thu 01/04/04
6	Consider the final report to examine opportunities for improving the service	Mon 06/01/03	Thu 01/04/04
7	Further Examination of IT Systems	Mon 01/03/04	Tue 01/06/04
8	Develop Change Management Strategy	Fri 02/04/04	Thu 31/03/05
9	Board approval for next steps for co-ordination and integration	Fri 01/04/05	Fri 01/04/05
10	Develop protocol for coordination of tendering	Mon 04/04/05	Fri 20/05/05
11	Develop single contractual framework	Mon 04/04/05	Fri 20/05/05
12	Consideration by Board	Tue 24/05/05	Tue 24/05/05
13	Identify and Procure Scheduling Software	Tue 26/11/02	Fri 28/10/05
14	Consider IT Support Requirements	Tue 26/11/02	Mon 03/02/03
15	Approve budget for IT Support	Tue 04/02/03	Tue 04/02/03
16	Examine available software and develop specification	Mon 10/02/03	Fri 30/05/03
17	Approval for procurement of software	Mon 02/06/03	Fri 27/06/03
18	Procure and install software	Mon 30/06/03	Fri 09/04/04
19	Undertake staff training	Mon 02/02/04	Fri 30/04/04
20	Commence review of contracts	Tue 04/05/04	Fri 26/10/05
21	Implement Education Mainstream Software	Wed 20/04/05	Fri 27/05/05
22	Review Discretionary Policies	Thu 02/01/03	Tue 30/09/03
23	Examine costs and benefits of existing policies in Education and Public Transport	Thu 02/01/03	Fri 28/02/03
24	Review approaches taken by other authorities	Mon 03/03/03	Thu 08/05/03
25	Task transferred to ESC Working Group	Tue 30/09/03	Tue 30/09/03
26	Pilot projects for staggered opening times for schools and social services	Mon 06/01/03	Wed 22/02/06
27	Identify suitable areas for pilot projects	Mon 06/01/03	Fri 28/02/03
28	Undertake Desktop Study of Implications	Mon 31/03/03	Tue 24/06/03
29	Contact and secure agreement of relevant establishments	Mon 01/11/04	Fri 28/01/05
30	Agree revised transport arrangements / consult stakeholders	Mon 31/01/05	Wed 31/08/05
31	Implement revised transport arrangements	Thu 01/09/05	Mon 26/12/05
32	Monitor and report detailed outcomes	Tue 27/12/05	Wed 22/02/06
33	Develop policy and practice regarding developer contributions	Tue 26/11/02	Wed 31/03/04
34	Raise issue at the Development Impact Group	Tue 26/11/02	Wed 31/03/04
35	Include transport in SPG for Planning Obligations	Tue 26/11/02	Wed 31/03/04
36	Brief LEA Governors on school transport	Tue 26/11/02	Wed 30/04/03
37	Prepare guidance info for Governors	Tue 26/11/02	Fri 31/01/03
38	Undertake annual briefing for Governors in relation to LEA transport policies	Mon 03/02/03	Wed 30/04/03
39	Reporting on Progress	Mon 10/02/03	Fri 15/04/05
40	Report to Strategic Monitoring Committee February 2003	Mon 10/02/03	Mon 10/02/03
41	Report to Strategic Monitoring Committee April 2003	Tue 01/04/03	Tue 01/04/03
42	Report to Strategic Monitoring Committee October 2003	Mon 13/10/03	Mon 13/10/03
43	Report to Strategic Monitoring Committee April 2004	Mon 26/04/04	Mon 26/04/04
44	Report to Strategic Monitoring Committee October 2004	Fri 15/10/04	Fri 15/10/04
45	Report to Strategic Monitoring Committee April 2005	Fri 15/04/05	Fri 15/04/05

RISK MANAGEMENT REPORT YEAR END 2004/05

**Report By: Head of Performance Management and County
Treasurer**

Wards Affected

County-wide.

Purpose

1. To note a summary of the key risks faced by the Council and the mitigating actions being applied to control them.

Background

2. The report to Cabinet on 14th April 2005 is appended. Cabinet's decision will be reported at the meeting.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

RISK MANAGEMENT REPORT YEAR END 2004/05

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH APRIL, 2005

Wards affected

County-wide.

Purpose

To receive a summary of the key risks faced by the Council and the mitigating actions being applied to control them.

Key decision

This is not a key decision.

Recommendation

- That (a) **Cabinet considers both the corporate and significant service risks outlined in the report and assures itself that sufficient mitigating actions are being undertaken to safeguard the Council's business and reputation; and**
- (b) **Cabinet approves the advice that no changes will be made to the existing risk management strategy for 2005/6 and agrees to a further annual review of the strategy in March 2006.**

Reasons

Consideration of risk management issues is required to safeguard the Council's business reputation.

Considerations

1. The Corporate Risk Strategy was adopted by Cabinet in April 2004. An important element of this strategy was the monitoring role set out as follows:
 - The Performance Leads Group will, on a quarterly basis, consider and review those risks reported and submit their findings to the Chief Executive's Management Team via the County Treasurer and Head of Performance Management.
 - A formal review and report will be generated annually. This will form the basis of an annual review of strategic risks to be reported to Cabinet.

2. This is the first full year that the Council has worked with the agreed risk management strategy. A great deal of effort has been put into educating and supporting managers in working with the strategy and improving the Council's overall approach to managing its risks. The Council has also been developing a comprehensive risk register, in addition to those held for individual Directorates and services, as well as a high level register of corporate risks. These are attached as appendices.
3. The risk management strategy is now becoming embedded as part of the Corporate, Annual Operating and Service Planning processes. It is important that managers increasingly see risk as part of the wider performance management agenda and the evidence is that they are. The strategy has, on the whole, worked well and it is not proposed to make any amendments to it for 2005/6. There will be a further review in March 2006.
4. Detailed consideration has been given to how risks can be monitored most effectively by Cabinet as a body. This report aims, therefore, to not only highlight the Council's key risks but also set out the principles for this type of corporate reporting.
5. The key principles for corporate reporting of risks were set out in the November 2004 report and split risks into three broad categories:
 - Service risks: risks which only affect a single service (but could have a wide reputational impact on the Council), a typical example being a high profile child abuse case.
 - Cross-departmental risks: typical examples of cross departmental risks are recruitment and retention issues which impact on all departments and the potential impact of service reductions on staff.
 - Corporate Risks: there is a slightly blurred distinction here between corporate and cross-departmental risks. A major corporate risk, for example, is a downgrading in the Council's CPA assessment, although this could have a direct impact on, or be driven by, service considerations.
6. A further useful categorisation was also identified in the last report being those risks which are considered new or emerging and those which are largely inherent. In terms of direct action, the former category will generally be more evident or highlighted in corporate reports. The remainder of this report details the main cross cutting and corporate issues emanating from the current risk logs. A more comprehensive list, including a hierarchy of risks is included in Appendices 1 and 2.

Cross Cutting and Corporate Risks – position at February 2005

7. The risks identified in November 2004 were recognised as the first attempt at collating a corporate and cross cutting list. This was deemed to be relatively comprehensive, although there were some key service risks conspicuous by their absence. The risks listed below are those reported in the second quarter, together with new risks identified.

Inherent Risks

Comprehensive Performance Assessment

8. In December 2004 the Council learnt it was to be in the first tranche of the revised Comprehensive Performance Assessment and subsequently a detailed timetable has been received. As anticipated, this will be undertaken in parallel with a Joint Area Review of Children and Young People's services. It should be noted that the latter is an assessment of all publicly funded services for that age group and that the CPA will also have a strong focus on partnership and the value for money derived from our work with others. Both processes are new, still in consultative form and have challenging timescales for delivery of their individual, but linked self-assessments. The Audit Commission, in particular, has been explicit that the new approach will "raise the bar" and that a "good" outcome would represent a considerable improvement on that under the old regime. It is the Council's intention, therefore, to seek to maintain its good status, though it is recognised there is a risk to the Council's reputation should this not be achieved.

The CPA/JAR preparation has been set up as a joint project led by the Director of Policy and Community, as overall Executive with the Director of Children's Services as Corporate Sponsor and is managed within a PRINCE2 environment, with a supporting group of Senior Suppliers. A Project Initiation Document has been approved by the Chief Executive's Management Team subject to further scoping work on the JAR. Arrangements are in hand to incorporate external challenge into the CPA self-assessment and this will need to be in place for the JAR too. A number of areas of ongoing activity have been identified which will need to be completed in a shorter timeframe. One of the key areas is diversity and a more formalised approach to this has now been agreed by the Chief Executive's Management Team. Early work has also begun on a communications strategy, to ensure full engagement of employees and members and inform the public.

Business Continuity Management

9. Failure to recognise and plan for disruption to any Council service or function.
10. Areas particularly identified are within ICT where detailed analysis and subsequent investment has been carried out. Further work is currently taking place to develop a wider corporate approach to business continuity which will take account of other issues, in addition to ICT failure, such as property and human resources. The Council is currently also considering its response to the Civil Contingencies Bill.
11. Additionally, Herefordshire Jarvis Services partnering arrangements continue to present a risk to the Council both in regard to the financial health of the holding company and current service provision.

In terms of the technical platform, the Council has invested capital for 2004/05 onwards and the restructure of ICT Services allows this to happen. A report on development of the Council's network is considered elsewhere on the Cabinet agenda. Business Impact Assessments have been carried out to identify key authority services.

The Emergency Planning Manager and Head of Performance Management have recently agreed an approach to Business Continuity Management with the Chief Executive, to be developed over the next few months.

There is ongoing dialogue within the HJS Partnership Board on current service arrangements and the national situation is being closely monitored. A Contingency Plan has been drawn up in the event of Jarvis' liquidation, although the restructuring of holding company debt for the next year should prevent these from having to be put into practice.

Project Management

12. Improving the Council's approach to project management was a key recommendation from the 2002 CPA.

The Chief Executive's Management Team agreed an approach to project management in 2004. The Council now has a comprehensive centralised list of all projects and a process for deciding which are the key strategic ones. Specialist project management skills must be applied to projects and the Council has increased its capacity in this area. IPG has the responsibility for overseeing the policy and agreeing key projects.

Corporate Budget Position

13. The budget position previously reported has significantly improved following the additional one-off funding in the Finance Settlement. This, however, could potentially leave the Council with a significant level of savings to find next year and this is forecasted to be £2m. Additionally, the Council is required to set a balanced budget for 2005/06 and concerns have been raised both in the last report in terms of the older people agenda and more recently within the learning disabilities area. The Council needs to ensure that both adequate budget provision and an action plan are in place before the year-end to meet the policy commitments within Social Care.
14. The ability for the Council to balance its budget in future in line with its policy commitments is very much dependent therefore, on the approach taken to the Gershon Review and its success in not only identifying savings through the Annual Efficiency Statement but being able to deliver them. This is a key line of enquiry in the Use of Resources assessment and subsequently the overall CPA. The three key areas within the efficiency agenda are operational efficiencies, procurement and service improvement. Each of these areas will require a consistent and concerted approach across the whole Council.

The Council is responding to the Gershon Review requirements which initially include the production of an Annual Efficiency Statement (AES) by 15th April. This, together with the service reductions identified through the budget scrutiny exercises carried out in the Autumn, are anticipated to meet the budget gap in 2005/06.

The Corporate Finance Group, consisting of senior finance managers, is leading on producing the AES together with nominated service leads within Directorates. A procurement consultant has been employed to set out the improvements required in corporate procurement and redraft the procurement strategy.

£1m has been set aside in the budget recently approved by Cabinet for further investment in older people's services and business critical ICT. There is also a review taking place on the specific overspend in learning disabilities. A statement will be submitted to Council later in this month setting out how both the additional budget allocation and the action plan for minimising future overspends will lead to the setting of a balanced budget. The budget has been set at a level to incorporate invest-to-save initiatives which will help maintain a balanced budget position into the medium term.

Job Evaluation

15. Impact of job evaluation results on staff recruitment and retention will continue to be assessed by services.

The Moving Forward Group provides regular bulletins on how the Council is managing the outcomes of Job Evaluation, including the imposition of market factors and general support arrangements for staff adversely affected by it.

LPSA 1 and 2

16. The main risk from LPSA1 is not achieving the stretched targets to maximise the Performance Reward Grant (PRG), which in turn will be funding a significant part of the second LPSA. Ideally LPSA2 would be negotiated by the end of this financial year, which sets a very tight timescale. Failure to negotiate a successful LPSA will adversely affect the Council's reputation for partnership working and being clear about the outcomes it would like to achieve over the medium term and translating these into a meaningful agreement with the government.

Quarterly monitoring takes place against LPSA1 targets and the current estimate of PRG is slightly over that reported towards the end of 2004.

Compared to other local authorities, the Council is acknowledged by ODPM as making good progress on agreeing LPSA2 but is still encountering a reluctance on the government's behalf to accept local performance measurements. This is likely to prolong negotiations into April.

New or Emerging Risks

Freedom of Information and Data Protection Acts

17. These are key pieces of recent legislation with implications of reputational risk.

A distance learning package on Data Protection was developed for key managers which has been well received. The Council set up a network of liaison officers in Directorates/Departments of people with a good understanding of the legislation to advise managers. This is working well and the Council is satisfying its statutory requirements.

The Council prepared for the 1st January implementation date by providing information and training to key personnel, both employees and managers. Training continues to be delivered for those who have not yet participated. There is a standard template for recording requests and figures are being collated for the Authority as a whole as well as in Directorates. A key risk is missing the statutory deadline for responding to a request. This has happened in two out of the 40+ requests received to date. A dedicated post has been created to support and coordinate Freedom of Information issues.

Children Act

18. The implications of the Children Act are wide-ranging although not all of the requirements need to be met immediately. The Council sees this as a positive opportunity to develop a holistic approach to the needs of children and young people. An appointment has been made to the post of Director of Children's Services and a Children's Change Team has been set up to drive the necessary activities required by the Every Child Matters agenda. The announcement of the timing of the Joint Area Review will increase the demands placed on the Change Team.

The new Children's Services Directorate has been operational since January 2005, ahead of some councils and the Director has moved swiftly to set up a Change Team. The preparation for JAR will be supported by the inclusion of this into the joint CPA/JAR joint project which is being "PRINCE2" managed.

Adult Care Services

19. The Green Paper on the future of Adult Care Services is due for publication later this month. The implications are unknown at this stage but will inevitably demand some attention to process and possibly structure comparable with that for Children's Services. There is a risk that with this running alongside the Children's agenda managerial and strategic capacity will be stretched.

It will be important to ensure that the implications of the Green Paper are given sufficient attention and any changes incorporated into the strategic development of the Council and its services. The Council is already progressing improvement plans arising from any Adult Care inspections which will assist in this process.

Inspection Scores

20. The outcomes of any recent inspections and/or assessments will be considered as important evidence in the forthcoming CPA/JAR. There will need to be clear post-assessment improvement plans in all relevant areas. In this context, it will be important to address the actions required to reverse the CSCI reduction in the star assessment from November 2004.

More emphasis has been placed on monitoring those most vulnerable performance indicators which feed into the star rating. There has also been a closer alignment of the service plans currently being developed with national priorities and an agreement that all improvement plans be incorporated into the service plans, rather than standing alone.

Educational attainment targets for looked after children have been included in the draft LPSA as a response to the CSCI Inspection and it being a key corporate priority.

Conclusion

21. The Council will continue to develop its approach to Risk Management and this second corporate report is accordingly more comprehensive than the first one last year. The Council will also need to be aware of new or emerging issues such as any implications on Local Government from a General Election and any internal strategic issues, e.g. the accommodation review. Areas which have already improved are:

- Identification and management of risk incorporated into Corporate and Annual Operating Plans provides direct link to management of performance
- Incorporation of assessment of risks into service planning.
- Better understanding of relativity of service risks across the Council.
- Development of a separate register for corporate risks.
- More frequent reviews of risks by Departmental Management Teams.
- Identification of specific actions to mitigate risks.

There is still scope for improvement in terms of:

- Consistency of approach to and assessment of risks.
- Better understanding of corporate and cross-cutting risks.
- Presentation of information for corporate reporting.

22. The Chief Executive's Management Team will continue to review risk issues on a quarterly basis and report further as appropriate.

Managing Risk – Strategic Risk Identification & Assessment



Directorate/Department/Function/Project: ALL SERVICE RISKS

Stage One		Stage Two									
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix		Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)						
		Impact (Severity)	Likelihood (Probability)			Priority Rating					
Corporate Network	P&C 1	4	4	<p>The Corporate Network has had no significant investment in recent years. The recent SOCITM report confirmed the initial conclusion of the Head of ICT. The Council has restructured the service and made significant revenue and capital investment for 2004/05, however, the time frame for activity for completion is still 18 months-2 years.</p> <p>The Council has worked through a comprehensive tendering process reducing the initial interest to a shortlist of three. The preferred supplier is Siemens/Fujitsu. Details of the proposed networks including full business case were presented to Chief Executive's Management Team on the first March 2005 and report to the Information Policy Group on 2nd March 2005. The Cabinet Member (Human Resources and Corporate Support Services) was briefed on the proposal on Wednesday 2nd March and a Leader's briefing took place on 3rd March 2005. Following discussions with the County Treasurer the proposals were further considered by the CXMT at its away day on 8th March and will, following a briefing with the Chairman of Strategic Monitoring Committee go forward for approval by Cabinet at its meeting on 24th March 2005 alongside the bid for further investment. If this proposal is accepted phase</p>	<table border="1"> <tr> <td>Impact (Severity)</td> <td>4</td> </tr> <tr> <td>Likelihood (Probability)</td> <td>4</td> </tr> <tr> <td>Residual Priority Rating</td> <td>High</td> </tr> </table>	Impact (Severity)	4	Likelihood (Probability)	4	Residual Priority Rating	High
Impact (Severity)	4										
Likelihood (Probability)	4										
Residual Priority Rating	High										

						one of the new network will be implemented by the summer of 2005 with a further role-out over the ensuing 12 months. Background documentation to support this are the business case and bid for further funding. (CXMT papers – 1st March, 2005).				
Disaster Recovery	P&C 2	4	4	4	High	<p>The Authority has inadequate disaster recovery arrangements. Included in this is the need for a backup data centre. There is also an issue about business continuity across the organisation. In terms of the technical platform, the Authority has invested capital for 2004/05 onwards and the restructure of ICT Services allows for this to happen. However the lack of a final decision on accommodation will place the Authority in a position to need to make some decisions about where the second data centre is located no later than mid September 2004.</p> <p>We have recruited a Disaster Recovery expert through Socitim who has undertaken an analysis of returns from the Directorates alongside further investigation of the technical issues. This was reported in full to CXMT at its meeting on 15th February 2005 and the IPG at its January meeting of 2005. Whilst this information has proved useful as a starting point this information will need to be revalidated and built into the risk assessment processes of Services. The final decision on a second data centre is related to the Accommodation Business Case to go to Cabinet in March 2005. Decisions on alternatives have been held back pending this final decision. However, this now becomes critical particularly in the light of the capacity issues at the Thorn Data Center.</p> <p>There is also a need for an overall authority approach in relation to an emergency plan in the event that a major authority premises be taken out of operation. That provision is subject to a discussion with the Chief Executive and Head of Emergency Planning and Head of Performance Management. The need for business services to accept the business consequences of failure were re-emphasised in the CXMT session of 8th March The Action Plan based on the internal on Disaster Recovery provides an action plan to reduce the level of risk.</p>	4	4	High	
Failure to maintain CPA score, particularly in relation to use of resources	CT2	3	4	3	High	Performance management arrangements in place with established performance indicators, ongoing monitoring established through performance management framework including service planning.	4	3	High	

Balancing the budget and obtaining capital bids	SCSH6	3	4	High	Management Action and Review of Investment Plans	3	4	High
Review Procurement Strategy	CSS16	3	4	High	Consultant engaged to undertake review on procurement strategy.	3	2	Medium
Halo	P&C 7	4	4	High	The Board has commissioned internal work into financial operation. Council and HALO officers are working together to produce a Medium-term financial plan due to report back in September.	3	3	Medium
Communication	P&C 12	3	4	High	<p>Failure to raise public perception of the Authority. Mitigation through the reintroduction of Herefordshire Matters, redesign of web capability, reappointment of Community Involvement Co-coordinator. Communications audit is planned.</p> <p>Herefordshire Matters has been re-introduced and established on a quarterly basis. The web has been redesigned. The Community Involvement Coordinator was appointed and presented an action plan to underwrite the Community Involvement Strategy in January 2005. This was approved including the decision to log all consultation and involvement activity with the Community Involvement coordinator/Principal research officer. The Communications Audit was undertaken however further work is necessary in order to bottom out the precise level of resources being applied in Directorates. Further work was undertaken in January 2005 on the Policy and Community Directorate in order to validate some of the responses.</p> <p>The ALI inspection has dropped out of these targets because of the successful re-inspection. Included however will be Youth Service and Libraries Standards and related to specific action plans. Work is already agreed for the Youth Service in relation to the CPA Inspection in Autumn 2005. N.b – Communications is a key element in CPA PID.</p>	3	3	Medium
Limitations placed on funding limiting ability to resource key priorities in future years	CT1	4	3	High	Budget procedures, forward projections in place to evaluate potential impact. Assessment of impact on Medium Term Financial Plan. Public consultation on budget proposals. Robust budgetary control procedures in place. Large scale efficiency savings have been identified but need to be delivered with minimal service impact	3	2	Medium

Failure to hit score of 2 in CPA assessment by	Env 6	4	3	High	Raise awareness through Herefordshire Matters Maintain investment in services. Use Environment Support Unit to develop understanding of CPA criteria.	4	2	Medium
<ul style="list-style-type: none"> Failure to provide service expected by stakeholders/customers. Waste Congestion Street cleaning 								
The failure of the Herefordshire Jarvis Services arrangements	Env 4	4	3	High	Ensure Council's financial liabilities are covered. Raise awareness of contingency arrangements following creation of contingency plan.	2	3	Medium
Joint Area Review – Youth Service	P&C 10	3	3	High	P&C has instigated the Synchronisation Group to map out activity to meet requirement of the new Joint Area Inspection. The Authority has working groups in place to progress response to the Children's Bill.	3	2	Medium
SIP	P&C 14	4	3	High	(info to focus on libraries) Technology used as an enabler to support the change. Major challenges in cultural. Risks associated with <ul style="list-style-type: none"> Lack of support to drive change through. Lack of resource to implement necessary technical platforms e.g. GIS, DMS Lack of decision about Plough Lane: location of contact centers Reports considered by CXMT/Cabinet briefing and Cabinet Member decision in February, This followed Cabinet conformation of lead roles of Cabinet Member for Human Resources and Corporate Support Services and the Director of Policy and Community. Programme Manager being recruited. 	3	2	Medium
Failing to meet the needs of schools	E5	4	3	High	Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning, Funding Bids	4	1	Low
Extension to Hereford Cemetery	Env 9	4	4	High	Financial Bid in for funds to extend	1	1	Low
External Funding – Fall out of key Programmes, particularly in Social & Economic Development, SRB, Market Towns (all 5) Initiative, Creative Industries, LEADER+	P&C 6	3	3	Medium	The Council is currently working on a range of strategies to ensure prioritisation of resources. Work ongoing to mitigate/manage expectation. Alternative sources of funding are being sought. However, the Authority has made significant and creative use of this funding in order to extend its range of services. The ability to find alternatives is limited.	3	3	Medium

Approach to Diversity	P&C 8	3	3	3	<p>The Diversity Group established. Progress towards level 2 of the equality standard being mapped. Impact assessment training has been planned. Year 1 officers have undertaken familiarisation. There are proposals to map out longer-term development.</p> <p>A short-term action plan was implemented in order to ensure Level 1 of the Equality Standard is assured. This was subject to a report and associated actions to CXMT on the 1st March. This also contained proposals relating to progress towards Level 2 including Year 2 Impact Assessments, development/training proposals and staff resourcing requirements. These were agreed and P&C DMT approved the resourcing proposals on the 1st March. These will now be built into the longer-term plan included as part of the CPA Bid.</p>	3	2	Medium
Library Standards, (including any possible Cultural Services Inspection).	P&C 11	3	3	3	<p>The progress made on the new strategic plan for Libraries. The action plan is continuing to meet Library standards. Proposals in place for INFO/Libraries in each of the market towns. Some capital funding awarded. Integration of INFO and Library staff progressing.</p>	3	3	Medium
Aylestone Park	P&C 13	3	3	3	<p>Failure to deal with High-level contamination. Discussions with the Environment Agency about means of disposal of contaminated material. Search for means of disposal has some funds allocated to it.</p>	3	3	Medium
Due to JE and corporate budget savings key personnel will be lost to the organization, impacting on support provided to directorates and corporate governance	CT3	2	3	2	<p>Adapting structures to fit with changing circumstance, providing better coverage for key areas e.g. Revenue and Benefits and Audit restructuring. Limited extension of job rotation ensuring less specialism. Documentation and ongoing review of key policies and procedures.</p>	2	3	Medium
Failing to meet key performance targets and indicators	E1	2	4	2	<p>Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, Funding Bids</p>	2	3	Medium
Failing to recruit and retain staff and maintain High morale	E2	2	4	2	<p>Service Planning, Performance Management, Improvement Planning, Funding Bids</p>	2	3	Medium


Failure to deliver the LPSA targets	Env 2	3	3	3	Medium	Amend JUP accordingly and drive change through the new management team.	4	2	Medium
Recruitment and retention of staff where there are national skills shortages e.g. Occupational Health Adviser	HR 1	3	3	3	Medium	Implement market forces / supplement. Succession planning Utilise SRDs / implement career development posts and conclude job evaluation. Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners.	2	3	Medium
Retention of Children's service social workers	SCSH1	2	3	3	Medium	Management Recruitment and Retention Action	2	3	Medium
Homelessness performance and delivery particularly for children leaving care	SCSH4	2	3	3	Medium	Develop Strategy and Secure new developments	2	3	Medium
Supporting People Grant	SCSH5	2	3	3	Medium	Review Resources/ Priorities and take Action	2	3	Medium
Medium term Investment in Older People's Services	SCSH7	3	3	3	Medium	Continue to allocate resources to best effect and continue to make the case for the already agreed action plan	3	3	Medium
Changing Home Care and realising the benefits	SCSH8	2	3	3	Medium	Monitor progress against the project plan	2	3	Medium
Electronic Service Delivery	P&C 3	3	3	3	Medium	Following a major review of the proposed eGateway platform and consideration of the options by both the Partnership and the Council, a decision has been made to move to a new platform. The Council has had to make this decision without committed support of AWM through the HIT Programme, (discussions are continuing), and endorsement from all partners. If the Authority does not do this, it will not meet its obligations in terms of requirements	2	1	Low

						of new legislation particularly the Disability Discrimination Act and the Freedom of Information Act. Also, the Council's progress towards achievement of BVPI 157 rests on an appropriate web-environment. A project plan has been approved but will be operating on a very tight timeframe.				
						The e-gateway platform was implemented on 4th January and the Council's internet and Partnership site were migrated in that timeframe. The Council's intranet moved over the course of the next ten days. The Website moved from a position near the bottom of the league (near 251st) and is likely to be endorsed. It has moved to position 24 in the league table. It is anticipated that it will move into the top 10 when the list is next published. Support was achieved from partners in the Herefordshire Partnership and funding from AWM. Regular reports will be received by the HIT Board in terms of Partnership support. However, in terms of the Council's activity there will be a planned programme of migration of individual websites over the next year. The Council's IEG 4 statement was presented on time and activity is continuing to ensure that the priority statements are achieved and that the collection of data in relation to BVPI157 is secure. Staff are being trained within Directorates in order that progress can be maintained.				
						Resources committed to promote/ensure compliance	2	2	2	Low
						Resources committed to promote/ensure compliance	2	2	2	Low
						Disaster Recovery Plan (IT)	2	2	2	Low
						Project team created to manage change	4	1	1	Low
						Secondment of senior building surveyor to manage project from client's side	4	1	1	Low
						Set up project teams to shape the future of HR. Include areas not completed by the end of March in the Pay and Workforce Development Strategy.	1	3	3	Low
						Subscribe to appropriate providers of information. Ensure Personnel Officers are updated with relevant information.	1	3	3	Low

								Review policies and procedures in line with new legislation. Disseminate policies and procedures to Managers Make information available on Info Library in a timely manner.				
I.T. failure	HR4	3	3	3	3	3	3	Ensure people use the server for file storage Ensure passwords are changed at the prescribed intervals Ensure access to systems are controlled by systems manager.	1	1		Low
Recruitment and retention of staff in skill shortage areas including the impact of Job Evaluation	P&C 4	3	3	3	3	3	3	Implement a package of measures arising from the Award Strategy Group to include market forces supplement. Conclude Job Evaluation and provide appropriate support and implement Policy & Community Recognition Scheme. Provide development opportunities within and outside of the Directorate.	2	2		Low
Parks & Countryside	P&C 5	3	3	3	3	3	3	Additional funding applied to the Parks and Countryside budget set to recover base-position over 2 years. Undertake and implement policy development of the Section 106 Agreement. Develop alternative management arrangements for open space. Flag up early warning with Herefordshire Jarvis Contractors.	2	2		Low
Inspections-ALI	P&C 9	3	3	2	2	2	2	Officers working with LSC and undertaking programmed work to meet the re-inspection visit targets. Restructure of service to meet requirements implemented.	3	1		Low
Business Critical System failure	CT7	3	3	2	2	2	2	Ensure database saved daily and back-up stored off site	2	2		Low
Failing to secure physical safety & welfare of users, staff & the public	E3	2	2	3	3	3	3	Service Planning, External Inspections, Improvement Planning, Funding Bids	2	2		Low
Failing to meet the needs of individual children/young people	E4	4	4	2	2	2	2	Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections	4	1		Low
Failing to provide users with good access to services of appropriate quality at a reasonable speed	E6	2	2	3	3	3	3	Service Planning, Best Value Reviews, Performance Management, External Inspections	2	2		Low
Failing to secure an adequate level of	E7	2	2	3	3	3	3	Service Planning, Performance Management, Internal Audit reports, Funding Bids	2	2		Low

resources	E8	2	4	Medium	Service Planning, PRINCE2, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning	2	2	Low
Failing to demonstrate capacity to improve								
Failing to effectively respond to initiatives requiring change	E9	2	3	Medium	Service Planning, PRINCE2 Project Management, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning, Funding Bids, Change Team	2	2	Low
Failure of the Contract Services and Technical Consultancy Services	Env 3	4	2	Medium	Develop understanding, commitment and then appropriate empowerment in the service (to partnership working) through the new management team, in order to address the critical success factors for the Partnership.	4	1	Low
Failure of an element of it								
I.T. failure	Env 7	3	3	Medium	Ensure regular back up by it section. Write Directorate business continuity plan	1	1	Low
Flooding in Ross on Wye	Env 10	2	3	Medium	Achieve flood alleviation scheme in place in 2006	1	1	Low
Failure of Integrated Waste Management Contract in that recycling and diversion targets are not met.	Env 11	4	2	Medium	Commitment from all stakeholders to ensure contract does not fail by renegotiating a way forwards from the current stalemate. Need to identify alternative methods of Waste Diversion and recycling and to financially plan for having to use the Landfill Allowance Trading Scheme	4	1	Low
Failure to comply with Council environmental procedures	Env 5	2	4	Medium	Training and awareness	2	2	Low

BV5A The number of complaints to Ombudsman classified as maladministration	CSS11	3	1	Low	Procedures in place	2	1	Low
Lack of facilities at Crematorium breakdown / breaching of emission limits	Env 8	4	1	Low	Adequate Servicing and repair program Proposed New Crematorium bid	4	1	Low
Loss of premises at Brockington	CSS19	4	1	Low	Disaster Recovery Plan outstanding	4	1	Low
Total loss of landline telephones	CSS21	2	2	Low	Disaster Recovery Plan + mobile phone availability	1	2	Low
Major service disruption and financial loss if liquor licensing policy statement not produced in time for first implementation date. If we are unable to issue licences, businesses automatically receive a licence regardless of any objections	Env 12	4	1	Low	To allocate policy officer to assist with the production of a licensing policy statement and a designated licensing manager.	1	2	Low
Performance on inspections and star ratings	SCSH2	2	2	Low	Management and Scrutiny Action	2	2	Low
Key performance indicators needing improvement	SCSH3	2	2	Low	Management and Service Action	2	2	Low

Managing Risk – Strategic Risk Identification & Assessment	 HEREFORDSHIRE COUNCIL
---	---

Directorate/Department/Function/Project: CORPORATE RISKS

Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Stage One								
Children Act	CR1	4	4	High	Children's Services Directorate established. Children's Change Team set up.	4	3	High
Corporate Network	CR2	4	4	High	The Council has restructured the service and made a significant revenue and capital investment. Proposals on a preferred network provider are due to go to Cabinet in March.	4	4	High
Stage Two								

Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Stage One								
Corporate budget position	CR3	4	4	High	Budget set aside to address Social Care and ICT budget pressures. Preparation of AES	4	2	Medium
Business continuity management	CR4	3	4	High	Work is underway to determine an overall corporate approach. Substantial capital investment made in ICT network and disaster recovery arrangements.	3	2	Medium
Failure to maintain CPA "good" rating	CR5	4	3	High	Project management of preparation. Complete areas for improvement. Engage partners.	3	2	Medium
Failure to get a "good" JAR rating	CR6	4	3	High	Run jointly with CPA project	3	2	Medium

Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Stage One								
The failure of the Herefordshire Jarvis Services arrangements	CR7	4	3	High	Ensure Council's financial liabilities are covered. Raise awareness of contingency arrangements following creation of contingency plan.	2	3	Medium
Approach to Diversity	CR8	3	3	Medium	A short-term action plan is in place to evidence that Level 1 of the Equality Standard is reached by end March 2005. A longer term plan has been agreed to ensure progress towards Level 2.	3	2	Medium

Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Stage One								
Delivery of new LSPA agreement in agreed timescales	CR9	3	2	Medium	Steering Group formed to manage the delivery of the agreement. Early liaison established with Government contacts to circumvent more formal processes	3	2	Medium
Failure to deliver the LPSA targets	CR10	3	3	Medium	Amend JUP accordingly and drive change through the new management team.	4	2	Medium
Adult Care Services Green Paper	CR11	3	3	Medium	Waiting for publication of Green Paper and respond accordingly.	3	3	Medium
Stage Two								

Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Stage One								
Recruitment and retention of staff where there are national skills shortages and including the impact of Job Evaluation.	CR12	3	3	Medium	<p>Stage Two</p> <p>Implement market forces / supplement. Succession planning Utilise SRDs / implement career development posts and conclude job evaluation Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. Promote pride in Herefordshire.</p>	2	2	Low

STRATEGIC AUDIT PLAN 2005/06 – 2008/09

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1. To report on the process used to develop the Strategic Audit Plan for 2005/06 to 2008/09 and the Annual Plan for 2005/06.

Financial Implications

2. None Identified.

Background

3. The report considered by Cabinet on 14th April 2005 is appended.

RECOMMENDATION

- THAT**
- (a) the contents of the attached Cabinet report dated 14th April 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 Strategic Audit Plan 14th April 2005.

STRATEGIC AUDIT PLAN 2005/06 – 2008/09

CABINET AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

14TH APRIL 2005

Wards Affected

County-wide.

Purpose

To report to Cabinet on the process used to develop the Strategic Audit Plan for 2005/06 to 2008/09 and the Annual Plan for 2005/06.

Key Decision

This is not a Key Decision.

Recommendations

That the Audit Strategy and Audit Plan for 2005/06 be endorsed.

Reasons

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

Considerations

- 1 The Accounts and Audit Regulations 2003 established requirements related to systems of internal control and the review and reporting of these systems. Regulation 4 of the Accounts and Audit Regulations 2003 requires that from 1st April 2003 ' *The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk*'.
- 2 Herefordshire Council also has an obligation to include in its Statement of Accounts a statement on the system of internal financial control. The statement should set out the framework within which financial control is managed and reviewed and the main components of the system, including arrangements for internal audit. This statement reports on significant identified weaknesses and the actions undertaken to rectify them.
- 3 The work of Audit Services forms a significant part in the Council meeting its obligations under Regulation 4 of the Accounts and Audit Regulations and in the compilation of the Council's Statement of Internal Control. In addition, Audit Services

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

work makes an important contribution to the Council's CPA rating in the Use of Resources category. Limiting the Council's vulnerability to fraud and corruption and adhering to financial controls are key lines of enquiry in this assessment. The first call on audit resources will always be from the corporate governance and control perspective although the skills inherent within the team can positively contribute to other corporate initiatives where possible.

- 4 The Code of Practice for Internal Audit in Local Government in the United Kingdom (2003) states that 'Internal Audit should prepare a risk-based audit plan designed to implement the audit strategy, taking account of the organisation's risk management process. Any differences between the plan and resources available should be identified and reported to the organisation'.
- 5 The approach to preparing the Annual and Strategic Plan is fundamentally based upon the Council's Risk Strategy and covers risk assessments in the following areas:
 - Fundamental Systems.
 - Non- fundamental Systems.
 - Corporate Governance arrangements to include Anti-Fraud arrangements.
 - Best Value Performance Indicators.
 - Risk Management arrangements.
 - ICT protocols and controls.
 - Establishment visits.
 - Verification and Probity Reviews.
6. Each area is assessed for potential risks as classified utilising ' Traffic Lights' signposting, with Red being high risk, Amber being medium risk and Green being low risk. In addition, 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 including risk management reports to CXMT.
7. A key part of the risk methodology is that fundamental systems are always red no matter what their previous audit opinion is, as these are systems whose failure could cause major disruption or loss of financial control to the Council. In addition, bank account schools are always red because of their level of independence from the Council's control systems.
8. Resources available have been reduced owing to the deletion of a post in line with the Council's budget reduction requirements. The impact of this reduction in resources has not led to a reduction of audit work in high risk areas.
9. Following the risk assessment, the base plan identified 2804 days of resources required (summarised in Appendix 2). Adjustments are then made to align the plan to available resources i.e. 2,596 days.
- 10 The reduction in the base plan was achieved by reducing the number of: -
 - Non fundamental System Audits by 8 saving 111 days

- Non School Establishment visits by 6 saving 72 days
 - Verification and Probity reviews by 2 saving 25 days
11. Additionally, it should be noted that some 57 (63%) Primary and Special Schools have not had an audit visit in the previous four years. Although not high risk areas individually, they do have a substantial risk as a group. Although 60 days has been allocated to primary schools within the plan, this does not represent enough audit cover to clear the backlog or meet the current years' requirement. To help overcome this, Audit Services intends to run 2 half-day seminars for school administrators and carry out limited establishment audits at individual schools, which have been chosen at random. The audits will cover high risk areas identified from previous establishment visits across the Council. A checklist will also be developed to help Governors ensure proper corporate governance.
 12. The Audit Commission requirements for 2005/06 are that Audit Services produce detailed system procedures and flowcharts for all fundamental system in line with International Accounting Standards. The Bank Reconciliation, Cash and Deposit, FMS Financial Reporting and Control, and FMS Budget Creation and Monitoring fundamental systems must be finalised by 31st December 2005, with the remainder by 31st March 2006.
 13. Although there is no evidence to suggest that there is a problem in relation to fraud and corruption, it is important for the reasons stated in para 3 that the plan includes anti-fraud and corruption work. The Council is also taking part in the Audit Commission's National Fraud Initiative (NFI), and members will be updated on progress accordingly.
 14. The Plan also reflects continuing Audit Services involvement in supporting key corporate priorities such as the Performance Management Framework and Local Public Service Agreements (LPSA).
 15. The Strategic Audit Plan is a rolling plan covering a period of four years. Year one represents the Annual Plan for 2005/06. The whole represents the Strategic Plan for the period to March 2009. The first year plan is quite firm in terms of planned audit activity, whilst the remainder is more flexible and will be updated in the light of experience and future risk assessments.
 16. Any revisions to the plan for 2005/06 will be reported in November 2005 and will reflect any changes in resources and new audit work identified.
 17. Appendix I summarises audit time and gives a summary of audit activity at a strategic level. Appendix 2 shows a summary at service level, with the detailed Strategic Plan in Appendix 3. Appendix 4 shows the detailed Audit Service Strategy.
 18. There has been extensive consultation with Directors, Heads of Service and the Audit Commission and their views, subject to resources, have been taken into account in determining the areas that require audit attention.

Risk Management

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

upon their last Audit opinion and current knowledge. The risk based plan has been aligned to available resources, which means that some items identified for audit will not be done in the current year.

Consultees

None identified.

Background Papers

The Code of Practice for Internal Audit in Local Government in the United Kingdom.

2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES ANNUAL PLAN
SUMMARY BY STRATEGIC AREAS

Strategic Area	Summary of Work Planned	Days	%
Audit Services	Covers time allocated for the Administration and Management of Audit Services and includes annual and sick leave, vacancies and training days.	898.50	34.61
Chief Executive's Office	The main area of review relates to the Human Resource Division and covers verification of data on the Computerised Human Resources Information System (CHRIS).	12.00	0.46
Computer Audits	Reviews covering E Gateway, E-government, GAP analysis in relation to BS 7799 , which sets out the minimum standard of security for computer systems. A review of physical security within the IT service, which includes disaster planning and contractors/third parties. There will also be reviews covering project management and new system controls and management of software licences. Risk assessments of the Council's main computer systems including Financial Accounting, Council Tax, NDR, Housing Benefit and Payroll.	127.50	4.91
Corporate	Work which covers projects across the Council as a whole and includes Performance Indicators, LPSA targets the Council's Performance Management Framework and Good Environmental Management Auditing.	411.00	15.84
County Secretary and Solicitor's Department	The main area of work covers verification work relating to Members' expenses.	7.00	0.27

2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES ANNUAL PLAN
SUMMARY BY STRATEGIC AREAS

County Treasurer's Department	Relates to performance management framework associated work, follow-up work on the Credit Card Payments system previously reviewed, in addition to Data Protection verification work and a system review of Salaries and Wages emergency payments.	47.00	1.81
Children Services Directorate	The main area of work relates to school audits at ten high and thirteen primary schools and a special school as part of the rolling programme of school visits. Early Years Development Site visits. This is in addition to a review of contract tendering arrangements within the Directorate.	318.00	12.25
Environment Directorate	Audit follow-up work on recommendations previously made on past system audits. System reviews covering the waste management contract, work programme - Herefordshire Jarvis, in addition to contract tendering arrangements across the directorate.	78.00	3.00
Fundamental Systems	Review of system and procedures whose failure could have an adverse effect on the Council's overall financial standing. This includes the main accounting system, risk management, anti-fraud and corruption arrangements, Creditors, NDR, Council Tax and Housing Benefits.	385.00	14.83
Policy and Community Directorate	Audit work covers three establishment visits across the directorate. Verification work with regard the Leader Project, diversity compliance and the SRB HIT programme. This is in addition to contract tendering and awarding across the Directorate.	93.50	3.60

2005/06
**HEREFORDSHIRE COUNCIL
 AUDIT SERVICES ANNUAL PLAN
 SUMMARY BY STRATEGIC AREAS**

Adult Services	The main areas of review will concentrate on system reviews and will cover Financial Management and Budgetary control. Pooled Budgets, agency payments, Residential assessments/ Contribution Orders, payments to Independent Providers and Government Grants. Also follow up work in relation to the In House Homecare, Fairer Charging and Homecare Assistants payroll reviews previously completed.	177.50	6.84
Strategic Housing	Areas of review will cover Financial Management and Budgetary control, Supporting People Contracts and Grant Claim.	41.00	1.58
	TOTAL	2596.00	100.00

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
	Audit Services		
N/a	Administration and Management	297.50	297.50
N/a	Non-Audit Work	20.00	20.00
N/a	Staff Development	10.00	10.00
N/a	Leave/Vacant Posts/Secondments	491.00	491.00
N/a	Training	80.00	80.00
	Total Audit Services	898.50	898.50
	Chief Executive		
Green	General Work/advice	1.00	1.00
Amber	Human Resources	11.00	11.00
	Total Chief Executive	12.00	12.00
	Computer Audits		
Red	Corporate	42.00	42.00
Red	IT Services	39.00	39.00
Red	Social Care and Strategic Housing	10.00	10.00
Red	County Treasurer	36.50	36.50
Red	Education	00.00	00.00
	Total Computer Audits	127.50	127.50

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
	Corporate		
Red	Good Environment Management	23.00	23.00
N/a	Contingency	123.00	123.00
Red	Corporate Projects	278.00	243.00
N/a	Corporate Working Groups	22.00	22.00
	Total Corporate	446.00	411.00
	County Secretary and Solicitor		
Amber	Custodians	1.00	1.00
Red	Democratic and Public Services	5.00	5.00
Green	Emergency Planning	00.00	00.00
Green	Electoral Registration	00.00	00.00
Green	General	00.00	00.00
Amber	Land Charges	10.00	00.00
Green	Legal Services	1.00	1.00
Green	Registration Service	00.00	00.00
	Total County Secretary and Solicitor	17.00	7.00
	County Treasurer		
Amber	Financial Policy and Audit	1.00	1.00

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Amber	Accountancy and Exchequer	11.50	11.50
Amber	General	24.00	24.00
Amber	Revenue and Benefits	10.50	10.50
	Total County Treasurer	47.00	47.00
	Children Services		
Amber	Other Children Services	00.00	00.00
Amber	General	28.00	28.00
Red	High Schools - Bank Account	107.00	107.00
Amber	High Schools – Non Bank Accounts	62.00	62.00
Amber	Inspection Curriculum and School Performance	13.00	1.00
Red	Primary Schools Bank Accounts	34.00	34.00
Red	Pre Primary Education	10.00	10.00
Amber	Policy and Resources Division	55.00	16.00
Amber	Primary Schools – Non Bank Accounts	55.00	55.00
Amber	Special Schools and Units – Non Bank Accounts	5.00	5.00
	Total Children Services	369.00	318.00
	Environment		
Red	Client Services	28.00	16.00

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Red	Engineering Services	26.00	26.00
Amber	Engineering Services – Transport	00.50	00.50
Amber	General	15.00	15.00
Amber	Planning Services – Building Control	00.50	00.50
Amber	Planning Services	12.50	00.50
Amber	Property Services	1.00	1.00
Amber	EH Environmental Health	30.00	18.00
Green	EH Trading Standards	00.50	00.50
	Total Environment	114.00	78.00
	Fundamental Systems		
Red	Financial Policy	45.00	45.00
Red	Corporate	90.00	90.00
Red	Education	25.00	25.00
Red	Accountancy and Exchequer	100.00	100.00
Red	Revenues and Benefits	125.00	125.00
	Total Fundamental Systems	385.00	385.00
	Policy and Community		
Green	Archives	12.00	00.00
Amber	Countryside Services	00.50	00.50

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Amber	Community Liaison	10.00	10.00
Amber	Corporate Policy	11.00	11.00
Red	Economic Development	48.00	26.00
Amber	Heritage	00.00	00.00
Red	Info in Herefordshire	36.00	36.00
Amber	External Liaison	6.00	6.00
Green	Libraries	1.00	1.00
Green	Public Relations	00.50	00.50
Green	Recreation & Sport	00.50	00.50
Green	Tourism	1.00	1.00
Amber	Youth Service	1.00	1.00
	Total Policy and Community	127.50	93.50
	Adult Services		
Green	Children's Services	00.00	00.00
Amber	Supported Employment	00.00	00.00
Green	General	5.00	5.00
Amber	Learning Disabilities	31.00	31.00
Green	Other Adult Services	00.50	00.50
Amber	Older People	36.00	36.00
Amber	Physical Disabilities	27.00	15.00
Amber	Finance and Administration	60.00	45.00

**2005/06
HEREFORDSHIRE COUNCIL
AUDIT SERVICES
ANNUAL PLAN SUMMARY**

Risk Level		Base Plan	Resources Available
		Days	Days
Red	Service Strategy	20.00	20.00
Amber	Young People	25.00	25.00
	Total Adult Services	204.50	177.50
	Strategic Housing		
Amber	Strategic Housing	56.00	41.00
	Total Strategic Housing	56.00	41.00
	TOTAL	2804.00	2596.00

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

<u>Ref:</u>	<u>Section and</u>	<u>Risk Level</u> Principal Activity	<u>Days</u> <u>05/0</u>	<u>Strat.Plan</u>
Audit Services				
AM Administration and Management				
		N/A Not Assessable for Risk	5/6	6/7 7/8 8/9
AMM04	Health and Safety	Audit Service Administration	3.00	Y Y Y Y
AMM05	Recruitment and Selection	Audit Service Administration	5.00	Y Y Y Y
AMM06	Service Management	Audit Service Management	100.00	Y Y Y Y
AMM07	General Office Duties	Audit Service Administration	100.00	Y Y Y Y
AMM08	Audit Briefing Meetings	Audit Service Administration	20.00	Y Y Y Y
AMM09	Tardis Management	Audit Service Administration	10.00	Y Y Y Y
AMM10	Audit Manual	Audit Service Administration	10.00	Y Y Y Y
AMM11	Customer Liaison	Audit Service Administration	15.50	Y Y Y Y
AMM12	Hereford & Worcester Audit Group	Audit Service Administration	4.00	Y Y Y Y
AMM14	Audit Plan	Audit Service Administration	25.00	Y Y Y Y
AMM16	Benchmarking Club	Best Value	5.00	Y . . .
		Administration and Management	297.50	
ANA Non-Audit Work				
		N/A Not Assessable for Risk	5/6	6/7 7/8 8/9
ANA01	Controlled Stationery	Stationery Ordering / Issuing	10.00	Y Y Y Y
ANA02	IT Services and Problems/time delays	Audit Service Administration	10.00	Y Y Y Y
		Non-Audit Work	20.00	
ARD Staff Development				
		N/A Not Assessable for Risk	5/6	6/7 7/8 8/9
ARD06	Audit Staff Review and Development etc	Audit Service Administration	10.00	Y Y Y Y
		Staff Development	10.00	
ASL Leave				
		N/A Not Assessable for Risk	5/6	6/7 7/8 8/9
ASL06	Annual Leave	Leave	301.00	Y Y Y Y
ASL07	Sick Leave	Leave	100.00	Y Y Y Y
ASL08	Bank Holidays	Leave	60.00	Y Y Y Y
ASL09	Vacant Posts / Secondment	Vacant Posts	20.00	Y Y Y Y
ASL11	Special Leave	Leave	10.00	Y Y Y Y
		Leave	491.00	
ATR Training				
		N/A Not Assessable for Risk	5/6	6/7 7/8 8/9
ATR01	Post Entry Training	Training	30.00	Y Y Y Y
ATR07	Other Training	Development	40.00	Y Y Y Y
ATR09	Seminars etc	Development	10.00	Y Y Y Y
		Training	80.00	
		Audit Services	898.50	

Ref: Section and

Chief Executive

XGN General Work / Advice

XGN00 Non-specific
XGN05 Chairmans Imprest Account

XHR Human Resources

XHR00 General Audit Work/Advice
XHR08 Imprest Account
XHR09 Computerised Human Resources Info System
XHR10 Control of ID Cards & Certificates of

Risk Level	Principal Activity	<u>Days</u> 05/06	<u>Strat.Plan</u> H I J K			
Green	Low Risk		5/6	6/7	7/8	8/9
	Other Chargeable	0.75	Y	Y	Y	Y
	Cash-ups	0.25	Y	Y	Y	Y
	<u>General Work / Advice</u>	1.00				
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Cash-ups	0.00	.	Y	.	.
	Verification/Probity Systems	10.00	Y	.	.	.
		0.00	.	.	Y	.
	<u>Human Resources</u>	11.00				
	Chief Executive	12.00				

Ref:	Section and	Risk Level Principal Activity	Days 05/06	Strat.Plan				
				H	I	J	K	
Children Services								
ECH Other Childrens Services								
ECH06	Prevention & Support - Sec 17 & 24	Amber Medium Risk	0.00	5/6	6/7	7/8	8/9	
ECH07	Centre 18-After School club	Systems	0.00	.	Y	.	.	.
ECH08	Board Out, Cont Fam, Shared Care Child & TPP	Establishment	0.00	.	Y	.	.	.
ECH09	Hollybush	Systems	0.00	.	Y	.	.	.
		Establishment	0.00	.	.	.	Y	.
		<u>Other Childrens Services</u>	0.00					
EGN General								
EGN00	Non-specific	Amber Medium Risk	8.00	5/6	6/7	7/8	8/9	
EGN06	Bank Mandates	Other Chargeable	5.00	Y	Y	Y	Y	Y
EGN07	Directorate Contract Letting	Bank Accounts / Imprests	15.00	Y	Y	Y	Y	Y
		F&C - Contracts - Tenders /	28.00	Y
		<u>General</u>						
EHD High Schools - Bank Accounts								
EHD00	General Audit Work/Advice	Red High Risk	5.00	5/6	6/7	7/8	8/9	
EHD06	John Masefield High - Ledbury	Other Chargeable	17.00	Y	Y	Y	Y	Y
EHD07	Lady Hawkins - Kington	School Audit	17.00	Y	Y	Y	Y	Y
EHD09	Fairfield High - Peterchurch	School Audit	17.00	Y	Y	Y	Y	Y
EHD13	Bishop of Hereford's Bluecoat - Hereford	School Audit	17.00	Y	Y	Y	Y	Y
EHD14	Queen Elizabeth High - Bromyard	School Audit	17.00	.	Y	Y	Y	Y
EHD15	Kingstone High	School Audit	17.00	Y	Y	Y	Y	Y
		<u>High Schools - Bank Accounts</u>	107.00					
EHS High Schools - Non-Bank Accounts								
EHS00	General Audit Work/Advice	Amber Medium Risk	2.00	5/6	6/7	7/8	8/9	
EHS06	Aylestone High - Hereford	Other Chargeable	0.00	Y	Y	Y	Y	Y
EHS07	Whitecross High - Hereford	School Audit	0.00	.	Y	.	Y	.
EHS08	John Kyrle High - Ross on Wye	School Audit	15.00	Y	.	Y	.	.
EHS09	Wigmore High	School Audit	15.00	Y	.	Y	.	.
EHS10	Minster College Leominster - Non Bank	School Audit	15.00	Y	.	Y	.	.
EHS11	St Mary's High - Non Bank	School Audit	0.00	.	Y	.	Y	.
EHS12	Haywood High - Non Bank	School Audit	0.00	.	Y	.	Y	.
EHS13	Weobley High - Non Bank	School Audit	15.00	Y	.	Y	.	.
		<u>High Schools - Non-Bank Accounts</u>	62.00					
EIC Inspection, Curriculum and School								
EIC00	General Audit Work/Advice	Amber Medium Risk	1.00	5/6	6/7	7/8	8/9	
EIC06	Instrumental Music Services	Other Chargeable	0.00	Y	Y	Y	Y	Y
EIC07	Inspectorate	Establishment	0.00	.	.	Y	.	.
EIC10	ICT Training Suite	Establishment	0.00	.	.	Y	.	.
EIC12	Early Excellence Centre	Establishment	0.00	.	Y	.	.	.
		<u>Inspection, Curriculum and School Performance</u>	1.00					
EPD Primary Schools - Bank Accounts								
EPD06	St. Paul's C. E. Primary - Hereford	Red High Risk	17.00	5/6	6/7	7/8	8/9	
EPD07	Broadlands Primary - Bank Hereford	School Audit	17.00	Y	Y	Y	Y	Y
		School Audit	17.00	Y	Y	Y	Y	Y
		<u>Primary Schools - Bank Accounts</u>	34.00					
EPP Pre-Primary Education								
EPP06	Early Years Development	Red High Risk	0.00	5/6	6/7	7/8	8/9	
EPP08	Early Years Development - Site visits	Systems	10.00	.	.	Y	.	.
		Verification/Probity	10.00	Y	Y	Y	Y	Y
		<u>Pre-Primary Education</u>	10.00					

Ref:	Section and	Risk Level	Principal Activity	Days 05/06	Strat.Plan			
					H	I	J	K
EPR Policy and Resources Division					5/6	6/7	7/8	8/9
EPR00	General Audit Work/Advice	Amber	Other Chargeable	1.00	Y	Y	Y	.
EPR01	Free Meal Service		Systems	0.00	.	Y	.	.
EPR02	Education Personnel		Establishment	0.00	.	Y	.	.
EPR04	Governor Services		Systems	0.00	.	Y	.	.
EPR05	Home to School/College(Pupil Entitlement)		Systems	0.00	.	Y	.	.
EPR06	LMS and Finance,		Establishment	0.00	.	Y	.	.
EPR09	Pupil Admissions & Exclusions		Establishment	0.00	.	Y	.	.
EPR11	Statistics and Information		Systems	0.00	.	.	Y	.
EPR12	Supply Cover - Central Administration		Systems	15.00	Y	.	.	.
EPR13	Schools Support Unit		Establishment	0.00	.	Y	.	.
EPR15	Childcare Services		Establishment	0.00	.	.	Y	.
EPR16	LEA Pool		Establishment	0.00	.	Y	.	.
EPR17	Standards Fund		Systems	0.00	.	Y	.	.
EPR20	Capital Grants		Systems	0.00	.	Y	.	.
<u>Policy and Resources Division</u>				16.00				

Ref:	Section and	Risk Level	Principal Activity	Days 05/06	Strat.Plan			
					H	I	J	K
EPS Primary Schools - Non-Bank Accounts		Amber	Medium Risk		5/6	6/7	7/8	8/9
EPS06	Almeley Primary	School Audit		0.00	.	.	Y	.
EPS07	Ashperton Primary	School Audit		5.00	Y	.	.	.
EPS08	Bodenham, St. Michael's C. E. Primary	School Audit		0.00	.	.	.	Y
EPS09	Bosbury C. E. Primary	School Audit		0.00	.	Y	.	.
EPS10	Brampton Abbots C. E. Primary	School Audit		0.00	.	.	Y	.
EPS11	Bredenbury Primary	School Audit		0.00
EPS12	Bridstow C. E. Primary	School Audit		0.00
EPS13	Brilley Parochial Primary	School Audit		5.00	Y	.	.	.
EPS14	Brockhampton (Bromyard) Primary	School Audit		0.00	.	.	.	Y
EPS15	St. Peter's Primary - Bromyard	School Audit		0.00	.	Y	.	.
EPS16	Burghill Primary	School Audit		0.00	.	.	Y	.
EPS17	Burley Gate C. E. Primary	School Audit		0.00	.	Y	.	.
EPS18	Canon Pyon C. E. Primary	School Audit		0.00	.	.	.	Y
EPS19	Cleghonger St. Mary's C. E. Primary	School Audit		0.00	.	Y	.	.
EPS20	Clifford Primary	School Audit		0.00
EPS21	Colwall C. E. Primary	School Audit		0.00	.	.	Y	.
EPS22	Cradley C. E. Primary	School Audit		5.00	Y	.	.	.
EPS23	Credenhill C. E. Primary	School Audit		0.00
EPS24	Dilwyn C. E. Primary	School Audit		0.00
EPS25	Eardisley C. E. Primary	School Audit		0.00	.	.	.	Y
EPS26	Eastnor C. E. Primary	School Audit		0.00	.	Y	.	.
EPS27	Ewyas Harold Primary	School Audit		0.00	.	.	Y	.
EPS28	Fownhope, St. Mary's C. E. Primary	School Audit		5.00	Y	.	.	.
EPS29	Garway Primary	School Audit		0.00	.	.	.	Y
EPS30	Goodrich C. E. Primary	School Audit		0.00	.	Y	.	.
EPS31	Gorsley Goffs Endowed Primary	School Audit		0.00
EPS32	Broadlands Primary - PreBank Hereford	School Audit		0.00
EPS33	Hampton Dene Primary - Hereford	School Audit		0.00
EPS34	Holmer C. E. Primary - Hereford	School Audit		0.00
EPS35	Hunderton Infants' - Hereford	School Audit		0.00
EPS36	Hunderton Junior - Hereford	School Audit		0.00
EPS37	Lord Scudamore Primary - Hereford	School Audit		0.00
EPS38	Marlbrook Primary - Hereford	School Audit		0.00	.	.	Y	.
EPS39	Our Lady's R. C. Primary - Hereford	School Audit		5.00	Y	.	.	.
EPS40	St. Francis Xavier's R. C. Primary - Hereford	School Audit		0.00
EPS41	St. James' C. E. Primary - Hereford	School Audit		0.00
EPS42	St. Martin's Primary - Hereford	School Audit		0.00
EPS43	St. Thomas Cantilupe C. E. Primary - Hereford	School Audit		0.00
EPS44	Trinity Primary - Hereford	School Audit		0.00
EPS45	Holme Lacy Primary	School Audit		0.00
EPS46	Hope-under-Dinmore C. E. Primary	School Audit		0.00	.	.	.	Y
EPS47	Kimbolton, St. James' C. E. Primary	School Audit		0.00	.	Y	.	.
EPS48	Kings Caple Primary	School Audit		0.00	.	.	Y	.
EPS49	Kingsland C. E. Primary	School Audit		5.00	Y	.	.	.
EPS50	Kingstone & Thruxton Primary	School Audit		0.00	.	.	.	Y
EPS51	Kington Primary	School Audit		0.00	.	Y	.	.
EPS52	Lea C. E. Primary	School Audit		0.00
EPS53	Ledbury Primary	School Audit		0.00	.	.	Y	.
EPS54	Leintwardine Endowed Primary	School Audit		0.00
EPS55	Leominster Infants'	School Audit		5.00	Y	.	.	.
EPS56	Leominster Junior	School Audit		0.00
EPS57	Ivington C. E. Primary - Leominster	School Audit		0.00	.	.	.	Y
EPS58	Little Dewchurch C. E. Primary	School Audit		0.00	.	Y	.	.
EPS59	Llangrove C. E. Primary	School Audit		0.00	.	.	Y	.
EPS60	Longtown Primary	School Audit		0.00
EPS61	Lugwardine Primary	School Audit		0.00
EPS62	Luston Primary	School Audit		5.00	Y	.	.	.

Ref:	Section and	Risk Level	Principal Activity	Days	Strat.Plan			
				05/06	H	I	J	K
EPS63	Madley Primary		School Audit	0.00
EPS64	Marden Primary		School Audit	0.00
EPS65	Michaelchurch Escley Primary		School Audit	0.00	.	.	.	Y
EPS66	Mordiford C. E. Primary		School Audit	0.00	.	Y	.	.
EPS67	Much Birch C. E. Primary		School Audit	0.00	.	.	Y	.
EPS68	Much Marcle C. E. Primary		School Audit	5.00	Y	.	.	.
EPS69	Orleton C. E. Primary		School Audit	0.00	.	.	.	Y
EPS70	Pembridge C. E. Primary		School Audit	0.00	.	Y	.	.
EPS71	Pencombe C. E. Primary		School Audit	0.00	.	.	Y	.
EPS72	Peterchurch Primary		School Audit	0.00
EPS73	Ross-on-Wye, Ashfield Park Primary		School Audit	0.00
EPS74	Ross-on-Wye, St. Joseph's R. C. Primary		School Audit	0.00	.	.	Y	.
EPS75	Shobdon Primary		School Audit	0.00
EPS76	St. Weonard's Primary		School Audit	0.00
EPS77	Staunton-on-Wye Endowed Primary		School Audit	0.00
EPS78	Stoke Prior (Leominster) Primary		School Audit	0.00	.	.	.	Y
EPS79	Stretton Sugwas C. E. Primary		School Audit	0.00	.	Y	.	.
EPS80	Sutton Primary		School Audit	0.00	.	.	Y	.
EPS81	Walford Primary		School Audit	5.00	Y	.	.	.
EPS82	Wellington Primary		School Audit	0.00	.	.	.	Y
EPS83	Weobley Primary		School Audit	0.00	.	Y	.	.
EPS84	Weston under Penyard C. E. Primary		School Audit	0.00	.	.	Y	.
EPS85	Whitbourne C. E. Primary		School Audit	5.00	Y	.	.	.
EPS86	Whitchurch C. E. Primary		School Audit	0.00	.	.	.	Y
EPS87	Wigmore Primary		School Audit	0.00	.	Y	.	.
EPS88	Withington Primary		School Audit	0.00	.	.	Y	.
Primary Schools - Non-Bank Accounts				55.00				
ESU Special Schools and Units - Non Bank		Amber	Medium Risk		5/6	6/7	7/8	8/9
ESU06	Barrs Court - Hereford		School Audit	0.00
ESU07	Blackmarston - Hereford		School Audit	0.00
ESU08	Westfield - Leominster		School Audit	5.00	Y	.	.	.
ESU09	Brookfield - Hereford		School Audit	0.00
ESU10	Priory Centre - Leominster		School Audit	0.00	.	.	.	Y
ESU11	Aconbury Centre		School Audit	0.00	.	Y	.	.
ESU12	St. Davids - Hereford		School Audit	0.00	.	.	.	Y
Special Schools and Units - Non Bank Accounts				5.00				
Children Services				318.00				

Ref:	Section and	Risk Level	Principal Activity	Days 05/06	Strat.Plan			
					H	I	J	K
Computer Audits								
ITC Corporate								
ITC08	Data Protection Legislation Compliance	Red	High Risk	0.00	5/6	6/7	7/8	8/9
ITC09	Data Protection Caldicot			0.00
ITC10	Internet & E-mail Policy and Security*			0.00	.	Y	.	.
ITC13	Planning & Contingency			2.00	Y	Y	Y	Y
ITC15	IT Gap Analysis BS 7799 follow up *			10.00	Y	Y	Y	Y
ITC16	Customer Relationship Management (CRM)			0.00	.	Y	.	.
ITC17	IT Strategy			0.00
ITC18	E- Financials *			0.00
ITC19	E Gateway *			10.00	Y	.	.	.
ITC22	Monitoring E- Government (IEG)			10.00	Y	Y	Y	Y
ITC23	New Systems Controls			10.00	Y	Y	Y	Y
					<u>Corporate</u>			
					42.00			
ITD IT Services								
ITD06	Development : Project Management & Reviews	Red	High Risk	8.00	5/6	6/7	7/8	8/9
ITD07	Development : Controls in new systems			8.00	Y	.	.	.
ITD08	Development : Capacity Planning			0.00	.	Y	.	.
ITD09	Development : System Acceptance & Change			0.00
ITD10	Physical Security : Acquisitions			0.00	.	Y	.	.
ITD11	Physical Security : Asset Management			0.00
ITD12	Physical Security : Back- up and Recovery			0.00	.	Y	.	.
ITD13	Physical Security : Disaster Planning *			8.00	Y	.	.	.
ITD14	Physical Security : Network Management			0.00	.	Y	.	.
ITD15	Physical Security : PC Management & Control			0.00	.	Y	.	.
ITD16	Physical Security : Contractors /3rd Party			5.00	Y	.	.	.
ITD20	Technical Security : Data Base Management			0.00	.	.	Y	.
ITD21	Technical Security : Firewall & Security			0.00	.	Y	.	.
ITD22	Technical Security : Telephones			4.00	Y	.	.	.
ITD23	ICT Service : Performance Monitoring			0.00	Y	.	.	.
ITD24	ICT Service : Recharging			0.00
ITD25	Physical Security : Physical Security			0.00
ITD26	Management of Software Licences			6.00	Y	.	.	.
					<u>IT Services</u>			
					39.00			
ITE Children Services								
ITE06	ICT Risk Assessment: Payroll	Red	High Risk	0.00	5/6	6/7	7/8	8/9
ITE07	ICT Risk Assessment: Systems			0.00	.	Y	.	.
					<u>Education</u>			
					0.00			
ITH Housing								
ITH06	Housing General	Red	High Risk	0.00	5/6	6/7	7/8	8/9
					<u>Housing</u>			
					0.00			
ITS Audit Services								
ITS06	Supporting People *	Red	High Risk	0.00	5/6	6/7	7/8	8/9
ITS07	Adult Services Systems			10.00	Y	Y	.	.
					<u>Social Care and Strategic Housing</u>			
					10.00			

Ref:	Section and	Risk Level	Principal Activity	Days 05/06	Strat.Plan			
					H	I	J	K
ITT	County Treasurer's	Red	High Risk		5/6	6/7	7/8	8/9
ITT07	Systems Risk Assessment : E. Purchasing	Computer / IT		0.00	.	Y	.	.
ITT08	Systems Risk Assessment : C Tax & NDR *	Computer / IT		3.00	Y	Y	Y	Y
ITT09	Systems Risk Assessment : Housing Benefit *	Computer / IT		3.00	Y	Y	Y	Y
ITT11	Systems Risk Assessment : Payroll	Computer / IT		3.00	Y	Y	Y	Y
ITT12	Computer Assisted Technique- Creditors	Computer / IT		3.50	Y	Y	Y	Y
ITT13	Computer Assisted Technique- NDR	Computer / IT		3.50	Y	Y	Y	Y
ITT14	Computer Assisted Technique- Council Tax	Computer / IT		3.50	Y	Y	Y	Y
ITT15	Computer Assisted Technique- Housing Benefit	Computer / IT		3.50	Y	Y	Y	Y
ITT16	Computer Assisted Technique- Payroll	Computer / IT		3.50	Y	Y	Y	Y
ITT17	Systems Risk Assessment : Cedar Interfaces *	Computer / IT		5.00	Y	Y	Y	Y
ITT18	Data Protection Legislation Compliance	Computer / IT		0.00
ITT20	System Risk Assessment : Creditors *	Computer / IT		0.00	.	Y	.	.
ITT21	System Risk assessment : Accounting System	Computer / IT		5.00	Y	Y	Y	Y
		<u>County Treasurer's</u>			36.50			
		Computer Audits			127.50			

Ref:	Section and	Risk Level Principal Activity	Days 05/06	Strat.Plan				
				H	I	J	K	
Corporate								
CGM <u>Good Environmental Management</u>								
CGM00	GEM General	Red High Risk	5.00	5/6	6/7	7/8	8/9	
CGM06	GEM 1 - Systems	Environmental Auditing	3.00	Y	Y	Y	Y	
CGM07	GEM 2 - Operational Controls	Environmental Auditing	3.00	Y	Y	Y	Y	
CGM08	GEM 3 - Service	Environmental Auditing	3.00	Y	Y	Y	Y	
CGM09	GEM 4 - Site Audits	Environmental Auditing	3.00	Y	Y	Y	Y	
CGM10	GEM 3&4 - Site and Service	Environmental Auditing	3.00	Y	Y	Y	Y	
CGM11	GEM 5 - Contracts	Environmental Auditing	3.00	Y	Y	Y	Y	
Good Environmental Management			23.00					
CON <u>Contingency</u>								
CON01	Audit contingency	N/A Not Assessable for Risk	123.00	5/6	6/7	7/8	8/9	
				Y	Y	Y	Y	
			123.00					
CPJ <u>Corporate Projects</u>								
CPJ07	Car loans	Red High Risk	0.00	5/6	6/7	7/8	8/9	
CPJ08	Lease cars	Systems	0.00	.	Y	.	.	
CPJ09	National Fraud Initiative	Systems	0.00	.	Y	.	.	
CPJ10	Honorarium Payments	Verification/Probity	10.00	Y	Y	Y	Y	
CPJ12	Audit Bulletins	Systems	0.00	.	Y	.	.	
CPJ13	Internal control guide	Ad-hoc Research / Reports	0.00	Y	Y	Y	Y	
CPJ14	Quarterly Control Reports-CEMT Updates	Ad-hoc Research / Reports	0.00	Y	Y	Y	Y	
CPJ15	Annual Control report	Ad-hoc Research / Reports	20.00	Y	Y	Y	Y	
CPJ16	External Audit Liaison	Ad-hoc Research / Reports	15.00	Y	Y	Y	Y	
CPJ17	Staff Review and Development	District Audit	5.00	Y	Y	Y	Y	
CPJ20	External Funding	Systems	0.00	.	Y	.	.	
CPJ23	Car mileage/Travel and Subsistence	Verification/Probity	0.00	.	Y	Y	Y	
CPJ26	Staff Exit Interviews	Recs FUA - Systems	5.00	Y	Y	Y	Y	
CPJ27	Comprehensive Performance Assessment	Systems	0.00	.	.	Y	.	
CPJ29	Performance Indicators	Ad-hoc Research / Reports	15.00	Y	.	.	.	
CPJ30	Attend Elections	Performance Management	75.00	Y	Y	Y	.	
CPJ31	Private Finance Initiative	Other Chargeable	2.00	Y	Y	Y	Y	
CPJ33	Recruitment and Selection	Systems	15.00	Y	Y	Y	Y	
CPJ34	LPSA Targets	Systems	25.00	Y	Y	Y	.	
CPJ35	Data sharing with 3rd Parties	Performance Management	25.00	Y	Y	Y	Y	
CPJ36	Section 106 Agreements	Systems	10.00	Y	.	.	.	
CPJ37	Performance Management Framework	Systems	0.00	.	Y	.	.	
CPJ39	Anti Money Laundering Procedures	Performance Management	15.00	Y	Y	Y	Y	
			6.00	Y	Y	Y	Y	
Corporate Projects			243.00					
CWG <u>Corporate Working Groups</u>								
CWG07	Environmental Management Group	N/A Not Assessable for Risk	5.00	5/6	6/7	7/8	8/9	
CWG10	Procurement and Contracts	Working Groups	5.00	Y	Y	Y	Y	
CWG12	Performance Lead/Coordinators Group	Working Groups	5.00	Y	Y	Y	Y	
			12.00	Y	Y	Y	Y	
Corporate Working Groups			22.00					
Corporate			411.00					

Ref: Section and
County Secretary and Solicitor

LAC Custodians

LAC03 All Custodian Imprest Accounts

LDP Democratic and Public Services

LDP00 General Audit Work/Advice

LDP06 Members Expenses

LEP Emergency Planning

LEP07 Emergency Planning Activities

LER Electoral Registration

LER07 Registration Office visit

LGN General

LGN06 Department Contract Letting

LGN07 Special

LLC Land Charges

LLC06 Land Charges

LLS Legal Services

LLS00 General Audit Work/Advice

LLS05 Bank Account

LRS Registration Service

LRS00 General Audit Work/advice

LRS06 Bromyard Registrar

LRS07 Hereford Registrar

LRS08 Kington Registrar

LRS09 Ledbury Registrar

LRS10 Leominster Registrar

LRS11 Ross Registrar

Risk Level
Principal Activity

Days Strat.Plan
05/06 H I J K

Amber	Medium Risk	5/6	6/7	7/8	8/9
Cash-ups		1.00	Y	Y	Y
	<u>Custodians</u>	1.00			
Red	High Risk	5/6	6/7	7/8	8/9
Other Chargeable		0.00	Y	Y	Y
Systems		5.00	Y	Y	Y
	<u>Democratic and Public Services</u>	5.00			
Green	Low Risk	5/6	6/7	7/8	8/9
Establishment		0.00	.	.	Y
	<u>Emergency Planning</u>	0.00			
Green	Low Risk	5/6	6/7	7/8	8/9
Establishment		0.00	.	.	Y
	<u>Electoral Registration</u>	0.00			
Amber	Medium Risk	5/6	6/7	7/8	8/9
F&C - Contracts - Tenders /		0.00	.	.	Y
Not allocated in this year		0.00	.	.	.
	<u>General</u>	0.00			
Amber	Medium Risk	5/6	6/7	7/8	8/9
Systems		0.00	.	Y	.
	<u>Land Charges</u>	0.00			
Green	Low Risk	5/6	6/7	7/8	8/9
Other Chargeable		0.50	Y	Y	Y
Cash-ups		0.50	Y	Y	Y
	<u>Legal Services</u>	1.00			
Green	Low Risk	5/6	6/7	7/8	8/9
Other Chargeable		0.00	.	Y	Y
Establishment		0.00	.	.	Y
Establishment		0.00	.	.	Y
Establishment		0.00	.	.	Y
Establishment		0.00	.	Y	Y
Establishment		0.00	.	.	Y
	<u>Registration Service</u>	0.00			

County Secretary and Solicitor 7.00

Ref: Section and

County Treasurer

TAA Financial Policy and Audit

TAA00 General Audit Work/Advice
TAA13 VAT

TEX Accountancy and Exchequer

TEX00 General Audit Work/Advice
TEX06 Salaries and Wages EP Payments
TEX07 Insurance
TEX08 Support Services Imprest Account
TEX09 Creditor E.P. Payments

TGN General

TGN00 General Audit Work Advice
TGN07 Performance Management Framework
TGN08 Department Health and Safety
TGN09 Department Contract Letting
TGN10 Environmental Management

TRB Revenues and Benefits

TRB00 General Audit Work/Advice
TRB05 Imprest Account & Bank Account
TRB07 Data Protection
TRB08 Mortgages
TRB14 Credit Card Payment Introduction - Controls

Risk Level	Principal Activity	Days 05/06	Strat.Plan			
			H	I	J	K
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Systems	0.00	.	Y	.	.
	<u>Financial Policy and Audit</u>	1.00				
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Systems	10.00	Y	.	.	.
	Systems	0.00	.	Y	.	.
	Cash-ups	0.50	.	Y	Y	Y
	Systems	0.00	.	Y	.	.
	<u>Accountancy and Exchequer</u>	11.50				
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Performance Management	15.00	Y	Y	Y	Y
	Other Chargeable	3.00	Y	Y	Y	Y
	F&C - Contracts - Tenders /	0.00	.	Y	.	.
	Other Chargeable	5.00	.	Y	Y	Y
	<u>General</u>	24.00				
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Cash-ups	0.50	Y	Y	Y	Y
	Verification/Probity	6.00	Y	Y	Y	Y
	Systems	0.00	.	Y	.	.
	Recs FUA - Systems	3.00	Y	.	.	.
	<u>Revenues and Benefits</u>	10.50				
County Treasurer		47.00				

Ref:	Section and Principal Activity	Risk Level	Days 05/06	Strat.Plan				
				H	I	J	K	
Environment								
VCS Client Services								
VCS00	General Audit Work/Advice	Red	High Risk	5/6	6/7	7/8	8/9	
VCS03	Waste Contract Management	Other Chargeable		1.00	Y	Y	Y	Y
VCS07	Cemeteries and Crematoria	Systems		15.00	Y	.	Y	.
VCS08	Markets - fees, charges and collection	Establishment		0.00	.	Y	.	.
VCS10	Client Services Income	Systems		0.00	.	.	Y	.
VCS11	Recycling Income	Systems		0.00	.	.	Y	.
VCS12	Street Cleansing	Contracts - Payments / Final		0.00	.	Y	.	.
		<u>Client Services</u>		16.00				
VES Engineering Services								
VES00	General Audit Work/Advice	Red	High Risk	5/6	6/7	7/8	8/9	
VES06	NRSWA/Trench Inspection	Other Chargeable		1.00	Y	Y	Y	Y
VES10	Road Maintenance	Systems		0.00	.	.	Y	.
VES23	Fees and Charges	Systems		0.00	.	Y	.	.
VES24	Contracts and Tenders	Contracts - Tenders / Awarding		0.00	.	Y	.	.
VES25	Taxi Licensing	Systems		0.00	.	Y	.	.
VES26	Highways Inspection/Claims	Verification/Probity		0.00	.	Y	.	.
VES27	Winter Maintenance	VFM		0.00	.	.	Y	.
VES28	Car Park Income and Control	F&C - Systems		0.00	.	Y	.	.
VES29	Penalty Charge Notice	Recs FUA - Systems		5.00	Y	.	.	.
VES30	Work Programme -Herefordshire Jarvis	Systems		20.00	Y	.	.	.
		<u>Engineering Services</u>		26.00				
VET Transportation								
VET00	General Audit Work/Advice	Amber	Medium Risk	5/6	6/7	7/8	8/9	
VET09	Section 38 Orders/Private Street Works	Other Chargeable		0.50	Y	Y	Y	Y
VET17	Public Transport- Payment to contractors	Systems		0.00	.	Y	.	.
VET22	Concessionary Fares	Systems		0.00	.	.	Y	.
		<u>Transportation</u>		0.50				
VGN General								
VGN06	Directorate Contract Letting	Amber	Medium Risk	5/6	6/7	7/8	8/9	
		Contracts - Tenders / Awarding		15.00	Y	.	.	.
		<u>General</u>		15.00				
VPB Planning Services - Building Control								
VPB00	General Audit Work/Advice	Amber	Medium Risk	5/6	6/7	7/8	8/9	
VPB10	Application Management	Other Chargeable		0.50	Y	Y	.	.
		Systems		0.00	.	.	Y	.
		<u>Planning Services - Building Control</u>		0.50				
VPS Planning Services								
VPS00	General Audit Work/Advice	Amber	Medium Risk	5/6	6/7	7/8	8/9	
VPS03	Application management	Other Chargeable		0.50	Y	Y	Y	.
VPS06	Planning /Building Control Administraion	Systems		0.00	.	Y	.	.
VPS08	Wye Valley Cycle Project	Establishment		0.00
VPS09	Fees and Charges	Establishment		0.00
		Systems		0.00	.	Y	.	.
		<u>Planning Services</u>		0.50				

Ref:	Section and	Risk Level	Principal Activity	Days	Strat.Plan			
				05/06	H	I	J	K
VPT Property Services		Amber	Medium Risk	5/6	6/7	7/8	8/9	
VPT00	General Audit Work/Advice	Other Chargeable		1.00	Y	Y	Y	.
VPT02	Rating Valuation	Systems		0.00	.	Y	.	.
VPT04	Management of Select Tender list	Verification/Probity		0.00	.	Y	.	.
VPT06	Terrier Management	Systems		0.00	.	.	Y	.
VPT07	Valuation and Land Agents	Systems		0.00	.	Y	.	.
VPT08	Tendering Procedures- External	Contracts - Tenders / Awarding		0.00	.	Y	.	.
VPT09	Contract Monitoring/Facilities Management	Contracts - Payments / Final		0.00	.	.	Y	.
VPT10	Management Property Portfolio	Systems		0.00	.	Y	.	.
VPT11	Property Maintenance Local orders	Systems		0.00	.	Y	.	.
VPT13	School Catering	Systems		0.00	.	.	Y	.
Property Services				1.00				
VTH EH.Environmental Health.		Amber	Medium Risk	5/6	6/7	7/8	8/9	
VTH00	General Audit Work/Advice	Other Chargeable		1.00	Y	Y	Y	Y
VTH06	Fees and Charges	Systems		12.00	Y	.	.	.
VTH07	Licensing income	Systems		0.00	.	.	Y	.
VTH08	Pest Control income	Systems		0.00	.	Y	.	.
VTH09	Landfill Sites Expenditure	VFM		0.00	.	.	Y	.
VTH10	Animal Health	Systems		0.00
VTH11	Dog Warden Income	Systems		0.00	.	Y	.	.
VTH12	Authorised Process (Air Pollution)	Systems		0.00	.	Y	.	.
VTH13	Private water supply Income	Recs FUA - Systems		5.00	Y	.	.	.
EH.Environmental Health.				18.00				
VTS EH.Trading Standards		Green	Low Risk	5/6	6/7	7/8	8/9	
VTS00	General Audit Work/Advice	Other Chargeable		0.50	Y	Y	Y	Y
VTS06	Trading Standards fees and Charges	Systems			.	Y	.	.
EH.Trading Standards				0.50				
Environment				78.00				

Ref: Section and
Fundamental Systems

FAA Financial Policy

FAA07 Treasury Management
FAA09 Asset Register

FCP Corporate

FCP06 Corporate Governance
FCP07 Salaries and Wages
FCP09 Risk Management
FCP10 Salaries and Wages Education
FCP12 Corporate Statement of Internal Control

FED Education

FED07 Financial Management System

FEX Accountancy and Exchequer

FEX06 F. M. Systems Budget Setting & Reporting
FEX07 Creditors
FEX10 Bank Reconciliation
FEX11 F.M. System . Accounting Procedures &

FRB Revenues and Benefits

FRB07 Sundry Debtors
FRB08 NDR
FRB09 Council Tax
FRB10 Housing Benefit
FRB11 Cash and Deposits

Risk Level	Principal Activity	<u>Days</u> 05/06	<u>Strat.Plan</u>			
			H	I	J	K
Red	High Risk		5/6	6/7	7/8	8/9
	Systems	20.00	Y	Y	Y	.
	Systems	25.00	Y	Y	Y	.
	<u>Financial Policy</u>	45.00				
Red	High Risk		5/6	6/7	7/8	8/9
	Verification/Probity	15.00	Y	Y	Y	Y
	Systems	25.00	Y	Y	Y	Y
	Systems	20.00	Y	Y	Y	Y
	Systems	25.00	Y	Y	Y	Y
	District Audit	5.00	Y	Y	Y	Y
	<u>Corporate</u>	90.00				
Red	High Risk		5/6	6/7	7/8	8/9
	Systems	25.00	Y	Y	Y	.
	<u>Education</u>	25.00				
Red	High Risk		5/6	6/7	7/8	8/9
	Systems	25.00	Y	Y	Y	Y
	Systems	25.00	Y	Y	Y	Y
	Systems	25.00	Y	Y	Y	Y
	Systems	25.00	Y	Y	Y	Y
	<u>Accountancy and Exchequer</u>	100.00				
Red	High Risk		5/6	6/7	7/8	8/9
	Systems	25.00	Y	Y	Y	.
	Systems	25.00	Y	Y	Y	.
	Systems	25.00	Y	Y	Y	.
	Systems	25.00	Y	Y	Y	.
	Systems	25.00	Y	Y	Y	.
	<u>Revenues and Benefits</u>	125.00				
Fundamental Systems		385.00				

Ref: Section and
Policy and Community

PAR Archives

PAR06 Modern records

PCC Countryside Services

PCC00 General Audit Work/Advice
PCC06 Marches Woodland Initiative
PCC07 Queenswood
PCC09 Wye Valley AONB

PCL Community Liaison

PCL07 Lady Hawkins Community Centre Trust
PCL08 Grants and Donations

PCP Corporate Policy

PCP00 General Audit Work/Advice
PCP01 Administration- Brockington
PCP06 Directorate Contract Letting

PED Economic Development

PED00 General Audit Work/Advice
PED06 SRB Leominster
PED07 Hereford Partnership (Southern Marches)
PED08 Street Trading
PED09 Policy & Commissioning
PED10 Economic Investment Development
PED12 SRB South Wye Regeneration
PED13 Community Building Grants
PED14 Business Grant Start up
PED15 External Grant Applications Procedures
PED16 LEADER Project
PED17 Market Towns Initiative Programme
PED18 SRB HIT Programme
PED19 Regeneration Development

PHT Heritage

PHT09 Hereford Museum Broad St.
PHT11 Ledbury Heritage Centre
PHT12 Heritage Centre Ross on Wye

PIH Info In Herefordshire

PIH07 Bromyard
PIH08 Ledbury
PIH09 Leominster
PIH10 Ross
PIH11 Development
PIH12 Garrick House

Risk Level	Principal Activity	Days 05/06	Strat.Plan			
			H	I	J	K
Green Low Risk		5/6	6/7	7/8	8/9	
	Establishment	0.00	.	Y	.	.
	<u>Archives</u>	0.00				
Amber Medium Risk		5/6	6/7	7/8	8/9	
	Other Chargeable	0.50	Y	Y	.	.
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	.	.	Y
	<u>Countryside Services</u>	0.50				
Amber Medium Risk		5/6	6/7	7/8	8/9	
	Establishment	0.00	.	.	.	Y
	Systems	10.00	Y	.	.	Y
	<u>Community Liaison</u>	10.00				
Green Low Risk		5/6	6/7	7/8	8/9	
	Other Chargeable	1.00	Y	Y	Y	Y
	Establishment	0.00	Y	.	Y	.
	F&C - Contracts - Tenders /	10.00	Y	.	.	.
	<u>Corporate Policy</u>	11.00				
Red High Risk		5/6	6/7	7/8	8/9	
	Other Chargeable	1.00	Y	Y	Y	Y
	Verification/Probity	0.00	.	.	Y	.
	Verification/Probity	0.00	.	Y	.	.
	Systems	0.00	.	Y	.	.
	Establishment	0.00	.	.	Y	.
	Establishment	0.00
	Verification/Probity	0.00	.	.	Y	.
	Systems	0.00	.	.	Y	.
	Systems	0.00	.	Y	.	.
	Systems	0.00	.	Y	.	Y
	Verification/Probity	10.00	Y	.	Y	.
	Systems	0.00	.	.	Y	.
	Verification/Probity	5.00	Y	.	.	.
	F&C - Systems	10.00	Y	.	.	.
	<u>Economic Development</u>	26.00				
Amber Medium Risk		5/6	6/7	7/8	8/9	
	Recs FUA - Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	Y	.	.
	Establishment	0.00	.	Y	.	.
	<u>Heritage</u>	0.00				
Red High Risk		5/6	6/7	7/8	8/9	
	Establishment	12.00	Y	.	.	.
	Establishment	0.00	.	.	Y	.
	Establishment	12.00	Y	.	.	.
	Establishment	0.00	.	Y	.	.
	Establishment	0.00
	Establishment	12.00	Y	.	.	.
	<u>Info In Herefordshire</u>	36.00				

Ref:	Section and
PLA	<u>External Liaison</u>
PLA09	Diversity Compliance
PLB	<u>Libraries</u>
PLB00	General Audit Work/Advice - Libraries
PLB06	Belmont Library
PLB07	Bromyard Library
PLB08	Colwall Library
PLB09	Hereford Library
PLB10	Kington Library
PLB11	Ledbury Library
PLB12	Lentwardine Library
PLB13	Leominster Library
PLB14	Ross Library
PLB15	Weobley Library
PLB16	Central Library Service
PLB19	School Library Service
PPR	<u>Public Relations</u>
PPR00	General Audit Work/Advice
PRS	<u>Recreation & Sport</u>
PRS00	General Audit Work/Advice
PTM	<u>Tourism</u>
PTM00	General Audit Work/Advice
PTM07	TIC Hereford
PTM08	TIC Ledbury
PTM09	TIC Leominster
PTM10	TIC Queenswood
PTM11	TIC Ross On Wye
PYS	<u>Youth Service</u>
PYS00	General Audit Work/Advice
PYS12	Leominster and Wigmore Youth Service
PYS13	Ross on Wye Youth Service
PYS14	South Wye and Golden Valley Youth Service
PYS15	Bromyard and Ledbury Youth Service
PYS16	North City Youth Service
PYS17	Kington and Weobley Youth Service
PYS19	Imprest Account
PYS20	Central Administration

Risk Level	Principal Activity	Days 05/06	Strat.Plan			
			H	I	J	K
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Verification/Probity	6.00	Y	Y	Y	Y
	<u>External Liaison</u>	6.00				
Green	Low Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	.	.	Y
	<u>Libraries</u>	1.00				
Green	Low Risk		5/6	6/7	7/8	8/9
	Other Chargeable	0.50	Y	Y	Y	Y
	<u>Public Relations</u>	0.50				
Green	Low Risk		5/6	6/7	7/8	8/9
	Other Chargeable	0.50	Y	Y	Y	Y
	<u>Recreation & Sport</u>	0.50				
Green	Low Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	Y
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	Y	.	.
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	Y	.	.
	Establishment	0.00	.	Y	.	.
	<u>Tourism</u>	1.00				
Amber	Medium Risk		5/6	6/7	7/8	8/9
	Other Chargeable	1.00	Y	Y	Y	.
	Establishment	0.00	.	Y	.	.
	Establishment	0.00	.	.	Y	.
	Establishment	0.00	.	.	.	Y
	Establishment	0.00	.	Y	.	.
	Establishment	0.00	.	.	.	Y
	Cash-ups	0.00	.	Y	.	.
	Establishment	0.00	.	Y	.	.
	<u>Youth Service</u>	1.00				

Policy and Community 93.50

Ref:	Section and	Risk Level	Principal Activity	Days		Strat.Plan			
				05/06	05/06	H	I	J	K
Adult Services									
SEM Supported Employment									
SEM01	Transport and Vehicles	Amber	Medium Risk	0.00	5/6	6/7	7/8	8/9	
SEM02	Grants to Voluntary Bodies (SLA)			0.00	.	Y	.	.	.
SEM03	Admin of Clients Estates, Receiverships &			0.00	.	.	Y	.	.
SEM04	Sessional Workers Claims			0.00	.	Y	.	.	.
SEM05	Complaints Procedures			0.00	.	Y	.	.	.
SEM06	Donation & Bequests			0.00	.	.	Y	.	.
<u>Supported Employment</u>				0.00					
SGN General									
SGN06	Bank Mandates	Green	Low Risk	5.00	5/6	6/7	7/8	8/9	
				5.00	Y	Y	Y	.	.
<u>General</u>				5.00					
SLD Learning Disabilities									
SLD00	General Audit Work/Advice	Amber	Medium Risk	1.00	5/6	6/7	7/8	8/9	
SLD07	Ivy Close - Hereford			0.00	Y	Y	Y	.	.
SLD08	Marshfield Centre/Leominster Trading/Paint Box			0.00	.	.	Y	.	.
SLD09	St. Owens Centre - Hereford			0.00	.	.	Y	.	.
SLD10	Ryefield Centre, Ross			0.00	.	Y	.	.	.
SLD11	Agency Payments			15.00	Y
SLD13	Joint Finance- Health Authority Section 31			15.00	Y
SLD14	Blackfriars Stableblock Workmatch			0.00	.	.	Y	.	.
SLD15	Widemarsh Workshop			0.00	.	Y	.	.	.
<u>Learning Disabilities</u>				31.00					
SOA Other Adult Services									
SOA00	General Audit Work/Advice	Green	Low Risk	0.50	5/6	6/7	7/8	8/9	
SOA10	Meals on Wheels (WRVS)			0.00	.	Y	Y	Y	.
				0.50	.	Y	.	.	.
<u>Other Adult Services</u>				0.50					
SOP Older People									
SOP00	General Audit Work/Advice	Amber	Medium Risk	1.00	5/6	6/7	7/8	8/9	
SOP15	Residential Assessments/Contribution Orders			15.00	Y
SOP16	In-house Home Care inc. Cash Handling			5.00
SOP18	Payments to Independent Providers			15.00	Y
SOP21	Golden Valley Day Centre			0.00	.	Y	.	.	.
<u>Older People</u>				36.00					
SPD Physical Disabilities									
SPD06	Joint Equipment Store (Adapt. & Handicapped	Amber	Medium Risk	0.00	5/6	6/7	7/8	8/9	
SPD07	Direct Payment to Service Users			15.00	.	Y	.	.	.
SPD08	Canal Road DC			0.00	.	Y	Y	.	.
<u>Physical Disabilities</u>				15.00					

Ref:	Section and	Risk Level	Principal Activity	Days 05/06	Strat.Plan				
					H	I	J	K	
SSF Finance and Administration									
SSF06	Government Grants	Amber	Medium Risk	15.00	Y	.	.	.	
SSF07	Bromyard Area Office			0.00	.	Y	.	.	
SSF09	Ledbury Area Office			0.00	.	.	Y	.	
SSF10	Leominster Area Office			0.00	.	Y	.	.	
SSF11	Ross on Wye Area Office			0.00	.	.	Y	.	
SSF12	Central Office Administration			0.00	.	Y	.	.	
SSF15	Independent Living partnership			5.00	Y	.	.	.	
SSF16	Home Care Charging			0.00	.	Y	.	.	
SSF19	Fairer Charging			5.00	Y	.	.	.	
SSF21	Financial Management inc Budgetary Control			15.00	Y	Y	Y	Y	
SSF22	Homecare Assistants Payroll			5.00	Y	.	.	.	
SSF23	HOCCS Payments/Income			0.00	.	Y	.	.	
			<u>Finance and Administration</u>	45.00					
SSS Service Strategy									
SSS10	Contracts/Contracts Monitoring	Red	High Risk	20.00	Y	.	.	.	
			<u>Service Strategy</u>	20.00					
SYJ Young People									
SYJ02	Supported Living/After Care/Care Leavers	Amber	Medium Risk	25.00	Y	.	.	.	
			<u>Young People</u>	25.00					
			Adult Services	177.50					

Ref: Section and

Strategic Housing**BSH Strategic Housing**

Ref:	Section and	Risk Level Principal Activity	Days 05/06	Strat.Plan			
				H	I	J	K
		Amber		5/6	6/7	7/8	8/9
BSH00	Strategic Housing General	Other Chargeable	1.00	Y	Y	Y	Y
BSH07	Supporting People Scheme- Grant Claim	Verification/Probity	5.00	Y	.	.	.
BSH09	Temp. Accommodation/Homelessness	VFM	0.00	.	Y	.	.
BSH10	Choice Based Lettings (Homebase)	Establishment	0.00	.	.	Y	.
BSH11	Division-Ordering and Payments of Invoices	Systems	0.00	.	Y	.	.
BSH12	Tender Opening and Contracts	F&C - Contracts - Tenders /	0.00	.	Y	.	.
BSH13	Renovation Grants	Recs FUA - Systems	5.00	Y	Y	Y	.
BSH14	Agency Agreement with Housing Company	Systems	0.00	.	.	Y	.
BSH15	Enabling & Housing Need Capital/Grants	Systems	0.00	.	Y	.	.
BSH16	HMO Registration Scheme	Systems	0.00	.	Y	.	.
BSH17	Financial Management inc Budgetary Control	Systems	15.00	Y	.	.	.
BSH18	Supporting People - Contracts	Verification/Probity	15.00	Y	Y	Y	Y
		<u>Strategic Housing</u>	41.00				

Strategic Housing 41.00

TOTAL

2596.00

AUDIT SERVICE STRATEGY 2005/06

1 INTRODUCTION

- 1.1 The Audit terms of reference are very comprehensive and are set out in the Audit Charter approved by Cabinet on 18th April 2002.
- 1.2 The strategy
- Outlines how the service will be provided.
 - State how the assurance as outlined in the annual statement on internal control will be demonstrated and will include how Audit Services will contribute to the review of
 1. The Council's corporate governance arrangements.
 2. Risk management process.
 3. Key internal control systems.
 - Establish the resources required for its delivery.
 - Set out the relative allocation of audit resources between assurance work and any fraud-related or consultancy work.
 - Reflects how the Principal Audit Manager prepares the risk-based audit plan designed to implement the audit strategy, taking account of the Council's risk management process. Any differences between the plan and resources available will be identified and reported. The risk-based plan will outline assignments to be carried out and the broad resources required for its delivery.
- 1.3 The audit plan will be kept under review to enable identification of amendments needed to reflect changes in priorities and emerging risks. Cabinet will approve material changes to the Audit Plan.

2 PROVISION OF SERVICE

Currently the service is provided in-house and supplemented by an external computer auditor. This mix works well bearing in mind the ever-changing world of ICT and the specific skills required for computer audit work.

ICT audit training and development will continue to be a key training area for all audit staff, and with other training will ensure that Audit Services staff provide a comprehensive audit service to the Council. The service has been under pressure, bearing in mind the ever-increasing need for computer auditing technical advice, giving

AUDIT SERVICE STRATEGY 2005/06

assurance on controls and the meeting of corporate ICT objectives and targets.

Additionally the Audit Commission no longer carries out any assurance work but relies solely on the work of Audit Services.

It is proposed that the service continues to be provided in-house supplemented by an external computer auditor.

3 DEMONSTRATE THE RESILIENCE OF AUDIT OPINION

3.1 The Audit opinion on the Council's systems of internal control will be based on a review of the following:

- Financial standards, which will cover the Council's Fundamental Systems.
- Non-Fundamental Systems.
- Corporate Governance arrangements to include Anti-Fraud activity.
- Best Value Performance Indicators.
- Risk Management Arrangements.
- ICT protocols and controls.
- Establishment visits
- Verification and probity audits
- Corporate issues as they arise.
- Level of recommendations agreed for action by management.
- Results of recommendations follow-up.

3.2 An audit opinion will be given to each segment on which the Council's overall opinion will be based and reported.

4 CONTRIBUTION TO THE REVIEW OF THE COUNCILS CORPORATE GOVERNANCE ARRANGEMENTS

Audit Services work will confirm that:

- The Authority has established a Standards Committee and adopted a code of conduct for members, incorporating the mandatory requirements of the model code.
- Members have signed a formal declaration accepting the terms of the code.
- Arrangements are in place for members to monitor and test the operation of the new framework.
- Information about the implications of the new arrangements have been disseminated to the public, our partners, members and staff.
- Key Corporate Governance documentation is in place and remains up to date.

**AUDIT SERVICE STRATEGY
2005/06**

- Key corporate documents are made available to the public partners, staff and members.
- There are arrangements in place for members to monitor and test the operation of the CIPFA/SOLACE framework.
- Staff and members receive training and guidance on what key corporate documentation and arrangements mean for their behaviour.
- That the Council's Whistle-blowing Policy is up to date and widely circulated.

5. REVIEW THE RISK MANAGEMENT PROCESS

5.1 Audit work will confirm:

- That there are arrangements for risk identification, and that assessment and management are in place for all key financial and operational risks.
- Involvement of members in considering key risks and responses.
- A risk register is in place, which is reviewed and updated on a regular basis.

5.2 Audit Services will also have a role in, and provide advice, about risk management within the Council.

6 REVIEW KEY INTERNAL CONTROL SYSTEMS

6.1 The Principal Audit Manager will carry out an annual assessment of the need to review all key financial systems.

6.2 The Principal Audit Manager will review all high-risk financial systems each year and medium risk financial systems on a cyclical basis.

7 RESOURCES TO COMPLETE THE PLAN

7.1 Following the completion of the risk based audit plan, any differences between the plan and resources available will be identified and reported to members as appropriate. Members will also be informed of audits removed from the plan to align the risk based plan to audit resources.

PERFORMANCE MONITORING - CORPORATE HEALTH

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1. To consider reports to Cabinet on the Council's corporate performance in relation to the Council's Best Value Performance Indicators from 1st April 2004 to 31st January 2005.

Financial Implications

2. None identified

Considerations

3. Appended are the corporate performance report for the period 1st April to 30th November 2004, considered by Cabinet on 27th January, 2004, and the corporate performance report to Cabinet on 14th April 2005 for the period from 1st April 2004 to 31st January 2005.
4. The report for the period 1st April to 30th November 2004 was not available for the Committee's scheduled meeting on 14th January, 2005 and is included for completeness.

RECOMMENDATION

THAT the Council's corporate performance from 1st April 2004 to 31st January 2005 be noted.

BACKGROUND PAPERS

- None identified

CORPORATE HEALTH PERFORMANCE

PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

14TH APRIL 2005

Wards Affected

County-wide

Purpose

To receive an update on the Council's corporate performance in relation to our National and Local Best Value Performance Indicators from 1 April 2004 to 31 January 2005, reported on an exception basis where there is a variation on the target of at least + or – 10%.

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 31 January 2005 be noted.

Reasons

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

1. 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.
2. Cabinet last received a performance update against Corporate Health Performance Indicators in January. Appendix 1 contains the latest update and shows:
 - Comparative performance against target, previous performance to September 2004 and against top quartile performance for unitary authorities in 2003/04; 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 for 2003/2004

Above Target Performance

NATIONAL PERFORMANCE INDICATORS									
BV ref	Indicator	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				Aim
					April - July	April - September	April - November	April - January	
BV 76c	Housing benefit security - the number of fraud investigations per 1,000 caseload	43.89	40.37	38	63	53	55	56	High
BV 76d	Housing benefit security - the number of prosecutions and sanctions per 1,000 caseload	4.35	5.64	7	9	8	8	8	High

Below Target Performance

NATIONAL PERFORMANCE INDICATORS									
BV ref	Indicator	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				Aim
					April - July	April - September	April - November	April - January	
BV 11a	The percentage of top 5% of earners that are women	46.19%	42.4%	45%	42.2%	42.4%	42.4%	39.44%	High
BV 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	9.48 FTE	7.16 FTE	7 FTE	6.9 FTE	7.8 FTE	8.36 FTE	8.24 FTE	Low

NATIONAL PERFORMANCE INDICATORS									
BV ref	Indicator	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance			Aim	
					April - July	April - September	April - November		
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	75%	75%	100%	Not Monitored	82.46%	82.46%	High	
The method of recording and reporting e-enablement has changed. The Programme and Project Support Office currently carry out a monitoring function and have now been able to identify areas where improvement can be made.									
BV 76a	Housing benefit security - number of claimants visited per 1,000 caseload	331.06	174.25	255	203	104	122	125	High
Performance is below target due to an ongoing shortage of visiting resources throughout a significant part of 2004. The full compliment on structure is 4 F.T.E. The section is currently running at 3.4 FTE but will be down 1 FTE from the end of February due to maternity leave. A business case has been approved for filling of this post but it is likely to be April until it is filled, as the post is subject to criminal records checks.									
BV 76b	Housing benefit security - number of fraud investigators employed per 1,000 caseload	0.38	0.34	0.33	0.39	0.37	0.37	0.21	High
The figure has fallen due to the loss of 2 members of staff in October. It is hoped that these will be replaced soon.									

APPENDIX 1

BV 78b	Speed of processing – average time for processing notifications of changes of circumstance	8.6 days	9.77 days	8 days	11.2 days	14.1 days	10.6 days	12.88 days	Low
<p>As mentioned in previous monitoring reports, the target for this indicator was set based on DWP guidelines, however the definition for the measurement of number of days has changed since April 2004. The increase in the number of days to process a change under this new definition is to be expected. It was hoped that data would now be available from the Department of Work and Pensions (DWP) to make comparison with how we are currently performing against the new definition. However, a recent Newsletter from the DWP indicates that there is uncertainty as to whether local authorities are measuring performance against the definition accurately making it difficult to gauge performance and review target. Whilst performance in processing new claims (BV 78a) is now on target and subsequently not part of this report, it is anticipated that there will be a dip in performance during February and March as a new benefit processing system is being installed and the system will be down for several weeks whilst conversions of data take place.</p>									

LOCAL PERFORMANCE INDICATORS							
Indicator	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				
			April – July	April – September	April – November	April – January	Aim
Number of recorded complaints, both formal and informal	434	440	85 (147)	119 (220)	207 (293)	262 (367)	High

CORPORATE HEALTH PERFORMANCE

PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

27TH JANUARY 2005

Wards Affected

County-wide

Purpose

To receive 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 November 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 November 2004 be noted.

Reasons

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

1. 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.
2. Corporate performance for the 8 month period 1 April 2004 to 30 November 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.
3. Cabinet last received a performance update against Corporate Health Performance Indicators in December. Appendix 1 contains the latest update and shows:
 - Comparative performance against target, previous performance to September 2004 and against top quartile performance for unitary authorities in 2003/04; 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	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				Aim
					April - July	April - September	April - November	April - January	
BV 76b	Housing benefit security – number of fraud investigators employed per 1,000 caseload	0.38	0.34	0.33	0.39	0.37	0.37		High
BV 76c	Housing benefit security – the number of fraud investigations per 1,000 caseload	43.89	40.37	38	63	53	55		High
<p>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.</p>									
BV 76d	Housing benefit security – the number of prosecutions and sanctions per 1,000 caseload	4.35	5.64	7	9	8	8		High
<p>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</p>									

Below Target Performance

NATIONAL PERFORMANCE INDICATORS									
BV ref	Indicator	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance				Aim
					April – July	April – September	April – November	April - January	
BV 11a	The percentage of top 5% of earners that are women	46.19%	42.4%	45%	42.2%	42.4%	42.4%		High
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	3.59%	2.4%	2.75%	2.4%	2.4%	2.4%		High
BV 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	9.48 FTE	7.16 FTE	7 FTE	6.9 FTE	7.8 FTE	8.36 FTE		Low
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	75%	75%	100%	Not Monitored			82.46%	High

NATIONAL PERFORMANCE INDICATORS								
BV ref	Indicator	Top Quartile for 2003/04	Actual outturn for 2003/04	Target for 2004/05	Actual Performance			Aim
					April – July	April – September	April – November	
BV 76a	Housing benefit security – number of claimants visited per 1,000 caseload	331.06	174.25	255	203	104	122	High
As mentioned in the monitoring report for April-September, a change to the visiting function with interventions has resulted in visits taking longer than previously.								
BV 78a	Speed of processing – average time for processing new claims	35.8 days	52.34 days	32 days	49.6 days	38.5 days	37.4 days	Low
Although the average performance for the period April to November is missing target it is anticipated that, based on more recent performance, final outturn will be better than target.								
BV 78b	Speed of processing – average time for processing notifications of changes of circumstance	8.6 days	9.77 days	8 days	11.2 days	14.1 days	10.6 days	Low
As mentioned in the monitoring report for April-September, the target for this indicator was set based on Department of Work and Pensions (DWP) guidelines, however the definition for the measurement of number of days has changed since April 2004. The increase in the number of days to process a change under this new definition is to be expected. It was hoped that data would now be available from the DWP to make comparison with how we are currently performing against the new definition. However, a recent Newsletter from the DWP indicates that there is uncertainty as to whether local authorities are measuring performance against the definition accurately making it difficult to gauge performance and review target.								

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)	207 (293 interim target)	(367 interim target)	High

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

County-wide

Purpose

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

Financial Implications

2. As detailed in the attached Cabinet report dated 17th March 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 17th March 2005 is appended.

RECOMMENDATION

- THAT**
- (a) **the contents of the attached Cabinet report dated 17th March 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 – 17th March 2005.

CAPITAL PROGRAMME MONITORING 2004/05 TO 31 JANUARY 2005

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

17TH MARCH, 2005

Wards Affected

County-wide

Purpose

To note the current position of the Capital Programme forecast for 2004/05 including 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 Prudential Indicators.

Capital Programme Monitoring

2. This is the fourth 2004/05 capital monitoring report. The purpose of this monitoring exercise is to update the capital budget position, as at 31st January, reporting new funding allocations and to manage any slippages or overspends.

Overview

3. The revised forecast outturn for 2004/05 as at 31st January totals £33,855,000, an increase of £1,348,000 from the budget reported at the end of November. Explanations of the changes are 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 spend on these schemes for 2004/05 is £4,088,000 with slippage of £653,000 being identified. It is possible that further

Further information on the subject of this report is available from
Josie Smith, Accountant – Capital and VAT Services, on (01432) 261867

amounts of the 2004/05 allocation may slip into 2005/06 but as this funding is unconditional no resources will be lost. Only 40% of the revised forecast for schemes funded through Prudential Borrowing has been spent to date.

5. Each individual capital project has an expected spend profile and expected spend in the first ten months totalled 78% of the revised forecast. However actual spend at £22,799,000 represents 67% 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 the capital receipts received and expected in 2004/05.

Capital Programme Areas

9. Education

The capital forecast for this area has increased in this round of capital monitoring by £29,000 in relation to various schemes. This will be funded through the capital receipts reserve. Actual spend to date appears low and unless spend accelerates between now and March there will be slippage on capital schemes. Any slippage however would not result in the loss of conditional funding.

10. Social Care

The forecast for this area has increased by £8,000 due to additional costs being incurred relating to the purchase of mini buses, this will be funded through a revenue contribution.

11. Property

The forecast for this area has increased by £1,986,000 due to the purchase of units 1 to 17 at Station Approach, Hereford. The purchase is funded through a grant from Advantage West Midlands.

12. Policy and Finance

The Service Improvement Project at Garrick House is currently showing a predicted overspend of £17,000 for which funding remains to be identified.

13. ICT Services

The forecast for this area has decreased by £71,000 due to slippage identified on IEG capital schemes funded through LPSA reward grant.

14. **Environment General**

The revised forecast has decreased by £44,000. This is due to slippage on the LPSA improving road safety scheme. This funding must be expended before the end of September 2005.

15. **Social Development**

The forecast for this area has increased by £12,000 due to increased expenditure on the lift at the Courtyard to be funded through a private contribution.

16. **Economic Development**

The forecast for this area has decreased by £112,000, this represents slippage on capital spend into 2005/06. No conditional resources will be lost as a result of this slippage. The Hereford City Enhancements Shop Front Scheme approved capital bid of £50,000 will not be defrayed in this financial year although progress on the scheme is being made. Increased costs of the Leominster Industrial Estate Access Road capital scheme mean £239,000 is currently unfunded. A report covering this issue will be presented to Cabinet on 24th March, 2005.

17. **Strategic Housing**

The forecast for this area has decreased by £466,000. This decrease represents slippage on affordable housing grant capital schemes. This is committed to be spent in future years.

Prudential Indicators

18. The Prudential Code applies from 2004/05 onwards and the key objectives are to ensure that capital investment plans and treasury management decisions are made in a manner that supports prudence, affordability and sustainability.

19. Cabinet have endorsed a range of Prudential Indicators that are to be monitored on a regular basis as part of the existing Capital Programme monitoring process. The PIs included in this report are now based on the 2005/06 Capital Programme and the new round of Prudential Borrowing.

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, the position is being closely monitored to ensure no conditional funding is lost. Prudential Indicators are being monitored as required by the Prudential Code with no areas of concern to report.

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

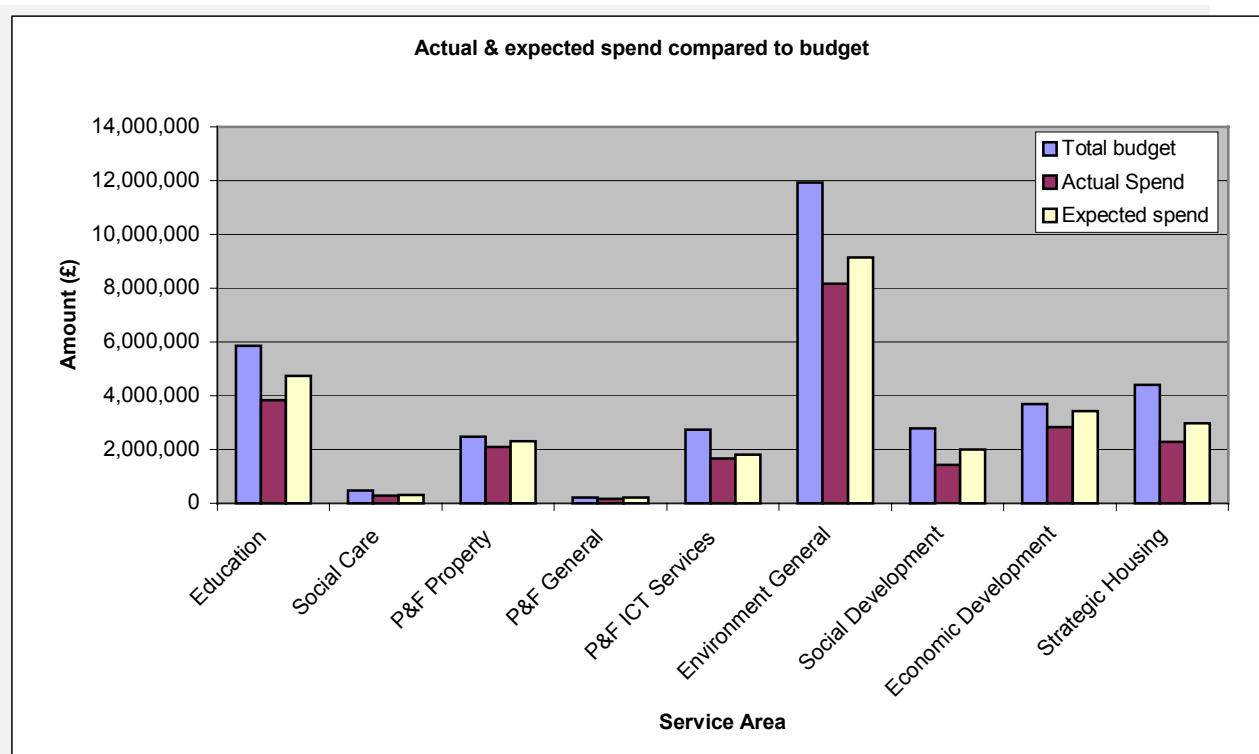
Capital Programme Area	2004/05 Revised Forecast 30/01/05	SCE(R)	Prudential Borrowing	LPSA UCA	Grants	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Education	5,886	3,411	-	-	2,319	120	36	-
Social Care	480	91	124	-	117	8	140	-
P&F – Property	2,489	-	300	-	2,001	16	172	-
P&F – General	271	-	4	-	60	100	90	17
P&F – ICT Services	2,732	-	1,020	126	1,470	-	116	-
Environment General	11,930	11,098	305	-	527	-	-	-
Social Development	2,804	-	2,050	-	677	-	77	-
Economic Development	3,693	-	260	-	1,547	-	1,647	239
Strategic Housing	3,570	2,055	25	-	477	-	1,013	-
Total Revised Forecast	33,855	16,655	4,088	126	9,195	244	3,291	256
Original Budget	33,538	16,483	5,000	-	8,585	-	3,470	-
Change from original budget	317	172	(912)	126	610	244	(179)	256

<i>Reported to date</i>								
<i>Original Budget</i>	33,538	16,483	5,000	-	8,585	-	3,470	-
<i>July 04 Forecast</i>	31,521	16,430	4,511	126	6,479	247	3,655	73
<i>September 04 Forecast</i>	31,603	16,529	4,479	126	6,103	258	3,887	211
<i>November 04 Forecast</i>	32,507	16,656	4,313	126	7,585	171	3,435	221
<i>January 05 Forecast</i>	33,855	16,655	4,088	126	9,195	244	3,291	256

APPENDIX 2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2004/05 Forecast as at 31/01/05	Change from previous forecast as at 30/11/04	Actual spend at 31/01/05	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	5,886	29	3,844	65%	81%
Social Care	413	132	480	8	290	60%	62%
P&F – Property	2,142	402	2,489	1,986	2,103	84%	94%
P&F – General	924	25	271	6	178	66%	92%
P&F – ICT Services	882	127	2,732	(71)	1,656	61%	67%
Environment General	10,879	11,846	11,930	(44)	8,163	68%	77%
Social Development	460	2,467	2,804	12	1,434	51%	72%
Economic Development	4,157	4,092	3,693	(112)	2,844	77%	93%
Strategic Housing	4,929	4,233	3,570	(466)	2,287	64%	68%
Prudential Borrowing to be allocated	-	3,200	-	-	-	-	-
Total	33,034	33,538	33,855	1,348	22,799	67%	78%



APPENDIX 3

MAIN CAPITAL SCHEMES OF REVISED 2004/05 CAPITAL PROGRAMME

Capital Programme Scheme	Schemes with a Revised Forecast >£500,000
	£'000
Education schemes:	
Site Acquisitions	680
John Kyrle High – Sixth Form Extension	506
Weobley High – Science Laboratories	526
New Deal for Schools Condition Improvement Works	1,400
Property schemes:	
Purchase of Station Approach	1,976
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	502
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:	
Disabled Facilities Grants – Mandatory	550
Social Housing Grants	1,130
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>10,456</i>
Revised Forecast	33,855

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
Coldnose Road, Rotherwas	100% Corporate	-	40	40
Right to Buy Clawbacks, Discounts and Improvement Grant Repayments to date	100% Housing	160	-	160
Sub Total		359	539	898
<i>Anticipated</i>				
Various	100% Housing	648	-	648
Various	100% Corporate	-	650	650
Sub Total		648	650	1,298
Total		1,007	1,189	2,196

APPENDIX 5

ACTUAL AND ESTIMATED CAPITAL EXPENDITURE

Capital Monitoring information is set out in the first part of this report.

This table takes into account new borrowing for which the government is providing support, government grants, capital receipts, other funding (including s106 receipts) and Prudential Borrowing. This table will need to be updated depending upon Members decisions on the level and allocation of Prudential Borrowing. The second table shows how this programme would be funded.

	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
Capital Programme Area:-				
Economic Development	3,693	1,135	245	0
Education	5,886	5,691	3,251	2,763
Environment General	11,930	10,626	10,459	10,459
Policy & Finance - ICT Services	2,732	1,754	1,483	1,933
Policy & Finance - General	271	0	0	0
Policy & Finance - Property	2,489	250	250	250
Social Care	480	472	95	95
Social Development	2,804	887	63	0
Strategic Housing	3,570	10,710	7,883	5,383
Potential Prudential Borrowing to be allocated	0	2,968	4,187	3,950
	33,855	34,493	27,916	24,833
By funding				
Capital Receipts Reserve	3,791	5,469	3,477	3,382
Grants	9,321	9,875	5,703	3,234
SCE(R)	16,655	13,726	13,736	13,217
Agreed Prudential Borrowing	4,088	2,455	813	1,050
Prudential Borrowing to be agreed	0	2,968	4,187	3,950
	33,855	34,493	27,916	24,833

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 indicator will change in due course based on actual Prudential Borrowing allocations and revised estimates of the Capital Financing costs.

	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
Net Revenue Stream	175,320	184,689	195,021	204,994
Capital Financing Costs	7,418	8,362	10,269	12,162
Ratio of financing costs to net revenue stream	4.23%	4.53%	5.27%	5.93%

APPENDIX 7

CAPITAL FINANCING REQUIREMENT

This indicator represents the underlying need to borrow for a capital purpose. 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.

	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000
Capital Financing Requirement (as at 31/3)	96,486	110,347	123,149	134,341

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.

	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000
Borrowing	119,000	133,000	151,000	169,000
Other Long Term Liabilities	3,000	3,000	3,000	3,000
Total	122,000	136,000	154,000	172,000

APPENDIX 9

OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

The Operational Boundary for external debt is the prudent expectation of the maximum level of external debt.

	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000
Borrowing	73,500	94,500	108,500	121,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
Total	75,000	96,000	110,000	123,000

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. These figures will need to be revised following the decisions taken by Council. The figures will change depending on actual Council Tax levels and allocations of Prudential Borrowing.

	2004/05	2005/06	2006/07	2007/08
	£ p	£ p	£ p	£ p
Increase in council tax (Band D, per annum) based on Prudential Borrowing of £5,000,000 taken for 2005/06 and subsequent years.	N/A	3.72	10.42	17.13

APPENDIX 11

TREASURY MANAGEMENT INDICATORS

These are specific indicators, which relate to the management of the Treasury Management process. The upper limit for variable rate borrowing has been increased in order to allow more flexibility to react to changes in market conditions.

	2004/05	2005/06	2006/07	2007/08
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	50%	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	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000
(per maturity date)	10,000	10,000	10,000	10,000

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

County-wide

Purpose

1. To note the position with regard to revenue budget monitoring as at 28th February 2005 for Programme Areas in 2004/05.

Financial Implications

2. As detailed in the attached Cabinet report dated 17th March, 2005.

Background

3. The report on Budget Monitoring 2004/05 considered by Cabinet on 17th March 2005 is appended.

RECOMMENDATION

- THAT**
- (a) **the contents of the attached Cabinet report dated 17th March 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 17th March 2005.

BUDGET MONITORING 2004/05

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

17TH MARCH, 2005

Wards Affected

County-wide

Purpose

To note the position with regard to revenue budget monitoring as at 28th February, 2005 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 28th February 2005 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.

After such accounting adjustments, it is anticipated that there will be an overall net

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

underspend of approximately £480,000. Significant 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) are predicted together with other smaller underspends on staff vacancies and awards administration. 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).

No significant changes have been identified since reported to Education Scrutiny in December. A final year end projection based on expenditure trends at the end of February will be prepared for the Education Scrutiny Committee on the 14th March 2005.

Some work has been undertaken to forecast year-end school balances by a variety of methods. However, none are able to take into account school committed expenditure authorised by governing bodies but not yet reflected in the accounts. Reliable forecasts of year-end balances is also further complicated by delegation of unspent budgets within the Schools Budget at year-end and Standards Fund which is accounted for on an academic year basis. It, therefore, remains very difficult to forecast with any degree of accuracy.

The best estimates of school revenue balances are as follows:-

	31.03.05 Estimates £'000	31.03.04 Actuals £'000
Primary	3,800	3,653
High	1,600	1,597
Special	240	288
Total	5,640	5,540

Policy and Finance General

4. 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 £1,592,000 across all services during 2004/05. (Included in this sum is £532,000 to be carried forward but committed against Corporate ICT initiatives.) The total underspending otherwise reflects the significant carry-forward from 2003/04 and the general spending pattern of the year to date.

Policy and Finance Property

6. The projected overspend for Property is now £494,000 including £433,000 brought forward from 2003/04. The two major problems continue to be the Markets and Fairs deficit brought forward from previous years which has fallen to £400,000 and the shortfall on Industrial Estates income, which by the year end is expected to be £275,000. Administrative Buildings is however expected to be overspent by approximately £190,000 because of various costs associated with office moves from Kemble House and other locations.
7. The recovery plan to deal with this overspend situation has been reviewed with the Director or Environment considering reductions in building maintenance to address the overspending over a three year review. Proposals recommended by Cabinet to reduce the overspend were considered by Council on 11th March. An oral update will be provided at the meeting.

Environment General

8. Spending on some areas, including road maintenance, looks low but this is largely owing to the timing of the payments to Herefordshire Jarvis Services. Spending on these areas is expected to be at or slightly below budget.
9. The Waste Disposal PFI contract budget is expected to be underspent by approximately £900,000, 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.
10. Several income budgets look likely to exceed their income targets including car parking (£60,000) new street works (£15,000) and cemeteries and crematoriums (£80,000).
11. The net underspending on Environment General as a whole is expected to be approximately £1,055,000.

Environment Regulatory

12. Spending on Environment Regulatory is very much in line with the budget at present. Vacancies seem likely to produce modest savings of some £40,000 during the year.

Planning

13. During the first ten months, building control and development fee income is above budget by approximately £270,000. The income continues to be very buoyant. Staff savings owing to vacancies have led to an underspending during the period of approximately £150,000. A net underspending of at least £420,000 can be anticipated during 2004/05. Any additional fee income during the remainder of the year will increase this figure. It is also anticipated that approximately £100,000 of the 2004/05 Planning Delivery Grant will be carried forward into 2005/06.

Economic Development

14. Spending on Economic Development is well within budget at present. A net underspending of approximately £230,000 is estimated. Staff vacancies are expected to generate savings during the year and are being taken into account in the restructure proposals. In addition, £121,000 from the carry-forward from 2003/04 has been allocated to cover expected income shortfalls in future years.

Social Development

15. Overall a broadly break-even 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 ring-fenced to meet the revenue costs of the new pool. It is intended that this sum (£125,000) will be carried forward into 2005/06 and a mobilisation plan has already been agreed leading up to the opening of the new pool. 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 and is likely to be a continuing challenge. 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 and Strategic Housing

16. Older People's Services

The increased investment in Older Peoples Services has yielded a number of developments, including:

- The in house home care service has been reshaped into the STARRS reablement service, with little disruption to service users;
- Secured the Nursing Home Sector being available with the increase in fees;
- Care packages have been reviewed, which has meant resources have focussed on those in highest need
- Block contracts with independent home care providers have been set up, which has brought stability to the market;
- The numbers of people assessed as needing a service for whom funding is not available has been kept to a minimum

The projections on Older Peoples Spend indicate a breakeven position

Children's Social Care

The budget management has secured a hold on expenditure, but given the complex needs and costs of placements, there remains a projected overcommitment of £585,000

Learning Disabilities

The budget management has not had the same impact as planned in relation to holding the expenditure or taking into account key pressures. The savings plan has not been realised in full and the Continuing Care funding from the Primary Care Trust has been less than assumed. There has been a separate change report to Cabinet which identified significant service challenges. However, given the size of the problem, it has been decided to conduct an external (to the directorate) review of the financial arrangements and spending decisions, in order to have secure budget planning for 2005/06.

Exceptional Items

There have been exceptional items of expenditure, totalling £758,000 which relate to the risks identified, as follows

- **PCT Contributions to Pooled Budgets** The ongoing negotiations with the PCT on the attributable risk have not reached total agreement. The financial risks on the pooled budgets are now projected as attributable to the partner whose service element the overspend relates to. The Mental Health overspend reported by Social Care, even though the PCT manages the service, is now included in the Social Care projections.

The projected overspend on the pooled budgets increases by £256,000 as a result. The PCT have now agreed to make a contribution of £100,000 towards the overspend on the Council's element of the Mental Health pooled budget. This methodology does not fit a Section 31 pooled budget agreement, in that there must be an agreed risk share in respect of over and underspends. There will be a more robust risk sharing and management accountability agreement for 2005/06.

Continuing Care Contributions for qualifying Learning Disability service users- current projections assume £250,000 contribution from the PCT. This is secure, although the costs attributable had been calculated at approximately £400,000. The PCT has acknowledged this and this will be budgeted for in 2005/06.

- **Statutory Obligations** The Council has needed to review its funding decisions for some individual cases as a result of legal challenge. This has created additional expenditure of £89,000.
- **Loss of Grant** The Directorate has suffered a loss of Supporting People Grant income of £175,000. It has been a challenge to manage commitments within budget.
- **Prior Year Adjustments** Invoices totalling £152,000 have been received, which relate to the 2003/04 financial year.
- **NHS Emergency Support** - Additional funding of £36,000, to enable discharges from community hospitals to free beds at the Acute Trust, given the pressures in November 2004 and January 2005.

Summary

The projected year end position for Social Care, is an overspend of £1,514,000, (4.2% of the Social Care budget) with exceptional items of £758,000. This latest budget projection shows a deterioration on the previously reported position, despite applying harsh management action. All efforts possible are being made to sustain this position

Social Care Budget

	£000
Original Budget 2004/05	35,990
Overspend Carried Forward from 03/04	(245)
Budget 2004/05	35,745

Financing Transactions

17. A net underspending of £1,250,000 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

18. The projected 2004/05 outturn for the Programme Areas, together with financing transactions, is an under-spending of £2,896,000.

Revenue Reserves Position as at 28th February 2005.

19. The estimated value of general reserves as at this date 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 £1,250,000 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 - 28th February 2005

Programme Area	2004/05 Original budget	2003/04 Carry forwards	Budget 2004/05	Actuals to Period 10	Budgets to Period 10	Projected Outturn	Projected over or (under) spend	Variation percent- age
	£000	£000	£000	£000	£000	£000	£000	%
Education	81,153	(1,369)	82,522	66,912	67,878	82,042	-480	-0.6
Social Care	35,990	245	35,745	32,978	29,812	37,259	1,514	4.2
Policy and Finance - General	14,999	(1,929)	16,928	29,336	30,405	28,813	-1,592	-9.4
Policy and Finance - Property	2,094	433	1,661	1,405	1,710	2,155	494	29.7
Environment - General	17,657	97	17,560	12,934	14,940	16,505	-1,055	-6.0
Environment - Regulatory	2,405	(31)	2,436	1,957	2,031	2,396	-40	-1.6
Environment - Planning	2,226	(411)	2,637	1,707	2,197	2,217	-420	-15.9
Social Development	8,056	(192)	8,248	6,496	7,145	8,248	0	0.0
Economic Development	2,162	(331)	2,493	1,411	1,880	2,263	-230	-9.2
Housing	1,320	(56)	1,376	1,341	1,147	1,539	163	11.8
	168,062	(3,544)	171,606	156,477	159,145	183,437	(1,646)	-0.9
Financing adjustments etc	7,511	3,797	3,714	3,001	1,876	2,464	(1,250)	
	175,573	253	175,320	159,478	161,021	185,901	(2,896)	-1.5

WORK PROGRAMMES

Report By: County Secretary and Solicitor

Wards Affected

County-wide

Purpose

1. To consider the Committee's own work programme and updated work programmes of the other Scrutiny Committees.

Background

2. This Committee approved a work programme for itself on 9th February, 2004 which ran until February 2005. An updated version is appended for consideration. This incorporates items identified as requiring periodic monitoring and attention. It is envisaged that this will be added to as required.
3. The reference in the Work Programme to performance monitoring reports embraces reporting on the revenue budget, the capital programme, performance indicators and risk. Work is in hand to agree a new suite of reports to Cabinet and this Committee based on the Council's Annual Operating Plan and integrating risk, expenditure and the Local Public Service Agreement wherever possible.
4. The Annual Operating Plan itself could be used to identify priorities for scrutiny to focus upon in the current year to add both to this Committee's work programme and those of the other scrutiny Committees. One way to identify priorities would be for Members of the Strategic Monitoring Committee to meet informally and draw up a co-ordinated programme having regard to the criteria included in the Council's Scrutiny Handbook, for reference back to the individual Scrutiny Committees.
5. The Environment, Health and Social and Economic Development Scrutiny Committees considered updated work programmes in March 2005. These are attached to enable the Committee to fulfil the co-ordinating role prescribed for it in the Constitution.
6. The Education and Social Care and Housing Scrutiny Committees have not approved work programmes at this stage pending the outcome of the review of the Scrutiny Committee structure and the terms of reference of the Scrutiny Committees, as part of the review of the Constitution.
7. The Education Scrutiny Committee on 14th March did, however, identify the following matters for future scrutiny: further up-date on pupil numbers and the implication for schools of falling numbers on roll; Banded Funding – monitoring progress on its implementation; and the position of Education Systems Support in the wider Council's corporate structure.

8. The Social Care and Housing Scrutiny Committee on 5th April suggested that the following matters should be scrutinised: Homelessness and Homelessness Advice; Services for those with Learning Disabilities (including respite care), partnership working with the Primary Care Trust; provision of aids and adaptations and the Supporting People programme.
9. One further matter to bring to the Committee's attention is the suggestion, as reported in the Cabinet report to Council in February 2005, that, "Scrutiny Committees give consideration to areas of concern highlighted at Local Area Forum meetings in formulating and reviewing their work programmes".

RECOMMENDATION

- THAT (a) the Committee's work programme be confirmed, subject to any comments the Committee wishes to make;**
- (b) the Committee note the work programmes of the other Scrutiny Committees;**
- and**
- (c) consideration be given to how best to identify priorities for Scrutiny having regard to the Annual Operating Plan.**

BACKGROUND PAPERS

- None

Strategic Monitoring Committee – Work Programme 2005

Date	Items
July 2005	<ul style="list-style-type: none"> • Annual sickness report • Annual Audit Report • Budget outturns (capital and revenue) • Ombudsman complaints and Council complaints • End of year performance outturns/Best Value performance Information • Pay and Workforce Development Strategy • Progress Towards the Equality Standard/Race Equality Scheme • IT Services • Annual report – The Herefordshire Plan
October 2005	<ul style="list-style-type: none"> • Monitoring of Community Safety Ambition (The Herefordshire Plan) – annual report and progress report • Internal Audit mid-year assurance report • Performance Monitoring • Transport Review Progress
January 2006	<ul style="list-style-type: none"> • Pay and Workforce Development Strategy Monitoring • Race Equality Scheme • Performance Monitoring • District Audit management letter (if necessary) • Council's Improvement Plan in response to CPA 2005 • Work Programme • Work Programmes of other Committees
February 2006	<ul style="list-style-type: none"> • Revenue budget consideration
April 2006	<ul style="list-style-type: none"> • Performance Monitoring • Strategic Audit Plan • Transport Review Progress
	<ul style="list-style-type: none"> • Analysis of the Council's Input into the Herefordshire Plan

(The reference to Performance Monitoring embraces reporting on the revenue budget, the capital programme, performance indicators and risk.)

Further additions to the work programme will be made as required

Environment Scrutiny Committee - Work Programme 2005-2006

Meeting Date	Items
6 June 2005	<ul style="list-style-type: none"> • Human Resources • Capital Budget 2005/6 • Revenue Budget 2005/6 • Best Value Reviews Improvement Plans • Report on Performance - Year 2004/5 • Good Environmental Management (GEM) • Local Transport Plan (LTP) • Biodiversity • Highways Agency update. • The Environment Strategy. • Best Value Review – Commercial Enforcement Stage 3.
26 September 2005	<ul style="list-style-type: none"> • Capital Budget 2005/6 • Revenue Budget 2005/6 • Best Value Reviews Improvement Plans • Report on Performance including Commitments - April to June 05 • Contribution to Herefordshire Ambitions • Update position regarding the Agricultural use of Polytunnels. • Interim report on impact of PROW Strategy.
5 December 2005	<ul style="list-style-type: none"> • Human Resources • Capital Budget 2005/6 • Revenue Budget 2005/6 • Best Value Reviews Improvement Plans • Report on Performance Commitments - April to Sept 05. • Good Environmental Management GEM • Impact of the proposed pedestrianisation of Widemarsh Street.
27 March 2005	<ul style="list-style-type: none"> • Capital Budget 2005/6 • Revenue Budget 2005/6 • Best Value Reviews Improvement Plans • Report on Performance Commitments - April to Dec 05. • Contribution to Herefordshire Ambitions • Update on the impact of the Public Rights of Way Strategy.
Special Meeting Date TBC	<ul style="list-style-type: none"> • To discuss with the Environment Agency flooding issues in the County.

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

Health Scrutiny Committee – Work Programme 2005-2006

Meeting Date	Items
June 2005	<ul style="list-style-type: none"> • Report on operation of new GP contracts • Report on provision of ear, nose and throat services • Interview Director of Public Health following publication of Annual Report <p>Reviews</p> <ul style="list-style-type: none"> • Confirm Scoping of Safely Home Review • Update on Emergency Care Access review • Update on Communication and Morale review • Report on action in response to Review of outbreak of Legionnaires Disease
September 2005	<ul style="list-style-type: none"> • Presentation by Chief Executive of the Herefordshire Primary Care Trust and the Hereford Hospitals NHS Trust • Report on Councillors' potential role in managing public expectation within their constituencies <p>Reviews</p> <ul style="list-style-type: none"> • Final Report on Communication and Morale Review • Final Report on Safely Home Review
December 2005	<ul style="list-style-type: none"> • Local Development Plan Briefing <p>Reviews</p> <ul style="list-style-type: none"> • Final Report on Emergency Care Access Review
March 2006	<ul style="list-style-type: none"> • Local Development Plan update <p>Reviews</p> <ul style="list-style-type: none"> • Final report of Safely Home Review
	<ul style="list-style-type: none"> • GP out of hours services

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

Social and Economic Development Scrutiny Committee - Work Programme 2005-2006

Meeting Date	Items
17 June 2005	<ul style="list-style-type: none"> • Tourism progress • HALO • Hereford City Partnership • Youth Service • Herefordshire Plan • End of year monitoring reports • Edgar Street Grid Redevelopment – Update • Performance Monitoring <p>Reviews</p> <ul style="list-style-type: none"> • Young Persons Review Scoping Statement
23 September 2005	<ul style="list-style-type: none"> • Voluntary Sector – Update • Festivals – Update • Reports from Cabinet Members • Performance Monitoring <p>Reviews</p> <ul style="list-style-type: none"> • Courtyard Review Group • Young Persons Review Group Report
9 December 2005	<ul style="list-style-type: none"> • Pedestrianisation – Post experiment • Single Regeneration Budget • Performance Monitoring <p>Reviews</p> <ul style="list-style-type: none"> • Courtyard Review Group Report
24 March 2005	<ul style="list-style-type: none"> • Market Town Facilities • Parish Council Liaison • Performance Monitoring

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

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 March, 2005 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Special Educational Needs
Policy Development and Review	Teachers Workload Agreement – Monitoring of Progress Extension of banded SEN funding from primary schools into secondary schools Support provided for gifted and talented pupils Drug Education in Schools
External Scrutiny	
Improvement (Performance Management and Review)	Year 2004 results Ofsted Inspections of Schools Capital Budget Monitoring Revenue Budget Monitoring

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

Other	Work Programme
-------	----------------

6. The Environment Scrutiny Committee met on 24th January, 2005, 28th February, 2005 and 30th March, 2005 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans
Policy Development and Review	County-Wide Parking Strategy Review
External Scrutiny	Trunk Roads in Herefordshire (Highways Agency)
Improvement (Performance Management and Review)	Capital Budget Monitoring Revenue Budget Monitoring Performance Indicators
Other	Work Programme

7. The Health Scrutiny Committee met on 31st March, 2005 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Changes to Nursing Respite Services for Older People with Mental Health Problems
External Scrutiny	Presentation by Primary Care Trust Patient and Public Involvement Forums
Improvement (Performance Management and Review)	
Other	Work Programme Health Scrutiny Consultations

8. The Social Care and Housing Scrutiny Committee met on 5th April, 2005 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Presentation by Cabinet Member
Best Value Reviews	
Policy Development and Review	Review of Home Support Services for older People Review of Accommodation, Housing and Housing-Related Support needs of People Experiencing Severe and Enduring Mental Health Problems Respite Services for People with Learning Disabilities in Herefordshire
External Scrutiny	

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

Improvement (Performance Management and Review)	Revenue Budget Monitoring Performance Monitoring Report on Serious Case Reviews
Other	National and Local Changes to Scrutiny of Children's Services Work Programme

9. The Social and Economic Development Scrutiny Committee met on 31st January, 2005 and 22nd March, 2005 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Possible Pedestrianisation of Widemarsh Street, Hereford (2) Review of Support to the Voluntary Sector – Position Statement Review of the Courtyard The Courtyard Review Update External Funding Parish Council Liaison
External Scrutiny	
Improvement (Performance Management and Review)	Performance Indicators Adult and Community Learning – Result of Reinspection
Other	Work Programme

BACKGROUND PAPERS

- None

