

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

Chief Executive's Office

Chief Executive: N.M. Pringle

Your Ref:

Our Ref: NMP/CD

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9th November, 2005

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 17TH NOVEMBER, 2005 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (05/17)

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. INTEGRATED PERFORMANCE REPORT

To receive a progress report on the arrangements to integrate the performance and other management activity necessary to successfully implement the Corporate Plan. *(Pages 1 - 132)*

4. CORPORATE PLAN 2006-09

To approve the first draft of the Corporate Plan 2006-09 as the basis for further work, including the preparation of the Annual Operating Plan and directorate and service plans. *(Pages 133 - 218)*



Putting People First Providing for our Communities Preserving our Heritage Promoting the County Protecting our Future

County of Herefordshire District Council, PO Box 239, HEREFORD, HR1 1ZU

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5. LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

To agree a first draft Local Area Agreement (LAA) for submission to the Government Office West Midlands (GOWM) by 25th November 2005. *(Pages 219 - 220)*

6. HEREFORD CITY COUNCIL SERVICE LEVEL AGREEMENT WITH HEREFORDSHIRE COUNCIL

To note potential changes in the Service Level Agreement (SLA) with Hereford City Council and of the longer-term interest of Hereford City Council in acquiring the Town Hall. *(Pages 221 - 224)*

7. POLICE RE-STRUCTURING IN ENGLAND AND WALES

To consider the Council's response to the West Mercia Police Authority following the publication of Her Majesty's Inspectorate of Constabulary (HMIC) report, "Closing the Gap" and the subsequent letter issued to Police Authorities by the Home Secretary. *(Pages 225 - 238)*

8. YOUTH MATTERS - GREEN PAPER

To note the Council's response to the Youth Matters Green Paper and consider the necessary consequential changes of the Green Paper to the Council's Constitution. *(Pages 239 - 244)*

9. VOLUNTARY AND COMMUNITY SECTOR SUPPORT STRATEGY

To receive a progress report on the development of a Voluntary & Community Sector (VCS) Support Strategy for the Council and its relationship to the Local Area Agreement (LAA), and to approve of proposed actions for future implementation of the Strategy. *(Pages 245 - 270)*

10. CONCESSIONARY FARES SCHEME

To approve a revision of the Concessionary Travel Scheme for elderly and disabled persons following an anticipated change in the regulations governing the operation of such schemes. *(Pages 271 - 276)*

11. WEST MIDLANDS REGIONAL HOUSING STRATEGY

To receive a report on the West Midlands Regional Housing Strategy 2005 and Strategy for Allocating the Regional Housing Pot for 2006-08 which form the basis of regional housing policy and investment priorities across the West Midlands Region. *(Pages 277 - 334)*

EXCLUSION OF THE PUBLIC AND PRESS

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

RECOMMENDATION:

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

12. ADULT SOCIAL CARE BUDGET 2005/06

To note the current budget position in relation to the Adult Social Care budget in 2005/06, the management actions being taken and the implications this may have on service delivery.
(Pages 335 - 344)

This item discloses information relating to

- (a) particular applicant for, or recipient or former recipient of, any service provided by the authority; and
- (b) any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

Yours sincerely,



N.M. PRINGLE
CHIEF EXECUTIVE

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

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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INTEGRATED PERFORMANCE REPORT

PROGRAMME AREA RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

17TH NOVEMBER, 2005

Wards Affected

Countywide

Purpose

To receive a progress report on the arrangements now in hand to integrate the performance and other management activity necessary to successfully implement the Corporate Plan.

Key Decision

This is not a Key Decision.

Recommendation

THAT continued progress towards a fully integrated performance management system be noted.

Reasons

The Council's Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2005-08. The Annual Operating Plan is the detailed "action plan" for the first of these years, 2005-06. This report summarises progress so far in the first six months of the year.

Considerations

1. The majority of the ambitions in the Herefordshire Plan will be delivered through cross-service partnership working. The Corporate and Annual Operating Plans reflect this, and represent the Council's contribution to the successful delivery of the Herefordshire Plan's strategy. Bringing all of the Council's service and financial management together in an integrated format encourages managers to work cooperatively, with mutual support where necessary, and also ensures that the whole managerial effort is directed towards pursuit of the agreed corporate objectives. Detailed work has also begun on developing a Performance Management Framework for and with the Council's principal external partners.
2. The layout of the AOP table has been changed slightly since it was last presented to Cabinet on 1 September, and there are other minor changes to format as well. It is hoped that these will make it easier for Members to assimilate what is necessarily a large amount of information.

Further information on the subject of this report is available from
David Stewart, Interim Head of Performance Management on 01432 261743

Alternative Options

For practical purposes there is no realistic alternative approach to be considered. The Local Area Agreement, to be successful, must rest on integrated performance management.

Risk Management

As above, good integrated performance management produces efficiencies, and encourages successful partnership working. Its absence makes these benefits harder to achieve.

Consultees

Relevant internal officers have been consulted. No external consultation has been felt necessary.

Background Papers

None identified.

HEREFORDSHIRE COUNCIL

Integrated Performance Report April - September 2005

Action for a better Herefordshire

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

Quality life in a quality county

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Progress on Annual Operating Plan (April – September 2005):

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Corporate risk logs

Introduction

This document provides a progress report on the Council's performance, integrating progress on the Annual Operating Plan, risk management and financial information. The integration of these three key areas into a single report is central to the implementation of the Corporate Plan by means of an effective performance management system.

Further reports will be presented to the Corporate Management Board for the periods ending November, January and March. Progress will also be reported to Cabinet for the same periods. It is currently intended that Strategic Monitoring Committee will oversee this process twice a year, to review progress.

Reporting in future will include and will highlight progress on the Local Area Agreement when it is agreed.

It will be noted from the first part of this report, Progress on the Annual Operating Plan, that there are about nine areas of particular concern to managers, including some with multiple components. In addition, the section on Financial Performance and Risk Management reveals continued concern about likely overspends on Social Care (including the carry-forward from 2004/05) and Housing (mostly arising from the costs of temporary housing). These overspends are also identified in the Risk section as still needing early attention.




This report also gives an extra table for the first time, showing those policy areas where managers have changed their assessments (up or down, from red to green, or vice versa) from the end-of-July picture previously reported. This is intended to give Members some feel, now that the year is well advanced, for how things seem to be going overall.

Progress on Annual Operating Plan April - September 2005

1. This section summarises progress against the Annual Operating Plan for 2005-6, for the first half of the year, 1st April to 30th September.

2. More detail on individual targets & services is given in the extended Table which comprises Appendix A. The Table shows signs that managers are getting used to handling the table as a summary tool to give Cabinet information, although there are still many gaps where narratives or explanations might have been expected. There are also several instances where managers are obviously more confident about progress and are indicating, as below, that "everything is OK".

3. Performance has been monitored for each indicator using the "traffic light" system (fuller definitions are given at the end of the Appendix):

-  Everything is OK.
-  Something's not right.
-  Things aren't yet going to plan.

4. There are approximately 125 indicators in the list in Appendix A (approximately, because there are sub-indicators in various degrees of semi-detachment) and as at the end of September there were about 9 showing "red lights". This represents a slight improvement on the previous Report, although there are some new entries here where progress seems to have slipped back. All of the entries are described in more detail in the Appendix, together with the remedial action being taken. For the purposes of the summary table below, however, some of the indicators have been shown together – eg, the numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (with separate figures for "including" & "excluding" manufacturing & engineering @ both levels) and the proportions of the youth population who would like a greater say in decision-making.

5. The indicators with "red lights" at present are:

Table 1: "Red Light" indicators	
Appendix A: Issue	Action
Numbers of people aged 65 & over helped to live at home	Target has been reviewed with CSCI.
Numbers of adults & older people receiving direct payments	Targets have been reviewed and a voucher system introduced
Adults with physical disabilities helped to live at home	Target currently being reviewed upwards. Data quality is currently an issue.
Reassessment of LA services to help victims of domestic violence	New BVPI with complex indicators: new monitoring system will be ready in October
Average length of stay in B&B accommodation by households in priority need	Renewed focus on preventative work, with additional staff allocated / appointed
% of unfit dwellings dealt with by LA	Stock condition survey to be undertaken during early autumn
Nos. employed in technology & knowledge intensive industries (LPSA2G)	Current data not available?
The numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (NB separate figures for "including" & "excluding" manufacturing & engineering @ both levels) (LPSA2G) – ie 4 data sets overall	Nil Return. Profile figures available for next report
% of those making complaints satisfied with handling of complaint	Improved cross-Directorate complaints handling system being developed

6. The following table shows changes since the previous report. There is movement in both directions (indicating perceived improvements or apparent regression), and there are several instances where the change is probably no more than the managers (in some cases new to their appointments) only now being able to make a realistic appreciation of the issues before them. That said, however, it is clear that there is a greater preponderance of ticks in the right hand column than in the left, indicating that most of these issues are improving at this stage.

Table 2: Indicators which have changed since the previous report		
Issue	Change	
	At end of July	Now
Numbers of emergency unscheduled acute hospital bed days	None given	?
The number of carers receiving a specific carers' service as a % of clients receiving community based services	*	✓
Adults with physical disabilities helped to live at home	✓	*
Numbers of racial incidents	✓	?
% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	*	✓
% of adult residents who feel they can influence decisions affecting their local community (LPSA2G)	?	✓
% of people who use sports and leisure facilities at least once a month	✓	?
EMAS/ISO14001 certification	?	✓
Local bus services (passenger journeys per year)	?	✓
Change in Annual Average Daily Traffic volumes	?	✓
Nos. of cycling trips	?	✓
Average weekly earning in Herefordshire compared with the average in the West Midlands	?	✓
Gross Value Added per head in Herefordshire compared with the West Midlands average	?	✓
% of working age in employment (average over year)	?	✓
Completions of employment land (hectares)	?	✓
Nos. employed in technology & knowledge intensive industries (LPSA2G)	None given	*
The numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (NB separate figures for including & excluding manufacturing & engineering) (LPSA2G) – ie 4 data sets	None given	*

Part One – Making a reality of the Herefordshire Plan: service targets

7. The Corporate and Annual Operating Plans set out the Council's contributions to delivering the community strategy, the Herefordshire Plan. The ambitions are set out below, together with the associated Council priorities. The majority of ambitions will be delivered through cross-service working, although some are single-service driven.

Improve the health and wellbeing of Herefordshire people

8. This ambition incorporates aspects of the Council's priorities on:

- Sustaining vibrant and prosperous communities
- Reducing deaths from heart disease, stroke and cancer by reducing the number of people smoking
- Enabling vulnerable adults to live independently

9. There are some "red flags" here in respect of the care of elderly people in particular, but good progress being made in helping adults with disabilities. Almost more worrying, however, are the instances where no comment has been made by the managers, so that it is not clear what they are doing – eg in respect of the LPSA targets for breastfeeding.

Reduce crime and disorder and make Herefordshire safer

10. This ambition incorporates aspects of the Council's priorities on:

- Community leadership role
- Enabling vulnerable adults to live independently

11. Similarly, there is silence here where there should be evidence of activity. The new monitoring system for racial incidents and other complaints went "live" at the beginning of October, just after the end of this reporting period.

Reduce poverty and isolation in Herefordshire

12. This ambition incorporates aspects of the Council's priorities on:

- Promoting diversity and community harmony and striving for equal opportunities
- Sustaining vibrant and prosperous communities
- Enabling vulnerable adults to live independently

13. The most obvious progress here concerns the consultation on Parish Plans, but most of the work, as above, was expected in October.

Encourage communities to shape the future of Herefordshire

14. This ambition incorporates aspects of the Council's priorities on:

- Community leadership role
- Sustaining vibrant and prosperous communities

15. There is some movement here to suggest improvement in the ways residents feel they are being involved, but still a "red flag" in respect of young people's perception of their involvement.

Develop Herefordshire as an active, vibrant and enjoyable place to be

16. This ambition incorporates aspects of the Council's priority on:

- Sustaining vibrant and prosperous communities

17. Most of the indicators for this ambition still seem to be on track.

Protect and enhance Herefordshire's distinctive environment

18. This ambition incorporates aspects of the Council's priorities on:

- Identifying and protecting the County's environmental aspects
- Sustaining vibrant and prosperous communities
- Achieving sustainable development by integrating environmental issues into Herefordshire's strategies
- To foster an understanding of the impact of actions upon the environment
- Household waste

19. There are improvements recorded here as regards street cleanliness, and EMAS / ISO14001 accreditation.

Develop an integrated transport system for Herefordshire

20. This ambition incorporates aspects of the Council's priorities on:

- Improving transport and the safety of roads
- Sustaining vibrant and prosperous communities

21. Similarly, there are several improvements visible here, flowing from work during the summer on the new LTP: indicators for cycling trips, accidents, bus passenger services and others have all moved in the hoped-for directions.

Meet Herefordshire's accommodation needs

22. This ambition incorporates aspects of the Council's priorities on:

- Maximising the health, safety, economic wellbeing, achievements and contribution of every child
- Sustaining vibrant and prosperous communities

23. No change here from the previous Report: two of the 4 indicators are on track, and two are showing "red flags" (numbers of homeless families being temporarily housed in bed & breakfast accommodation and the LA's ability to deal with unfit private houses).

Support business growth and create more and better paid work in Herefordshire

24. This ambition incorporates aspects of the Council's priority on:

- Sustaining vibrant and prosperous communities

25. 4 indicators are showing green here, following the adoption of the Economic Development Strategy during the summer. But the indicator for the numbers of people employed in technology and knowledge-intensive industries is now giving cause for concern.

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

26. This ambition incorporates aspects of the Council's priorities on:

- Maximising the health, safety, economic wellbeing, achievements and contribution of every child
- Improving the achievement of pupils
- Sustaining vibrant and prosperous communities

27. No data are currently available for the numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (with separate figures for "including" & "excluding" manufacturing & engineering @ both levels) (LPSA2G) – ie 4 data sets overall – so these appear as "red flags" for the first time here, giving a slightly misleading impression.

Children and Young People: A Golden Thread

28. This ambition incorporates aspects of the Council's priority on:

- Maximising the health, safety, economic wellbeing, achievements and contribution of every child

29. Good progress is reported in respect of all indicators here.

Part Two – making it happen through greater customer focus and organisational improvement

30. In addition to the ambitions derived from the Herefordshire Plan, the Council has adopted two overarching Council ambitions, **Improved Services** and **Improved Efficiency**, to drive continuous improvement and value for money imperatives.

Improved Services

31. This ambition incorporates the Council's priorities on:

- Understanding the needs and preferences of service users and council taxpayers
- Promoting diversity and community harmony and striving for equal opportunities
- Recruiting, retaining and motivating high quality staff
- Maximising the health, safety, economic wellbeing, achievements and contribution of every child
- Developing its community leadership role

32. Most of the indicators are on track, and the only significant "red flag" concerns the needs and preferences of service users and council taxpayers. The JAR result is still awaited.

Improved Efficiency

33. This ambition incorporates the Council's priorities on:

- Secure significant efficiency savings
- Reduce the cost of accommodation
- Ensure that essential assets are in the right condition
- Sustain vibrant and prosperous communities
- Embed corporate planning, performance management and project management systems
- Develop community leadership role

34. None of these is giving particular concern, although the CPA result is still awaited.

Revenue and Capital Budgets

35. There are some significant issues to be considered in the Budget Panels not the least of which is budget performance in the current year. Appendix B contains the detailed monitoring report for the second quarter and Appendix C details performance against the capital programme.

36. The overriding issue continues to be the demand-led spending pressures in Adult Social Care and Homelessness, and the report sets out the measures which have been and will continue to be put in place to contain these. Children's Services also face budget pressures from providing secure and out-of-area placements and are seeking invest to save type solutions accordingly. Some key services within the Environment block, in particular waste, street cleansing and highways maintenance, are facing challenges to maintain their record of ongoing performance improvement within current budget provision.

37. There is scope within the general reserves position to cover the anticipated overspend and maintain a prudent level of reserves. This, however, is becoming increasingly limited given future year funding constraints and ongoing service pressures. A clearer picture will be known in early December with the release of the provisional finance settlement by Government, but there will be a need to review and possibly revise the performance objectives and targets within the Corporate Plan.

Risk Management

38. The key corporate risks are listed in Appendix D and show the residual risk assessments following the mitigating actions which are being taken to manage them. There are also separate service risk logs which are continually updated by Directorate Management Teams and also serve to inform the corporate risks.

Children Act

39. A Children's Change Team has been set up to drive the necessary activities required by the Every Child Matters agenda. The timing of the Joint Area Review for September/October has increased the demands placed on the Change Team who successfully prepared the self-assessment which was submitted on 13th June. The Change Team's giving priority to the Joint Area Review activity will have impacted on the timescales for other work, although much of this will be valuable input into the wider change programme and the Children and Young People's plan for Herefordshire. This area remains a key corporate risk for the Council.

Corporate Budget Position

40. The budget for 2005/06 has been set with a significant level of savings to be realised. The challenge for the Council is to minimise the impact this level of savings will have on services. The approach the Council takes on the Efficiency Agenda will be key to its success in this respect. Interim monitoring of progress

towards the savings targets is currently being carried out and will need to be reported to the Government by mid-November.

41. The revenue monitoring reports are highlighting significant budget overspends for the year in Adult Social Care and Homelessness and action plans are in place to limit these. These will have an impact on the ability of the Council to set a balanced budget in 2006/07 and beyond and the senior finance staff are analysing the corporate reserves position to assess how these can be used over the medium term to meet spending pressures and keep Council Tax increases at a minimum.

42. The Budget Panels will meet during November and consider a number of key financial issues including efficiency savings, potential budget reductions and unavoidable spending pressures.

Business Continuity Management

43. The Council is developing its approach to Business Continuity (BC) management and will produce a Corporate BC Plan by November 2005. The Chief Executive is the nominated BC Lead with the Performance Leads Group helping implement the requirements within their respective Directorates. Overall co-ordination is provided by the Emergency Planning Manager. A BC Planning week was set for the week 19-23 September where senior managers from each Directorate completed the Service Impact Questionnaires and BC Plans.

44. ICT Services are working closely with the Emergency Planning Manager and his team to ensure consistency in approach.

Comprehensive Performance Assessment (CPA) and Joint Area Review (JAR)

45. The corporate CPA and JAR have both now been completed after comprehensive preparation. The final results will not be made available until 15th December although the Council will have opportunity to discuss the draft reports during November. Initial feedback has identified some key areas for improvement and the Council is continuing to focus on these. The formal project will be closed on completion of a lessons learnt report to be considered by the Project Board soon.

Herefordshire Jarvis Arrangements

46. It has been widely publicised that Jarvis PLC are seeking to release themselves from a number of public sector contracts outside their core areas of business. The Council expects a seamless transition of service and, as part of the normal risk management process, contingency plans had been drawn up in the eventuality of Jarvis having to pull out of the partnership.

47. There are no plans however at this time for Jarvis to dispose of the Venture Company and the Council are monitoring the situation closely and services are continuing to be delivered as normal.

The second Local Public Service Agreement

48. The Council is waiting for Government ministers to sign the agreement and has been informed by the ODPM that this is a formality. The key risk to the Council now is that the significant level of Performance Reward Grant available to be earned after three years is not maximised. This will require close monitoring and services being prepared to direct resources, both financial and otherwise, into the high priority areas identified in the agreement. The targets themselves will become part of the Annual Operating Plan monitoring arrangements.

Adult Care Services

49. The Green Paper on adult services has now been published. A restructure of the senior management arrangements has been agreed and a Director of Adult and Community Services has been appointed to support a broad and inclusive approach for all adults.

50. Modernisation and change is required in Learning Disabilities services to respond to the changing nature of service users. The risk to the Council is that the change is not achieved quickly enough and the rise in demand from school leavers. An increase in the older population brings an increased incidence of dementia related illness – forward planning is required for this likely increase in demand.

Recruitment and retention of employees including the impact of Job Evaluation

51. The implementation of a Pay and Workforce Strategy marks the next phase of the Council's approach to the modernisation of Human Resources management. Issues of recruitment and retention are an integral aspect of this. Promotion and communication of the positive benefits of this for the Council's workforce are important aspects of its implementation.

52. The current action plan includes:

- Centralisation of recruitment
- Developing a generic skills framework for implementation
- Projects focussing on the recruitment and retention of young people
- Improving leadership and management through a review of management development.

53. The implementation of job evaluation has had no adverse effect on the recruitment and retention of employees with turnover constant at around 9%.

Corporate capacity to deliver the range of changes that the Council has embarked on

54. The Council is going through a period of extensive change at a time when it is also facing the outcomes from the Corporate Assessment and Joint Area Review. This is challenging the corporate capacity of the organisation. The senior management restructuring was designed to take account of and improve corporate capacity. All Directors' posts have now been filled following interviews during the summer and a Senior Management Team has been created from the Service Heads to support Directors more effectively. This also enables the Directors to focus at least 20% of their time on purely corporate issues, and this is formally reflected in their job descriptions.

Local Area Agreement

55. This is a new corporate risk and is a major initiative for the Council. The Local Area Agreement (LAA) is based around 4 themes and senior officers from across the Partnership have been chosen to lead on these. The risks to the Council largely lie in not being able to reap the benefits accruing from a successful LAA. There will need to be a strong focus on a number of areas such as consistent performance management across the Partnership; effective pooling of budgets; identification of freedoms and flexibilities and innovative ways to improve outcomes for citizens. A number of actions have already been taken to ensure the building blocks are in place and these include the setting up of a formal project framework to manage the process. Sessions have been arranged with both GOWM and the IDeA to monitor progress on the detailed Agreement and informal feedback has been extremely positive on the original submission. A key part of the LAA will be the single pot arrangements and a risk-based approach is being adopted in constructing a framework to manage these.

Corporate Approach to Diversity

56. The Level 1 commitment to Diversity has now been signed off and the risk to the Council is that by March 2007 it has not made the improvements required to reach Level 2. Staff resource has been committed to this and a long-term development plan is in draft.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Improve the health and wellbeing of Herefordshire people									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of babies born in the South Wye area of Herefordshire who are breast feeding at 6 weeks of age (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by August '05				
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of babies born to teenage mothers in Herefordshire who are breastfeeding at 6 weeks of age (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by August '05				
Cllr Rule & Mr Dunhill	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 11-15 year olds smoking 1+ cigarettes per week	11%		Agree future measures, targets, actions etc. as part of the Every Child Matters programme		PCT are appointing a Smoking Cessation Officer Baseline data needs to be established. Lead Officer/Partner to be agreed Co-ordinated strategy to be developed and implemented.	Second meeting scheduled for 11 October with expanded group of interested parties. Teenage lifestyles survey proposed for Spring 2006.	Other agencies not prepared to participate mitigated by tolerate risk; accept risk and continue commitment.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Improve the health and wellbeing of Herefordshire people									
				Programme of presentations and of test purchases being delivered on time	Investigate traders, carry out test purchases	Programme not achieved mitigated by adequate resource allocation	Number of Enforcement / Advisory / Promotional activities undertaken. Test purchases completed. Reviewing formal action.		Inability to recruit mitigated by resources have been diverted
					Set up Liaison Group by May-05		Key partners identified (PCT, schools) but some reluctant to participate. Meeting held on 25 August with partners to discuss. Unable to hold meeting sooner because of partners' inability to attend.	Second meeting scheduled for 11 October with expanded group of interested parties. Teenage lifestyles survey proposed for Spring 2006.	Other agencies not prepared to participate mitigated by tolerate risk; accept risk and continue commitment. Risk reduced as key managers now engaged
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	The number of people aged 65 and over helped to live at home, per 1000 adults aged 65 and over	75		Introduce new CLIX system & monitor team targets monthly by July-05	Delay in availability of new system mitigated by project management	Latest out-turn figure is 54.	✗	Delay in availability of new system is a serious risk: new business case drafted for presentation to IPG.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Improve the health and wellbeing of Herefordshire people									
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	Satisfaction with the help received from Herefordshire Social Services by people 65 and over using home care services provided through Social Care and people 65 and over who directly purchased services using Direct Payments (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by August '05 Develop a framework for delivering an Older Person's Strategy based on active ageing by July '05		A meeting between Adult Services and Community Services has taken place to progress Older Person's Strategy The jointly developed outline framework for Older People went to CMB in September,	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Improve the health and wellbeing of Herefordshire people									
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals, commissioned by Herefordshire PCT (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by August '05		A meeting between Adult Services and Community Services has taken place to progress Older Person's Strategy. The jointly developed outline framework for Older People went to CMB in September. (Interim targets need to be firming up here.)	?	
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	The number of carers receiving a specific carers' service as a % of clients receiving community based services	2		Set target by May '05 Introduce new CLIX system by July '05		Most recent out-turn data is 2.6. Out-turn as at 31.03.05 of 1.8 HARRI solution has been stopped. Procurement of appropriate solution currently being moved forward.	✓	Delay in availability of new system

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update	
Cabinet and CMB Lead	Council Priority									
Ambition: Improve the health and wellbeing of Herefordshire people										
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	The number of adults and older people receiving direct payments at 31st March per 100,000 population aged 18 years or over	100		Set local targets and introduce monthly reports by April '05	Low take-up mitigated by voucher and brokerage regulation	Out-turn as at end of August = 61	✗	New lead – Jan Scrivens. Vouchers for Carers now in place.	Low take-up: voucher system should improve situation.
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64	2.8		Management re-structure		Latest figures - end of year out-turn at 2.9	✗	Target currently being reviewed upwards.	Data quality is currently an issue: additional work will be needed to reconcile and capture data
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	2.2		Introduce new CLIX system by July '05	Delay in availability of new system mitigated by project management	Latest figures - end of year out-turn at 2.1	✓		Delay in availability of new system is a serious risk.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Improve the health and wellbeing of Herefordshire people									
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	Adults with mental health problems helped to live at home per 1,000 population aged 18-64	1.35		Introduce new CLIX system by July '05	Influence over Partnership and delay in availability of new system mitigated by partnership Board and project management	Latest figures - end of year out-turn at 3.2	Target currently being reviewed upwards	Delay in availability of new system.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce crime and disorder and make Herefordshire safer									
Cllr Phillips & Ms Fiennes	Develop its community leadership role	Number of violent crimes in Herefordshire (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Funding has not yet been agreed for LPSA2 targets		
Cllr Phillips & Ms Fiennes	Develop its community leadership role	The number of criminal damage incidents (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce crime and disorder and make Herefordshire safer									
Cllr Phillips & Ms Fiennes	Develop its community leadership role	To reduce the percentage of people who think that: a) speeding traffic is a problem b) Vandalism, graffiti and other deliberate damage to property or vehicles is a problem c) People using drugs is a problem d) People dealing drugs is a problem e) People being drunk or rowdy in public places is a problem (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce crime and disorder and make Herefordshire safer									
Cllr Mrs Barnett & Ms Fiennes	Enable vulnerable adults to live independently	Assessment of the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence – checklist score			This is a new BVPI for 2005-6 and a timescale for the agreement of targets, actions, risks and their mitigation and resources will be established by June 2005		There are 11 aspects to this indicator. It has proved more complex than anticipated to achieve the system. It is important that a robust system is implemented very soon to minimise the likelihood of this BVPI being qualified.	The system will be in place from October 2005.	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce poverty and isolation in Herefordshire									
Cllr Phillips & Mrs Jones	Promote diversity and community harmony and strive for equal opportunities	Number of racial incidents recorded by the authority per 100,000 population	>25		Implement Race Equality Scheme & new monitoring system by Quarterly progress reports	Limited understanding; responsibility for actions not clear mitigated by action plan with named individuals	ICT launched new monitoring system on 03Oct05	?	Difficulty in agreeing standard approach with Corp Complaints Officers; difficulty in finalising requirements with Diversity Group
Cllr Phillips & Mrs Jones	Promote diversity and community harmony and strive for equal opportunities	The % of racial incidents that resulted in further action	100%		Review target in light of new monitoring system by Sep-05	Limited understanding; responsibility for actions not clear mitigated by action plan with named individuals	ICT launched new monitoring system 03/10/05	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce poverty and isolation in Herefordshire									
Cllr Mayson & Mrs Jones	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of respondents finding it easy to access a (a) local shop; (b) a supermarket; (c) a post office; (d) a doctor; (e) a local hospital; (f) a green space; (g) public transport; (h) shop selling fresh fruit & vegetables; (i) chemist/ pharmacy; (j) bank/cash point; (k) library; (l) sports/leisure centre; (m) council office; (n) cultural/recreational facility	(a) 86%(b) 79%(c) 82%(d) 77%(e) 56%(f) 81% (g)75% (h)80% (i)77% (j)73% (k)69% (l)66%(m)60% (n)53%		Map needs (using Parish Plans) to inform priorities		Promote consultation of Parish Plans by Council departments by October 2005. Service Planning guidance re-written to include the need to reference any appropriate Parish Plans		
					support for Community Enterprise Development		Community Enterprise Strategy adopted. Currently being implemented through partners for Social Enterprise.		
					affiliation to VIRSA		Council is an associate member of the Rural Shops Alliance.		
					annual training event for rural shops		Proposed target date for event – February 2006.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce poverty and isolation in Herefordshire									
					regeneration programmes funding mobile & outreach services		Debt Redemption Scheme and Transport Broker projects operational in Kington area. Community Access Points project appraised and awaiting approval.		
					support actions arising from parish plans		Four Parish Plan Groups have been assisted (target of 12 for the year).		
Cllr Mrs French & Mrs Jones	Enable vulnerable adults to live independently	The number of people in receipt of Pension Credit (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Work has been underway between Revenues and Benefits / Adult Social Care / Voluntary Sector / Department of Work and Pensions to progress 'Joint Team'; Cabinet agreed approach July 2005. Milestones and "end targets" will need to be included for the next performance report for the LPSA2G benefit take-up targets.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Reduce poverty and isolation in Herefordshire									
Cllr Mrs French & Mrs Jones	Enable vulnerable adults to live independently	The number of people in receipt of Attendance Allowance (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Work has been underway between Revenues and Benefits / Adult Social Care / Voluntary Sector / Department of Work and Pensions to progress 'Joint Team'; Cabinet agreed approach July 2005		
Cllr Mrs French & Mrs Jones	Enable vulnerable adults to live independently	The number of people in receipt of Council Tax Benefit aged 60 or over (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Work has been underway between Revenues and Benefits / Adult Social Care / Voluntary Sector / Department of Work and Pensions to progress 'Joint Team'; Cabinet agreed approach July 2005		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
Cllr Phillips & Mr Hughes	Develop its community leadership role	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	20%		Increased communication with residents through Parish Planning process, publicity, annual Herefordshire Parliament, introduction and use of consultation methods as outlined in Community Involvement Strategy, adoption of additional 5 Parish Plans year on year by as of 2005/6	Failure to communicate with and feed back to residents will leave situation unchanged mitigated by early review of Community Involvement strategy, link to Communication strategy, evaluation of process	Community Involvement Strategy now agreed and placed on HC website	Related Action Plan now agreed and placed on HC website Implementation beginning; Review of Community Fora, Scrutiny Committees underway	
				Develop a Communications Strategy with measurable outcomes by Jul-05			Strategy presented to Cabinet in September.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
Cllr Phillips & Mr Hughes	Develop its community leadership role	% of young people aged 13-19 who feel that the Council does enough to give young people the opportunity to influence important decisions	25%		Increased communication with residents through Parish Planning process, publicity, Youth Parliament by 2005/6	Failure to communicate with and feed back to residents will leave situation unchanged by early review of Community Involvement Strategy, to include specifics of involving young people	In 2003 a baseline was established at 13.8%. The 2004-5 survey, which was a much larger and more representative sample, has shown an increase to 19.2%. The LPSA 1 target has therefore not been achieved. A further survey is not planned this year. Action will now be taken to achieve the 2008 target of 30%.	A Youth Council Action Group (YCAG) has been formed. YCAG have presented proposals to the Leader and cabinet members and plan to hold an election in early 2006.	High Risk – Activity and co-ordination is required by all services working with young people. Additional resourcing will be required mitigated by Youth Consultation and involvement is being built into the Community Strategy
Cllr Phillips & Mr Pringle	Develop its community leadership role	% of parishes uncontested in local elections	N/A (next elections in 2006/7)		Increased communication with residents through Parish Planning process and publicity; working with Herefordshire Association of Local Councils	Failure to communicate with and feed back to residents will leave situation unchanged by early review of Community Involvement Strategy	Meetings held with HALC Executive. Attendance of the Chief Executive and Leader at HALC AGM. Work progressing on review of charter.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
Cllr Mayson & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of Herefordshire adult residents satisfied with their local community as a place to live (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05 Agree timescale for: - defining an overall vision for the county by Jun-05 - clarity about what we mean by a sustainable community by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
					- determining how the Council is going to approach the systematic assessment of need for the whole population, including areas of deprivation by Jun-05				
					- rolling out the Community Involvement Strategy by Jun-05				
					- establishing monthly Herefordshire Matters by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progres towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
					- setting & monitoring of comprehensive range of customer standards including process for complaints & review of Customer Service Strategy by Jun-05				
					- developing & implementing formal compact with the voluntary & community sector by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
Cllr Mayson & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	%of adult residents who feel they can influence decisions affecting their local community (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Community Involvement Strategy and Action plan has been approved. Review of Community Fora and Scrutiny Committees agreed. Parish Plan Surgery took place in October.		Community Involvement Officer resigned, subsequently staff shortage which will have impact on delivery, mitigated by Community Involvement Strategy. Action Plan has been approved. Review of Community Fora and Scrutiny Committees agreed. Parish Plan Surgery took place in October.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Encourage communities to shape the future of Herefordshire									
Cllr Mayson & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of adult residents reporting that they have engaged in formal volunteering for an average of two hours or more per week (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Meeting with VCS Volunteer Coordinators taken place in October. Agreed to work with VCS Steering Group to identify actions. Baseline Survey to be undertaken in November through BVPI survey to establish level of volunteering	?	Decision re LPSA funding delayed internally, until this is dealt with little action can be taken mitigated by meeting with VCS Volunteer Coordinators taken place in October. Agreed to work with VCS Steering Group to identify actions. Baseline Survey to be undertaken in November through BVPI survey to establish level of volunteering

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use sports and leisure facilities at least once a month	25%	Enhanced & improved leisure facilities via the completion of properly-funded initiatives programmed for 2005-6 and development by Halo of marketing capacity	Commissioning of schemes/initiatives by according to schedule in Joined Up Programme (JUP), marketing of impact to plan	Scheme slippage, consents delayed; bad publicity mitigated by robust project management; communications strategy	No new updates	None identified at this stage.	Low.
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use libraries at least once a month		Ledbury Library relocated. Kington Library refurbished	Refurbish / relocate facilities by March '06	Scheme slippage, consents delayed; network resilience not sufficient mitigated by robust project management; new corporate network	Ledbury Library – anticipated relocation to St Katherine's by January 2006. Kington Library – current building closed from January 2006 for 9 months. Alternative provision from end of January 2006 for duration of refurbishment.	?	Phased approach agreed to minimise disruption to current INFO service at St Katherine's.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be									
				New mobile library timetables implemented	Revise current mobile library routes and schedules by October '05	Perception of reductions in service mitigated by effective consultation and communication with users	Policy agreed and staff consulted. New schedules drafted for consultation. Implementation anticipated by March 2006.		Number of individuals adversely affected identified; phased introduction agreed mitigated by consultation and publicity plans in progress.
				New mobile library vehicles ordered	Procure replacement mobile libraries by March '06	Delays in tendering; and/or supplier delivery mitigated by robust project management	Revising specification following internal consultation.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use museums or galleries at least once every 6 months	26.5	Market Towns funding at Bromyard Heritage Centre to create staffed position in 2005 open season. Increased use of Resource Centre research facility in first full year of operation.	Create annual events plan for 2005/06 with marketing timetable. Temporary exhibition schedule in place at least 6 months ahead of any point by Easter 2005 rolling programme	Poor attendances could reduce ability to reach - but not significantly mitigated by select temporary exhibitions to policy and feed back from non-user survey 2005, plan smaller scale events well ahead and use marketing timetable to guide PR.	Annual events plan published bi-monthly or quarterly. 2005 plan being co-ordinated by events planner and marketing dates feeding from this. Temporary exhibition schedule in place at least 6 months in advance with most in place 12 to 18 months in advance. Usage of the Resource Centre is at much higher levels than anticipated. Bromyard Market Towns Initiative funded awarded, but not until early April 2005 due to problems at AWM, recruitment process via at-risk register has further delayed recruiting staff member. Events and activities programme well received. Bromyard project about 6 months behind schedule as Market Towns funding released 1st April 2005	? Other aspects of project started as soon as funding offer received. 136 visitors to Archaeology Day event on 23 rd July, 34 out of 35 evaluation forms completed said participants would attend again and recommend it to a friend. Bromyard project – timing of feasibility study changed, staff contract to be continued to autumn to fulfil length of contract set out in funding agreed for BARP grant. User numbers	Closure of Widemarsh Street July-Dec 2004 identified as causing drop in Hereford visitor numbers, this road was closed again in May 2005 and will have the same effect; AWM funding received 6 months later than anticipated; member of staff in post at the start of July 2005, feasibility consultants appointed mid July; timing of project upset but recoverable; delay in opening for the season will reduce user numbers

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use theatres or concert halls at least once every 6 months	35%		Continued monitoring of progress and programme with Courtyard at quarterly meetings by October '05 April '06	Financial: that other external funding levels are not maintained by Council has committed to three-year agreement; that the programme over the year has broad appeal and is marketed as widely as possible; robust monitoring.	?		
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use parks, open spaces, play areas & other community recreational facilities at least once a month	50%	Effective mobilisation of maintenance team at start of season; engagement of "In Bloom" Committees	Partnership working to ensure delivery by Easter	Failure to mobilise/resource maintenance programme mitigated by robust contract management	Monthly progress meetings would suggest performance is on target and in some cases ahead of programme Target assessed through annual satisfaction survey. Interim measures not available	✓	Continual review of performance and complaints. Early response to customer requests.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
Cllr Edwards & Mr Dunhill	Protect the environment, including recycling waste and reduce carbon emissions	% of Council-owned or managed land without a nature conservation designation, managed for biodiversity	2.6%		Define management regimes and establish action plan by Sep-05		Baseline assessment completed – target revised to 2.60%. Draft appraisals of management proposals for commons prepared. Assessment available on CD. Priority areas of open space where review of management proposals should be undertaken agreed with Park and Countryside Service.	<p>✓</p> <p>Detailed work to be undertaken with relevant service by biodiversity partnership coordinator. This post has been agreed with English nature including their financial contribution. Advert for job placed.</p>	
					Measurement system established, IT resource secured and baseline assessment undertaken by Mar-06	No definition of biodiversity management or criteria for measurement mitigated by establishment of measurement criteria	Discussions in hand with contributory services upon definition and roll out of performance.	Definition of 'managed for biodiversity' will vary for each contributory service – need to determine whether some consistency is possible across these.	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
Cllr Edwards & Mr Dunhill	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Percentage of streets and public areas falling below Grade B for cleanliness (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Target for 2005/6 revised to 25%. Actual performance to end of September 14%. LPSA2 stretch target agreed. StreetScene publicity campaign on track.	✓	
Cllr Edwards & Mr Dunhill	Protect the environment including recycling waste and reduce carbon emissions	% of all new homes built on previously developed (brownfield) land	60%		Development Control and Policy advice to developers	Insufficient availability of suitable "brown field" development sites mitigated by planning policy and land use allocations	Performance calculated once per annum in May. Interim performance not available. Significant areas of development process outside Council control	?	Continuing determination of applications against planning policy.
					Publicise available sites.		Through the published UDP Sites indicated in UDP – Awaiting Inspectors report on draft UDP. Results due early 2006.		Many sites are not known in advance of permission being sought mitigated by identify larger sites in UDP and establish clear policy for other 'windfall' sites.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
Cllr Edwards & Mr Dunhill	Protect the environment including recycling waste and reduce carbon emissions	CO ² emissions in tonnes of carbon dioxide equivalent per head of population/year	13.7	Emission Comparison in October	Adopt Herefordshire Partnership targets & agree Council's contribution to Carbon Management Plan and action plan by Jul-05	Failure to adopt & implement Plan mitigated by following through on Carbon Management Plan	Council Part of Carbon Management Plan adopted in Mar 05 and will form part of Herefordshire Partnership Climate Change strategy. National Emission comparisons not yet due.	Actions revised to reflect reduction in funding.	
							<p>‘Set Partnership Targets’ was due Feb 06, now due Mar 06</p> <p>Public Consultation re Herefordshire Partnership Climate Change Strategy completed July 05 and results now available</p> <p>Final Climate Change Strategy & Action Plan to be adopted by Partnership in Jul, now due March 06.</p> <p>Raise awareness of Herefordshire County Performance will be undertaken when HP Climate Change Strategy complete (Mar 06)</p>	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
Cllr Edwards & Mr Dunhill	Protect the environment including recycling waste and reduce carbon emissions	EMAS/ISO14001 certification	Extend EMAS/ISO 14001 to other activities	6 services by Feb 06	Implement GEM action plan in accordance with timescales included in action plan	Lack of commitment from service managers mitigated by regular oversight, monitoring & action by Cabinet & CXMT leads Training and awareness sessions	Strategic Housing, County Treasurers & rest of EHTS included in scope in July 2005. Schedule drawn up for services to be included in scope Feb 06 and preliminary contact made with services.	Analysis of environmental impacts and controls under way. Due to be completed by end of October. On schedule for Feb 06.	Senior management reorganisation may complicate roll out. Mitigated by keeping in touch with implications of reorg and work with GEM group & Managers
Cllr Edwards & Mr Dunhill	Protect the environment including recycling waste and reduce carbon emissions	% of schools registered as eco-schools	65%		Extend take-up of scheme through promotional events by Sep-05	Poor attendance at events mitigated by good publicity campaign/lead in; on-going work of eco-schools co-ordinator	66 registered with Encams at September 05 - =62% ENCAMS list is not always accurate. Good response rate to event on June 9 th . 150 + children due to attend	Omissions and inaccuracies notified to ENCAMS	Continue to offer support to participating schools; remaining schools may feel too stretched to take on any further commitments

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
Cllr Edwards & Mr Dunhill	Protect the environment including recycling waste and reduce carbon emissions	Total tonnage of household waste arising – % landfilled	78.2%		Expansion of kerbside collection by Jul-05		<p>Work now completed by ROTATE to evaluate the Vision collection system detailed in the JMWMS. Now need to decide best way to proceed. Performance to end of August 75.8%</p> <p>Work being undertaken by Worcestershire to validate the ROTATE model. Informal discussions completed regarding extending current Waste Collection Contract to ensure that changes to the Collection Contract/Service align with the variation in the Waste Disposal Contract.</p> <p>Negotiations taking place to increase kerbside collection through existing contract</p>		<p>Exploring position on Waste Collection Contract; Waste Collection Contract to be extended by two years. Mitigated by securing increased kerbside collection through existing contract</p>

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
					Further promotion of kerbside collection		Increase to 75% participation. Increase participation in kerbside collection through ongoing promotion. E.g. WRAP, Mission Impossible Ongoing promotional work through target 75 – WCC Leading on this initiative plus bulk delivery of refuse and recycling sacks (pilot has shown this increases both levels and participation in recycling	Bulk delivery will require greater resources for which Waste Performance Grant can be used.	
					Assess other method of promotion by Sept-05		Approval has now been received for an initiative (through DEFRA and GOWM) to encourage participation in Kerbside recycling	No longer applicable	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
					Variation of current waste PFI to enable new facilities for waste diversion & recycling by Apr-05		Negotiations ongoing to vary IWM PFI – likely to be complete by April 06. Further work on home composting to be launched which will include compost bin sale in Hereford 09/10/06. Target 75 was launched on 16 th June 2005. Aims to at increase participation rates to 75% - now includes a bid to Defra for "Pilot Of Household Incentives For Reduction, Re-Use, Recycling And Composting Of Household Waste".	Need to complete negotiations of IWM PFI Issues were prepared by Waste Collection Authorities within Herefordshire and Worcestershire. Further discussions to take place between WCC HC and the DCs in Worcestershire over the timing of the Waste PFI Contract Negotiations to facilitate alterations the Waste Collection Services.	Exploring position on Waste Collection Contract; risk of contract negotiations failing have not increased. Mitigated by securing increased kerbside collection through existing contract; contracts negotiated with Coventry, Wolverhampton and Dudley to secure 30 – 40,000 tonnes of capacity in their EFW Plants

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Protect and enhance Herefordshire's distinctive environment									
					Address waste challenge by adopting "Waste Hierarchy", home composting etc.		Targets set in JMWMS – targets exceeded during 2004/05. Trend data available.	Work to look at tonnage trends has started. Need to examine ongoing trend of tonnage increases to establish longer-term trend in growth.	Risk of having to purchase Landfill Allowances mitigated by Joint Agreement to be varied to mitigate the risks to both authorities.

The Council's Contribution	Cabinet and CMB Lead	Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Ambition: Protect and enhance Herefordshire's distinctive environment									
					Increase joint working with Worcestershire		Current position on LATS shows Herefordshire will probably be in deficit and could need Landfill Allowances. Reduction in tonnage of waste arisings in Herefordshire during 2005/06	Discussions have been held with WCC at JRB to evaluate the trade of Landfill Allowances between HC and WCC to mitigate the risks to both authorities. In Principal agreement now reached with WCC to share liability and profit element of LATS allowances – with free trade between two authorities.	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop an integrated transport system for Herefordshire									
Cllr Wilcox & Mr Dunhill	Improve transport and the safety of roads	Number of people killed or seriously injured in road traffic collisions (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		LPSA2G targets and actions agreed. Refocused resources towards accident sites on principle roads. E.g. sign cleaning, marker post replacements, cutting of vegetation to improve visibility.	✓	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop an integrated transport system for Herefordshire									
Cllr Wilcox & Mr Dunhill	Improve transport and the safety of roads	Local bus services (passenger journeys per year) (000's)	3,928	Annual / 3 month review of the JUP	Implement Integrated Transport Plan / LTP (Park & Ride Progression)/ Review Bus Strategy by Jul-05	Increase in Public Transport Costs / Static or No Increase in Budget / Lack of Competition - Engagement between Bus Companies mitigated by seek new funding sources. Consolidate bus services to give optimum accessibility	Implement Integrated Transport Plan and Bus strategy being reviewed as part of LTP2 completed July 2005. Figures supplied by bus operators during April / May each year Delivery of the JUP in progress First permanent park and ride site being progressed	<p>✓</p> <p>Predicted cost increases in subsidised bus services has required prioritisation of services for re-tender to ensure value for money and a reallocation of resources from car parking income to minimise the reduction in the network</p>	As indicated mitigated by effective prioritisation of services seeks to minimise impact on passengers. Lobbying Advantage West Midlands regarding withdrawal of Countryside Agency funding, the responsibility for which has transferred to the development agency.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop an integrated transport system for Herefordshire									
Cllr Wilcox & Mr Dunhill	Improve transport and the safety of roads	Change in Annual Average Daily Traffic (AADT) volumes (index)	104	Annual / 3 Monthly review of JUP	Implement LTP Programme / Subsidies Bus Services by ongoing	Increase in Public Transport Costs / Static or No Increase in Budget / Lack of Competition - Engagement between Bus Companies. Non-delivery by Partners / Lack of change in travel behaviour by the public. Mitigated by seeking new funding sources. Consolidate bus services to give optimum accessibility	Bus strategy reviewed as part of LTP2 completed July 2005. Actual for 2004/5 - 102.1 Hereford and 99.8 rural Data for 2004/5 more robust following development of collection methods. Baseline year revised in LTP2. Target of restricting traffic growth to 1% p.a. remains Delivery of the JUP in progress	On track, see above regarding bus service subsidy.	As indicated. Mitigated as above

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop an integrated transport system for Herefordshire									
Cllr Wilcox & Mr Dunhill	Improve transport and the safety of roads	No. of cycling trips (index)	118	Delivery against the JUP (quarterly)	Deliver LTP programme in accordance with the programme	Non-delivery of programme mitigated by early contractor involvement or, when necessary, seek delivery by alternative means	Actual for 2004/5 128. Baseline year revised in LTP2 Delivery of the JUP in progress	On track	As indicated. Mitigated by continued promotion of cycling through publicity campaigns.
Cllr Wilcox & Mr Dunhill	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of the non-principal road network where structural maintenance should be considered	26	Delivery against the JUP (quarterly)	Deliver LTP programme in accordance with the programme	Non-delivery of programme mitigated by early contractor involvement or, when necessary, seek delivery by alternative means	JUP revised to reflect budget implications of 2004/5 out-turns. Implementation in progress. New baseline to be established in line with change in BVPI definition	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Develop an integrated transport system for Herefordshire									
Cllr Wilcox & Mr Dunhill	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of the local authority principal road network where structural maintenance should be considered	3	Delivery against the JUP (quarterly)	Deliver LTP programme in accordance with the programme	Non-delivery of programme mitigated by early contractor involvement or, when necessary, seek delivery by alternative means	JUP revised to reflect budget implications of 2004/5 out-turns. Implementation in progress. New baseline to be established in line with change in BVPI definition	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Meet Herefordshire's accommodation needs									
Cllr Mrs Barnett & Mr Hughes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	0 weeks		Homelessness Prevention focus Develop additional units Homelessness Strategy - ongoing	Lack of sites and property; local support; land availability; delivery mitigated by planning gain opportunities plus RSL developments	Q1 Performance = 9 weeks. New Prevention Officer posts have been advertised.	New homelessness Project Manager appointed. Action Plan approved by Cabinet in July 05.	Lack of sites and property Local Support Land availability Delivery; use of B&B unavoidable due to lack of alternative temp accom. mitigated by renewed focus on preventative work. Homelessness prevention measures currently being implemented New Prevention Officers posts have been advertised and will be interviewed for shortly.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Meet Herefordshire's accommodation needs									
Cllr Mrs Barnett & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	No. of people accepted as homeless & towards whom the council has a full statutory duty	490		Preventative interventions Homeless To Home impact. New service delivery model by Mar-06	Continuing affordable housing shortage/ waiting list rise; funding mitigated by early delivery and by seeking "spend to save" options	Outturn Q1 + Q2 = 227 acceptances; 19% reduction on same quarter in previous year.	Homelessness prevention activities will impact in 05/06.	
					Consideration by Cabinet of urgent action in response to growing homelessness by Jun-05		Spend to save agreed. Project manager appointed for 12 months. Action Plan in place for returning homelessness service in-house.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Meet Herefordshire's accommodation needs									
Cllr Mrs Barnett & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3.5%	June 2005 Survey Commenced	Private Sector Manager Renewal Policy Implementation and Investment Identify improved measure of performance - ongoing	Regional Allocations reductions to Herefordshire mitigated by regional engagement Range of renewal options increased focus on vulnerable households	Performance to Sept 05 = 2.63%. ✗	Stock condition survey commissioned – due to commence August 05 for completion in November 05.	Staff time focussed on decent homes standard and new health and Safety rating system introduced by housing Act 2004 to measure fitness.
Cllr Mrs Barnett & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	No. of new homes & affordable homes built (net of replacements)	100 units		Enabling and Housing Needs Manager Enabling Programme - ongoing	Site availability and RSL delivery Housing Corp funding mitigated by monitoring and liaison; good delivery	Development programme on target. ✓		

The Council's Contribution	Indicator	Target	Milestone	Action and By	Risk	Performance against target	What, if any,	Risk Update
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Cabinet and CMB Lead	Council Priority											
Ambition: Support business growth and create more and better paid work in Herefordshire												
Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Average weekly earning in Herefordshire compared with the average in the West Midlands	Action plans produced, projects assessed, gaps identified	Produce action plans for each theme in the strategy. Assess projects against challenges, identify gaps by Mar-06	Lack of resources for facilitation mitigated by ensuring all partners have formerly agreed to support the implementation of the strategy.	Economic Development Strategy was approved by the Herefordshire Partnership Board in July 2005. Action Plan to be prepared by October 2005.	✓	N/A	Lack of resources for facilitation mitigated by implementation of new economic development team structure			
Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Gross Value Added (GVA) per head in Herefordshire compared with the West Midlands average		Action plans produced, projects assessed, gaps identified by Mar-06	Lack of resources for facilitation mitigated by ensuring all partners have formerly agreed to support the implementation of the strategy.	Economic Development Strategy was approved by the Herefordshire Partnership Board in July 2005. Action Plan to be prepared by October 2005.	✓	N/A.	Lack of resources for facilitation mitigated by implementation of new economic development team structure			

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Support business growth and create more and better paid work in Herefordshire									
Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of working age in employment (average over year)			Action plans produced, projects assessed, gaps identified by March 2006	Lack of resources for facilitation mitigated by partners have formerly agreed to support the implementation of the strategy.	Economic Development Strategy was approved by the Herefordshire Partnership Board in July 2005. Action Plan to be prepared by October 2005.	N/A	Lack of resources for facilitation mitigated by implementation of new economic development team structure
Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Completions of employment land (hectares)			Action plans produced, projects assessed, gaps identified by March 2006	Lack of resources for facilitation mitigated by partners have formerly agreed to support the implementation of the strategy.	Economic Development Strategy was approved by the Herefordshire Partnership Board in July 2005. Action Plan to be prepared by October 2005.	N/A	Lack of resources for facilitation mitigated by implementation of new economic development team structure

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Support business growth and create more and better paid work in Herefordshire									
Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	No. employed in technology & knowledge intensive industries (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Interim milestones and end targets will be monitored in the next performance report.	X	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 3 year olds who have access to a good quality free early years education place in the voluntary, private or maintained sectors	85%		Promote and provide support for early years settings to ensure continued viability and possible extension - ongoing	Closure of provision in the voluntary sector mitigated by support and advice offered through childcare development workers	Summer term 2005 – 86.6%	✓	
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 Mathematics test	82%		EDP Priority 1.3 by Summer 06	Loss of skilled staff to give suitable advice mitigated by recruitment and retention policies	Summer 2005 KS2 results at 75% (76% summer 2004) 'step' change required to meet challenging national target	✓	
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 English test	81%		EDP Priority 1.2 by Summer 06	Loss of skilled staff to give suitable advice mitigated by recruitment and retention policies	Summer 2005 KS2 results for English provisional 81% (81% summer 2004)	✓	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages									
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	% of all pupils in LEA schools achieving 5 or more 5A* - G grades at GCSE, or equivalent (LPSA2G)	95%	N/A	Targeted support to school to improve scores and greater curriculum flexibility to meet needs of all 14-19 yr olds by Summer 06	Loss of skilled staff; gender balance in age cohort mitigated by programme to support boys performance	Summer 2005 KS4 results provisionally 93%	✓	
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	The number of those young people who were looked after on 1 ST April in their 17 th year (aged 16) who were engaged in education, training, or employment at the age of 19 (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents aged 19+ achieving a Level 2 qualification (excluding manufacturing & engineering) (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Nil Return. Profile figures available for next report	✘	
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents aged 19+ achieving a Level 3 qualification (excluding manufacturing & engineering) (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Nil Return. Profile figures available for next report	✘	
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents aged 19+ achieving a Level 2 qualification in manufacturing & engineering (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Nil Return. Profile figures available for next report	✘	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents aged 19+ achieving a Level 3 qualification in manufacturing & engineering (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Nil Return. Profile figures available for next report	✗	
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	No. of new out of school hours childcare places provided	Net increase on baseline of 1300		Promotion of funding opportunities, identification of areas of need, working with external providers (Sure Start Action Plan 2004-2006) by 2006	Loss of Government Funding. Mitigated by review of provision in light of available resources, Funding Bids	Expected to exceed current target – August 2005	✓	
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	% of half days missed due to total absence in secondary schools maintained by the authority (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages									
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	% of half days missed due to total absence in primary schools maintained by the authority (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	The number of children who had been looked after continuously for at least 12 months and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous school year (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Children and Young People: A Golden Thread									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	50% reduction in rate by 2010 (based on 1998 return)	15% reduction by 2004	Continued implementation of 2005/06 Action Plan – various work packages underway to continue to drive down conception rate - ongoing	Ring fenced monies finish March 06. Extraordinary Teenage Pregnancy Board meeting to discuss on 29/09/05 mitigated by Mainstreaming and Sustainability paper being prepared for Children and Young People Strategic Board.	Teenage pregnancy rates are well below the national average and below comparison groups. The Teenage Pregnancy Annual Report for 2004-5 and Action Plan for 2005-6 anticipate hitting the target of a 50% reduction in teenage conceptions by 2010.	✓	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Children and Young People: A Golden Thread									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Number of re-registrations on the Child Protection Register	15%		Implementation of the Child Concern Model and creation of a local Safeguarding Children Board by 2004	Failure to fully implement Child Concern Model mitigated by evaluation of progress through consultation with partner agencies	Performance on target.		
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of half days missed due to total absence in secondary schools maintained by the authority	7.3%		Partnership working with schools to reduce disaffection (Behaviour Support Plan) - ongoing	Failing to meet performance targets and indicators mitigated by work of the Education Welfare and Medical and Behavioural Support Services	Annual return August 2005 - 7.44% Absence rate fallen from 7.8% in 2004	Target now part of LPSA2G submission	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Children and Young People: A Golden Thread									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of half days missed due to total absence in primary schools maintained by the authority	5.2%		Partnership working with schools to reduce disaffection (Behaviour Support Plan) - ongoing	Failing to meet performance targets and indicators mitigated by work of the Education Welfare and Medical and Behavioural Support Services	Annual return August 2005 - 5.05% Absence rate fallen from 5.2% in 2004	Target now part of LPSA2G submission	
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Individual young people more fully engaged in (youth work) programmes of various kinds	12% or 1,779		Youth Service is increasing the opportunities for young people to be involved in programmes by termly basis	Poor performance might have affected rating in JAR mitigated by additional staffing and resources being sought for the youth service	3.7% or 456 Positive progress is being made although this is not on track to achieve annual target.	Recruitment has been prioritised and additional programmes are being offered	This PI is one of the 4KPIs that JAR made "value for money" judgements on Youth Service performance. Mitigated by high quality delivery of youth work.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Children and Young People: A Golden Thread									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Percentage of the total youth population aged 13 – 19 in contact with the youth service	20% or 2,966	80% of schools using reporting mechanism – target will be set when baseline data available	Youth Service is improving its range of programmes on a termly basis	As above	5.9% or 879 Positive progress is being made although this is not on track to achieve annual target. Partnerships with the other providers are being sought.	Recruitment has been prioritised and additional programmes are being offered	As above
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Number of racist incidents in schools	TBD		Advice and liaison with schools. Promotion of school's duty to report incidents. Improve reporting arrangements and establish targets		Annual figures are now being collected and target setting is in progress		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update	
Cabinet and CMB Lead	Council Priority									
Children and Young People: A Golden Thread										
		% of 16-18 year olds in education, training or employment					November 2004 – 94.47% (NEET 5.53%)	✓	This indicator has been dropped from LPSA negotiations, however negotiations are continuing for a similar indicator relating to looked after children.	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Mrs French & Ms Rosenthal	Understand the needs and preferences of service users and Council-tax payers	% of requests answered within the 20 day time limit	95%	90% by October 2005	Streamline processes throughout various Directorates by Mar-05	Lack of resource. Bespoke and incompatible systems introduced in various Directorates mitigated by management training, Control and understanding of requirements. Agreed corporate approach adopted to supersede & replace above.	April to Aug results: 536 requests received to date 100% completed within statutory limits	None	Procedures now embedded. Staff training completed
Cllr Mrs French & Ms Rosenthal	Understand the needs and preferences of service users and Council-tax payers	% of appeals to the Information Commissioner that are upheld	8%	10% by October 2005	Streamline processes throughout various Directorates by Mar-05	As above.	One referral (08 Sept 05) - not upheld	None	As above

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Phillips & Mrs Jones	Understand the needs and preferences of service users and Council-tax payers	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	20%		Increased communication with residents through Parish Planning process, annual Herefordshire Parliament, introduction and use of consultation methods as outlined in Community Involvement Strategy, adoption of additional 5 Parish Plans year on year.	Failure to communicate with and feed back to residents will leave situation unchanged mitigated by early review of Community Involvement strategy, link to Communication strategy, evaluation of process	One Parish Plan event took place in September		
					Develop a Communications Strategy with measurable outcomes by Jul-05		Liaison with Grant Richards (Consultant) continues. Cabinet agreement to proposal received 29 Sept 2005.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Develop the use of the intranet by Jul-05		Continuing development of the e-gateway with both the Insite and PLEA sites having been launched within the last 6 weeks. It is anticipated that another 3-4 sites will be launched within the next few months. The Council's site has just been ranked 3 rd in the UK and has been recognised by the ODPM as having achieved transitional status.	Date to be confirmed	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Phillips & Mrs Jones	Promote diversity and community harmony and strive for equal opportunities	The level of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability	1	Progress towards level 2 of the Equality Standard	Implement Comprehensive Equalities Policy Development of a Corporate Equalities Plan in accordance with the Equality Standard by Dec-05	Lack of meaningful consultation; inadequate cost effective collection of meaningful data; failure to establish/implement plans that deliver measurable improvements mitigated by work with partners to establish how best to engage with relevant groups; project to identify robust data & how it can be collected; regular monitoring and action by Diversity Group, CMB and Cabinet; oversight by Strategic Monitoring	Action plan being developed. Corporate Diversity team established – On-going work on the Race Equality Scheme and the Disability scheme. Disability Action Plan currently under review. New staff group (DDA) being established. Both Race Equality and Disability steering groups been revised and given new focus / drive. Review and development of Customer Complaints, Compliments and Suggestion System currently being undertaken which will include the monitoring of racial incidents as well as establishing a method of diversity monitoring.	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Phase 1 impact assessment results included in 2005-6 service plans and implemented Phase 2 impact assessments undertaken and 2006-7 actions reflected in service plans for that year by Mar-06	Inadequate understanding ' lack of concerted follow-through mitigated by training of staff and members; regular monitoring and action by Diversity Group, CXMT and Cabinet; oversight by Strategic Monitoring Committee	Outcome from Phase 1 impact assessment action plans are to be incorporated into 06/07 service plans	.	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Adopt updated Race Equality Scheme, after consultation, then implement by May-05	Lack of meaningful consultation; Inadequate cost effective collection of meaningful data; Failure to establish/ implement plans that deliver measurable improvements mitigated by work with partners to establish how best to engage with relevant groups; project to identify robust data & how it can be collected; regular monitoring and action by Race Equality Group, CMB and Cabinet; oversight by Strategic Monitoring	The Steering Group has presented a report to CXMT on progress of scheme over the last 12 months, including highlighting initiatives to promote Race Equality.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Review Disability Scheme with affected groups, then adopt and implement by Dec 05	Lack of meaningful consultation; Inadequate cost effective collection of meaningful data; Failure to establish/ implement plans that deliver measurable improvements mitigated by work with partners to establish how best to engage with relevant groups; project to identify robust data & how it can be collected; regular monitoring and action by Disability Group, CMB and Cabinet; oversight by Strategic Monitoring	The Disability Steering Group has met and work has started on reviewing the Action Plan. A mapping exercise has started regarding available disability training. Review of Disability Steering Group started in May 2005		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Mrs French & Mr Johnson	Recruit, retain and motivate high quality staff	% of personal development plans in place & % of planned activity implemented	85%		Implement Pay & Workforce Strategy	Demotivated employees; increased costs as a result of absence & turnover; failure to meet statutory obligations; loss of reputation as major local employer mitigated by regular oversight, monitoring & action by Cabinet & CMB leads	Projects underway in relation to centralising recruitment, e-hr, career grading / generic skills and agreed regarding flexible working project. Achieved completion rate of 72% for 2004-5. Staff Opinion Survey figures show improvement in confidence that SRD is worthwhile – 62% in 2005, against 59% in 2004.	?	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Mrs French & Mr Johnson	Recruit, retain and motivate high quality staff	The number of working days/shifts lost to sickness absence per full time equivalent employees	7		Implement Pay & Workforce Strategy	Demotivated employees; increased costs as a result of absence & turnover; failure to meet statutory obligations; loss of reputation as major local employer mitigated by regular oversight, monitoring & action by Cabinet & CXMT leads	Projects underway in relation to centralising recruitment, e-hr, career grading / generic skills and approach agreed regarding flexible working project. Audited outturn for sickness absence for year ending 2004-5 was 10.4. Sickness absence progress as follows: 12 months to end September is 10.7 days per F.T.E.	Improvements in data capture. Audit took place of BVPI12 (Sickness Absence). Recommendations for improvement underway. Targets revised.	None of the Corporate Health BVPIs were qualified, the Council met its statutory obligations in this regard; HR Systems upgrade has been halted due to review of ICT projects mitigated by improved processes for data capture.
					Analyse staff sickness to understand impact on services & implications for pay & rewards by Jul-05		HR Team are attending DMTs regularly to highlight issues and improve management of attendance.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Communicate positive elements of Pay & Workforce Strategy to staff by Jul-05		Communication included within Team Brief. Report submitted to CMB, Cabinet and SMC		
					Quality assurance of SRDs by Jul-05		Audit took place of the Council's performance management system including SRD process. Report with recommendations to CMB on 4 th October.		
					Review, refresh & communicate Corporate Values by Jul-05		Action delayed until August. Plans are in-hand to communicate existing values to Heads of Service for onward communication among directorate teams		
					Commission impact assessment & review formal management development programme by Jun-05		Impact assessment commissioned. Timetable for assessment to be planned out at meeting with consultant on 17 th October 2005.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					Assess current position re: IIP accreditation by Jul-05		Assessment completed. 60 people took part. Awaiting draft report.		
					Review & refresh team brief process by Jun-05		This action is with PR/Comms Team		
					Agree timescales for:				
					- skills audit & development to increase productivity & deliver the priorities by Jun-05		Planned for completion by March 31 st , 2006. Working with local Skills Partnership to develop a sub-regional approach, supported by LSC.		
					- empower frontline staff to take decisions and meet customers' needs by Jun-05		This is an aspirational statement, and not deliverable as there are no specific actions.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					- coaching/ mentoring programme for planning & performance management by Jun-05		Approach deferred pending appointment of Head of Policy and Performance. Sessions for new managers will continue.		
					- implement review findings for formal management development programme by Jun-05		To be determined after recommendations from review.		
					- implement the Leadership Development Programme by Jun-05		Report received and considered by CMB. Next phase being planned.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Mrs French & Mr Johnson	Recruit, retain and motivate high quality staff	% staff turnover	9%		Implement Pay & Workforce Strategy (see above) by Jul-05	Demotivated employees; increased costs as a result of absence & turnover; failure to meet statutory obligations; loss of reputation as major local employer mitigated by regular oversight, monitoring & action by Cabinet & CMB	Staff turnover for 12 months to end of September was 7.8%. Interim appointed to support Recruitment Centre set up. Process map completed. KPI development underway. Dialogue with Directorates commenced. Branding and Web upgrade underway. Accommodation issues in hand. Agency provision being looked at re way forward. JD and PS for Centre staffing drafted. Jobs Fair attended in September, Schools Career Fair planned for November. Jobs Fair in Jan 2006, and Spring 2006	Have had dialogue with ICT Service. Sought alternative route to upgrade recruitment website, plus costings. Not all leaver data entered at time of producing this report, October figure may see a sharp rise. Intention to stay with the Council question in Staff Opinion Survey being monitored – significant improvement (61% against 51% in 2004).	Use of alternative supplier for the upgrade; Reward and Recognition Scheme being actively looked at, model from Shropshire obtained.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
Cllr Rule & Mr Pringle	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	Outcomes of Joint Area Reviews					Self-assessments submitted, and preparatory work for inspections completed. On – site inspection activity completed. Draft report awaited 7th November.	?	
Cllr Mayson & Mr Hughes	Develop its community leadership role	% of Herefordshire adult residents satisfied with their local community as a place to live (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05 Agree timescales for: - defining an overall vision for the county by Jun-05 - clarity about what we mean by a sustainable community by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					- determining how the Council is going to approach the systematic assessment of need for the whole population, including areas of deprivation by Jun-05				
					rolling out the Community Involvement Strategy by Jun-05				
					- establishing monthly Herefordshire Matters by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Services									
					- setting & monitoring of comprehensive range of customer standards including process for complaints & review of Customer Service Strategy by Jun-05- developing & implementing formal compact with the voluntary & community sector by Jun-05				

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Improved Efficiency									
Cllr Rule & Mr Pringle	Secure significant efficiency savings	Net reduction in cost of identified services (SIP)			Identify services and target cost reduction by Jul-05 Firm Service Improvement Plan in place by Jul-05		<p>Manager appointed for Contact Centre. PID drawn up to set out governance arrangements.</p> <p>Contact Centre capital £1.5 million allocated over 2 years</p> <p>Draft Customer Service Strategy discussed with Cabinet members 17/8. Due to be considered by CMB 1/9. Info by Phone to be up and running by first batch services by 31/3/06. Feasibility for Info by Phone – Hereford City commenced.</p>		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Implement new corporate voice and data network, ICT back-office project, and disaster recovery project	Insufficient investment agreed; insufficient user involvement and management of change mitigated by CMB leadership; Strong programme and project management	Contract awarded to Siemens. ICT Back Office progressing well. Awaiting business continuity plan to progress DR strategy. Location of contact centre in Plough Lane finalised. Plans drawn up. Customer Service Strategy approved by Cabinet 29th September. Due diligence completed on Network content. Sites prioritised. ICT Back office systems went live on due date. Business Continuity commenced.	New technology being installed to improve data back-ups	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					<p>Further develop Herefordshire in Touch</p> <p>Complete migration to e-gateway</p> <p>Encourage partners to migrate to the e-gateway</p> <p>Implementation of Broadband</p>		<p>Funding agreed for 20-25 sites Progress to be reviewed at 5 months.</p> <p>Funding agreed with GOWM to start a pilot programme for community access in the county.</p> <p>Migration of further sites planned</p> <p>e-Gateway on target. HIT Board encouraging uptake.</p> <p>AWM Regional Broadband Project awaiting clarification on State Aid issues. Decision expected August 2005.</p> <p>Broadband State Aid issue cleared. (Announcement made 1st November.)</p>		<p>New network project would allow Council to disaggregate remaining exchanges. (This may also be subject to State Aid issues)</p> <p>Late approval could make timescale difficult to achieve. No base budget provision to support gateway.</p>

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Mrs French & Mr Johnson		The number of working days/shifts lost to sickness absence per full time equivalent employees	7		Implement Pay & Workforce Strategy	Demotivated employees; increased costs as a result of absence & turnover; failure to meet statutory obligations; loss of reputation as major local employer mitigated by regular oversight, monitoring & action by Cabinet & CMB.	Projects underway in relation to centralising recruitment, e-hr, career grading / generic skills and approach agreed regarding flexible working project. Audited outturn for sickness absence for year ending 2004-5 was 10.4. Sickness absence progress as follows: 12 months to end September is 10.7 days per F.T.E.		
					Analyse staff sickness to understand impact on services & implications for pay & rewards by Jul-05		?		
							HR Team are attending DMTs regularly to highlight issues and improve management of attendance.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Communicate positive elements of Pay & Workforce Strategy to staff by Jul-05		Communication included within Team Brief. Report submitted to CMB, Cabinet and SMC		
					Quality assurance of SRDs by Jul-05		Audit took place of the Council's performance management system including SRD process. Report with recommendations to CMB on 4 th October.	To be determined post 4 th October CMB discussion and review of audit recommendations	
					Review, refresh & communicate Corporate Values by Jul-05		Action delayed until August. Plans are in-hand to communicate existing values to Heads of Service for onward communication among directorate teams	Further work will be done during 2005-6 to reshape the Council's values	
					Commission impact assessment & review formal management development programmes by Jun-05		Impact assessment commissioned. Timetable for assessment to be planned out at meeting with consultant on 17 th October 2005.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Assess current position re: IIP accreditation by Jul-05		Assessment completed. 60 people took part. Awaiting draft report.		
					Review & refresh team brief process by Jun-05		This action is with PR/Comms Team		
					Agree timescales for:				
					- skills audit & development to increase productivity & deliver the priorities by Jun-05		Planned for completion by March 31 st , 2006. Working with local Skills Partnership to develop a sub-regional approach, supported by LSC.		
					- empower frontline staff to take decisions and meet customers' needs by Jun-05		This is an aspirational statement, and not deliverable as there are no specific actions.		
					- coaching / mentoring programme for planning & performance management by Jun-05		Approach deferred pending appointment of Head of Policy and Performance. Sessions for new managers will continue.		

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Cabinet and CMB Lead	Council Priority								
					- implement review findings for formal management development programme by Jun-05		To be determined after recommendations from review.		
					- implement the Leadership Development Programme by Jun-05		Report received and considered by CMB. Next phase being planned.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Mrs French & Mr Johnson		% staff turnover	9%		See above	Demotivated employees; increased costs as a result of absence & turnover; failure to meet statutory obligations; loss of reputation as major local employer mitigated by regular oversight, monitoring & action by Cabinet & CXMT leads	<p>Staff turnover for 12 months to end of September was 7.8%.</p> <p>Interim appointed to support Recruitment Centre set up. Process map completed. KPI development underway. Dialogue with Directorates commenced. Branding and Web upgrade underway.</p> <p>Accommodation issues in hand. Agency provision being looked at re way forward. JD and PS for Centre staffing drafted.</p> <p>Jobs Fair attended in September, Schools Career Fair planned for November. Jobs Fair in Jan 2006, and Spring 2006</p>	<p>Have had dialogue with ICT Service.</p> <p>Sought alternative route to upgrade recruitment website, plus costings.</p> <p>Not all leaver data entered at time of producing this report, October figure may see a sharp rise.</p> <p>Intention to stay with the Council question in Staff Opinion Survey being monitored – significant improvement (61% against 51% in 2004).</p>	Use of alternative supplier for the upgrade; Reward and Recognition Scheme being actively looked at, model from Shropshire obtained.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Wilson Ms Rosenthal	Secure significant savings	Cost of procurement	£1m saving		Review Procurement Strategy by Jun-05	Lack of support; failure to agree and deliver specific targets mitigated by CXMT & Cabinet support for Strategy	New Strategy approved by Cabinet on 14 July.	None	Lack of resources to progress strategy mitigated by senior management support of process
					Publish Procurement Strategy by Jun-05		Approved by Cabinet July 05		
					Agree timescale for implementation of Procurement Strategy by Jun-05		Milestones in National Procurement Strategy now being followed		
Cllr Wilson Ms Rosenthal	Secure significant savings	% of milestone activities completed in the National Procurement Strategy for Local Government		Reduction of 5% in OJEC notice to contract time by October 2005	Reduce average time from OJEC notice to contract by 25%; implement e-procurement; publish "Selling to the Council" guide by Mar-06		Audit Commission has now reported separately on Procurement function. Action Plan being discussed with new Director, and formal response to be sent to AC in December	None	As previous

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Cabinet and CMB Lead	Council Priority								
Cllr Wilson Ms Rosenthal	Secure significant & efficiency savings	Price comparison of 10 commodities			Develop "basket" of commodities to establish baseline and set target by Jul-05		Interim Manager is waiting for final list of comparative prices from a neighbouring LA in order to complete project.	None	As previous
Cllr Wilson Ms Rosenthal	Secure significant & efficiency savings	Average minimum cost of raising an order			Establish baseline, set target and review procedures by Sep-05		Corporate electronic ordering arrangement will be considered together with Procurement Strategy. Continuing to roll out Cedar purchase ordering	Approval of Procurement Strategy and implementation	Failure to meet target will increase costs mitigated by continued development and investment in IT systems
Cllr Wilson Mr Dunhill	Secure significant & efficiency savings	Total cost of office accommodation at 2004/5 prices	£1.65m		Co-locate remaining Highway staff at Rotherwas by investing in modification of fabric of Unit 3 by Jun-05	No move taking place mitigated by team continue to function at existing premises until alternative accommodation available	Some co-location has taken place	Feasibility work in progress Working practices being reviewed, including flexible working. Reviewing space requirements	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Cessation of leased properties and disposal of owned properties by ongoing	Fail to receive anticipated capital receipts	Lease on Kemble House and MEB buildings terminated. Grange House sold at auction 16 Sept. Ongoing discussions with Town Council re future of Grange Court. Berkley Lodge, New St Ross, lease to be terminated 14 Oct. Staff relocated to Swan House.		
					Sign Lease on additional accommodation by 01-Aug	Unable to negotiate terms mitigated by seek alternative accommodation whilst remaining in existing	Cabinet approval obtained on 19 May 2005 to the accommodation strategy. Strategy gives approval to negotiate on lease of additional floor-space at Plough Lane. Negotiations ongoing as at 30 Sept.		
					Publish Accommodation Strategy by Jun-05		Agreed at Cabinet – Delayed by Strategic Monitoring Committee call-in. Published end 23 Sept		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Agree timescale for implementation of Accommodation Strategy by Jun-05		Actions and timescales for actions now agreed. Implementation in progress		
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	Overall score on Auditor Scored Judgement (CPA use of resources)	3		Implementation of "Delivering Efficiency in Local Services" Improve approach to risk management Consider and implement the system changes required by any revised approach to the Auditor Scored Judgement	Failure to meet ODPM requirements mitigated by provision of guidance for managers & audit arrangements	Update on corporate risk assessments included in integrated performance reporting. On-site CA completed. Draft report due 4th November. Use of Resources score confirmed at 3. Progress against milestone on target	Approved by CXMT – to Cabinet on 15 September	

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	% of the non-principal road network where structural maintenance should be considered	26	Delivery against the JUP (quarterly)	Deliver LTP programme by In accordance with the programme	Non-delivery of programme mitigated by early contractor involvement or, when necessary, seek delivery by alternative means	JUP revised to reflect budget implications of 2004/5 out-turns. Implementation in progress. New baseline to be established in line with change in BVPI definition Schemes ordered in line with JUP. Implementation in progress		
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	% of the local authority principal road network where structural maintenance should be considered	3	Delivery against the JUP (quarterly)	Deliver LTP programme n accordance with the programme	Non-delivery of programme mitigated by early contractor involvement or, when necessary, seek delivery by alternative means	JUP revised to reflect budget implications of 2004/5 out-turns. Implementation in progress. New baseline to be established in line with change in BVPI definition Schemes ordered in line with JUP. Implementation in progress.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	% gross internal floor space in ODPM categories A & B	87%		Update Asset Management Plan by Jun-05		<p>✓</p> <p>£1.2m being spent on Education buildings, £250k being spent on corporate buildings. Bromyard library disposed of. Westbrook manor in progress of sale, completion due 7 Oct.</p>		
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	ICT Network availability (%)	98.50%		Implement new network	Service partner's performance mitigated by pro-active management of SLA	<p>✓</p> <p>Project underway. Due diligence report expected August 2005. Project currently being pulled together. Three-year rollout programme</p>		
Cllr Mrs French & Mr Pringle	Embed corporate planning, performance management and project management systems	The status of the Council's Best Value Performance Plan	Unqualified	Publication of BVPI information June 2005	Approval of ICT Strategy by Jul-05 Evaluation of Corporate Plan process; end of year performance review; embedding of new Performance Management Framework by Apr-05		<p>?</p> <p>BVPs published in June. Audit currently taking place. Progress against milestone on target.</p>	CPA/JAR will focus on inconsistent application	More central direction / penalties

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Weekly meetings of CMB – provision made.		Now in place		
					Monthly meetings of Heads of Service & CMB: 3rd session planned for 11th Nov. Thereafter fortnightly meetings of HoS as SMT (Senior Management Team) planned for Fridays		Two meetings now held, lead by IDeA. 3rd scheduled. Progress to be reviewed thereafter.		
					Implement 2005-06 Corporate Planning process by Jun-05	Reviewed corporate planning guidance issued to managers. First draft of corporate plan framework agreed	Evidenced by this report – Corporate Plan & Service Planning guidance being reviewed. Audit protocol in place. Audit of performance management presented, action plan agreed.		
					Audit service plans to ensure being used to drive performance by Jul-05		As above - integrated performance reporting being driven down into Directorates.		

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Cabinet and CMB Lead	Council Priority								
					Agree timescale for:				
					- corporate ICT system for performance management by Jun-05		ICT systems being scoped. Due to be completed end November / early December.		
					- integrating GEM, diversity, rural proofing and Section 17 into the Council's planning and delivery processes by Jun-05				
					- ensuring service plans are in place & operational by Jun-05		Updated checklist provided		
					- programme of business continuity plan preparation by Jun-05		Initial round of activity commenced – to meet requirements of the Civil Contingencies Act		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Mrs French & Mrs Jones		The % of those making complaints satisfied with the handling of those complaints			Implementation of revised Complaints Handling System Development of Complaints Officers by end April 2005	Ownership by Services/Senior Management in Directorates/Departments mitigated by regular reporting/monitoring at CXMT, DMT, Cabinet, SMC	CRM reporting system went live on 03 Sept 2005		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Phillips & Mr Pringle	Embed corporate planning, performance management and project management systems	Comprehensive Performance Assessment Judgement			Undertake self assessment; arrange peer review; develop improvement programme for corporate and individual services	Insufficient integration of JAR / CPA; underestimate / insufficient engagement in CPA process mitigated by robust project management including communications	Corporate self-assessment submitted on 18 th July. Responses to Stakeholder Survey coordinated. Link officer for JAR identified. Programme being negotiated with lead inspectors. On site inspection coordinated by single link officer. Inspection for JAR/CA on site 26th September/7th October. Improvement programme action plan agreed (and incorporated throughout this report). Communications strategy updated and detailed action plan prepared – both during August. Communications strategy received. Approved by Cabinet 29th September. Mini peer group		Fragility of stage of involvement of inspection process and level of integration between inspection regimes mitigated by peer learning, careful planning supported by project management.

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
					Implement new Performance Management Framework by Jun-05		CMB reports prepared at 2 months. April – July first report presented. Need to review process/presentation for second report to end September. Interim produced to end August for CPA Monthly reports to Lead Cabinet and CXMT members yet to be produced. Internal audit carrying out review in August of whether directorate and service plans are being used effectively to manage performance Performance Management Audit completed. Presented to CMB 4th October. Action Plan agreed		
					Revise service planning guidance by Jun-05		Draft prepared in July. To be considered by Performance Leads and Co-ordinators before submission to Director of CCS & CMB.		

The Council's Contribution		Indicator	Target	Milestone	Action and By When	Risk	Performance against target & achievement/progress towards milestones, actions and risk mitigation	What, if any, remedial action has been taken, or is necessary?	Risk Update
Cabinet and CMB Lead	Council Priority								
Cllr Phillips & Ms Rosenthal	Develop its community leadership role	% of complaints about District, Town and Parish Councillors to the Standards Committee upheld	15%		Set up advice line by Apr-05	Insufficient skilled resource mitigated by training & development of key staff	3 complaints made 1 of the complaints upheld	Training programme under development. Training presentation made to Kington Town Council 17/1/05	Reduction in the number of Members having a lack of awareness mitigated by Ongoing Training programme
					Agree performance indicators, targets and accountabilities for the Herefordshire Plan by Jul-05		Revised – implemented. New checklist for corporate requirements – e.g. rural proofing, diversity etc.		
					Identify the value added by partnerships by Jul-05		Work continuing to bring LAA, LPSA, Partnership health indicators together under guidance of vice chair of Herefordshire Partnership Board Refer to Probity in Partnership report		
					Engage with Town & Parish Councils by Jul-05				

Notes:

Shaded boxes are copied from the Annual Operating Plan. All unshaded boxes should be completed.

Performance highlights -

- ✓ Everything is OK - Performance on target, milestone or required progress towards it achieved, action completed by due date or required progress towards its completion by the due date, appropriate action taken to mitigate risk
- ? Something's not right:
 - performance isn't on target, or
 - the milestone isn't going to be achieved, or
 - the action isn't going to be delivered on time, or
 - a risk hasn't been mitigated
- * Things aren't going to plan – more than one of the following has happened:
 - performance isn't on target, or
 - the milestone isn't going to be achieved, or
 - the action isn't going to be delivered on time, or
 - a risk hasn't been mitigated

Delete the two symbols that don't apply

Appendix B

Revenue Budget Monitoring

1. Appendix B1 shows the details of the projected outturn as at 30th September 2005 for each Programme Area.
2. The budgets shown for 2005/06 include the final carry-forwards from 2004/05. Appropriate adjustments have been made to the 2005/06 Budgets to reflect the financial implications of Job Evaluation. These adjustments will be recalculated for 2006/07.

Children's Services (Non Schools) (Director of Children's Services)

3. Most (80%) of the former 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.
4. At this stage in the year it is projected that there will be an underspend of £460,000. The main spending variances are underspends projected on transport (-£600,000) and early years (-£50,000) and overspends on Out-county placements (+£300,000) (which are jointly funded by Social Care and the Primary Care Trust.) and on banded funding for the allocation of SEN funding to schools (+£40,000). A detailed budget review has commenced to verify these early trends. The underspend provides an opportunity to invest in service delivery elsewhere in Children's Services,
5. School balances have increased again during 2004/05 and all schools have been informed of the proposals to introduce a scheme for the recovery from schools of excessively large balances. Funds recovered from schools must be kept within the Total Schools Budget and it is intended to spend such funds on school building improvements.
6. All schools have submitted their approved budgets for 2005/06 and based on these initial returns school balances are expected to be as follows:

	Year End March 2005	2005/06 Initial Budget Plans
Primary schools	£4.930m	£3.411m
High schools	£1.993m	£1.166m

Special schools	£0.336m	£0.253m
Total	£7.260m	£4.864m

7. Schools will be undertaking a further forecasting exercise in October based on their half year monitoring reports. It is likely that school balances at the year end will exceed these early estimates since governors are likely to be cautious in their spending plans. However balances are expected to reduce by 10% year on year due to budget pressures resulting from workforce reform, falling rolls, and job evaluation. The introduction of the balance clawback scheme will further reduce school balances as schools make plans to spend the money.

Children’s Services (Children’s Social Care)

8. The projected overspend on Children’s Services has increased to £382k. (Note the Children’s Services element of the Social Care deficit brought forward from 2004/05 of £714,000 is not included in this figure). The increase in the overspend since July is mainly related to 3 secure orders, and care leavers and homelessness spend (bed and breakfast for 10 young people). This overspend projection does not include the Social Care deficit brought forward from 2004/05.

9. The cost of the secure placements is projected at £243k for which no budget provision was made. The capacity to influence these costs is small.

10. Proposals have been developed to reduce the costs in relation to care leavers and homelessness and these will be the subject of an Invest to Save bid. An action plan has been developed to increase family support and recruit and retain skilled foster carers which would impact on the main residential spend, a decision on this Invest to Save proposal is outstanding.

11. A further pressure is Out of Area Placements for children with complex needs, which are jointly funded between Health and Children’s Services (Education and Social Care elements). There is an anticipated overspend on this budget which at this stage is included within the education projections.

Policy and Finance General (Directors of Corporate and Customer Services, Resources and Adult and Community Services)

12. No significant overspendings have been identified for Policy and General at this stage although the projected shortfall of income from Land Charges and the ongoing cost of the Job Evaluation team which in total comes to £160,000 will have to be met from Reserves.

13. There are various projected small underspendings on services from the policy

services now forming part of Corporate and Customer Services Directorate amounting to £144,000.

14. The Head of ICT has confirmed that all 2005/06 budgets are expected to be spent in full although spending in the first six months of the year is below budget.

Policy and Finance Property (Director of Resources)

15. The ongoing Property deficit has fallen marginally from £455,000 to a projected deficit for 2005/06 of £405,000 largely due to a virement approved by Cabinet on September 1st of £50,000 in respect of loss of income due to sale of premium licences. Whilst additional income of £172,000 is expected from corporate properties and Highways depots, the deficit on administrative buildings has increased by £138,000 because of a shortfall in the budget for Plough Lane, the settlement of a number of dilapidation claims (£20,000) and costs associated with vacated buildings. In addition the projected shortfall in income from Industrial estates has fallen because of the virement mentioned above to £150,000.

16. The deficit on Markets and Fairs has also risen by £47,000 because of the costs of street trading.

Environment (Director of Environment)

17. Environment is expected in total to break even during 2005/06. There are spending pressures on particular Licensing, Waste Collection, Highways Cleansing and Public Conveniences but they can be offset by additional income from car parks and planning fees. Some additional spending on Winter Maintenance will have to be met from a virement from the Road Maintenance Budget. Spending on road maintenance will be very tight in 2005/06. The extra planning income received in the first six months of £276,000 reflects partially the increase in fees because the actual number of development applications has fallen, offsetting the additional income generated by the increase in fees.

18. The Waste Disposal PFI contract budget is expected to do no better than break even largely owing to the transfer of £300,000 to Strategic Housing Homelessness, additional costs and volumes associated with the existing contract and a change in the way that PFI credits are paid to us. In addition the proportion of the existing contract being met by the Council has increased from 24.77% to 25.70%, as a consequence of increases in volumes relative to Worcestershire, which in effect costs the Council an additional £600,000 in 2005/06 including £219,000 in respect of 2004/05.

Community Services (including Social and Economic Development)

19. Most of the Community Service budgets are on course to spend at budget but there is the balance of the Leisure contracts deficit (£100,000) to recover and an ongoing budget pressure in respect of Parks and Countryside which is expected to overspend by £140,000 in 2005/06. These overspendings give a net projected overspending of £240,000 in 2005/06 although this will be reduced once the Leisure Contracts Deficit is recovered.

Adult Services (Director of Adult and Community Services)

20. At September 2005 the projected overspend to the year-end on Adults Social Care £780k (Note the Adult Services element of the Social Care deficit brought forward from 2004/05 of £714,000 is not included in this figure) made up of

- Learning Disabilities- overspend of £573k
 - Older Adults- overspend of £185k
 - Other – overspend of £22k
-
- ***Learning Disabilities Pooled Budget-*** The learning disability budget was set in the knowledge that it would be challenging to meet commitments within budget and a number of action plans were put in place to ensure this was achieved. A budget recovery plan assumed savings in various areas of service activity, including transport, contract renegotiation and placements. Unfortunately the recovery plan has only been partially achieved. In addition one placement has been fully funded by the Council as it fell outside the negotiated position with the PCT on continuing care placements at a cost of £103k. A further placement has broken down with projected additional costs of £47k. There is a funding issue with a group of homes for which provision of £45k has been made in the projections. Under the risk sharing arrangement the Council will pick up the overspend on the PCT element which is currently projected at £49k overspent.
 - ***Other Adults-***The Council has had to fund one placement to ensure that beds were available in Hereford hospital. There are a number of people assessed as needing care arrangements who are waiting for funding to be identified. The projections assume only some of these costs will be met this financial year.

21. A separate report to Cabinet discusses the current budget position for 2005/06, the management actions being taken and the implications this may have on service delivery.

Strategic Housing (Director of Adult and Community Services)

22. The projected outturn for Strategic Housing budget is an overspend of £815,000.

23. £807k of this overspend is owing to the cost of temporary accommodation for those people presenting themselves as homeless. It has previously been identified that this is a high-risk area, subject to unpredictable demand.

24. The projection reflects the latest information from Herefordshire Housing which indicates a further increase in the numbers presenting as homeless during September and October. For example, the number of families with children in Bed and Breakfast accommodation increased to 47 as at 1st October compared to 33 at the end of July.

25. The basis of the projection has been revised to assume that there will be no decrease or increase in the use of bed and breakfast accommodation for the remainder of the year. There is a risk that if numbers continue to increase that the overspend would increase to £925k. Robust monitoring arrangements are in place to ensure that numbers being placed in bed and breakfast accommodation are reflected in the projections.

26. The budget has been increased through an Invest to Save bid to achieve the step change needed to address the situation and to bring the Homelessness service back in house in April 2006 following termination of the agreement by Herefordshire Housing

27. The change manager to bring homelessness services in house is now in place, and approval has been given for the appointment of 2 prevention officers to reduce the number of homeless presentations. Progress with recruitment is underway

Financing Transactions (Director of Resources)

28. A net underspending of £1,000,000 is expected at this early stage in the year. A combination of factors have resulted in a reduction in the forecast for capital financing charges for 2005/06 and future years. Slippages in the capital programme and, in particular, Prudential Borrowing funded schemes, together with brought forward revenue and capital underspends means that borrowing is being taken later than expected and at lower levels. In addition interest rates are lower than originally forecast.

Conclusion

29. The projected 2005/06 outturn for the Programme Areas, together with financing transactions, is an overspending of £1,892,000. This is an increase of

£112,000 compared with the total at the end of July. The projected underspending for financing transactions however has increased by £300,000, but the net overspending for Programme areas has increased by £412,000 largely as a result of the worsening position in respect of Strategic Housing.

30. The Invest to Save budget has been shown as being fully spent by the year-end. However, whilst in practise the funds available will be fully committed it is unlikely to be totally spent within the financial year. A contributing factor is the requirement to secure vigorous procurement procedures to ensure value for money and the need for development of robust business cases prior to investment. It is worth reiterating at this point the primary requirement for schemes and projects funded from this source to deliver ongoing revenue savings.

31. In cash terms an underspending in excess of £1million could well occur which, taken with the uncommitted reserves in excess of the £3million minimum prudent reserve referred to in paragraph 29 below, will provide the opportunity to support the Council's medium term financial plan mitigating budget increases in advance of efficiency savings being secured, particularly in 2006/07. The overspendings highlighted in the report will clearly reduce the capacity for such an approach.

Revenue Reserves Position as at 30th September 2005.

32. The estimated value of general reserves in hand was reported to Cabinet on 14th July as £6,992,000 after taking into account known commitments. Since the report was presented expected commitments in respect of Gideon House (approximately £200,000), Info (£82,000) and Herefordshire Matters (£50,000) have reduced this total to £6,660,000. The prudent reserve of £3,000,000 is included in this figure. Based on current outturn predictions, for Adult Services, Children's Services and Strategic Housing a further call on reserves seems inevitable.

Summary Budget Monitoring Report 2005/06 - as at 30th September 2005 Appendix B1

Programme Area	2005/06		2004/05		Projected		Projected Over/(Under) Spending	Percentage Variation
	Original Budget	£000	Carry Forwards	Budget 2005/06	Out-turn	£000		
Childrens Services	93,412	(1,998)	95,410	95,332	(78)	(0.1)		
Adult and Community Services	30,613		30,613	31,393	780	2.5		
Adult Services		714	(714)	0	714	(100.0)		
2004/5 Social Care Overspend	10,141	(569)	10,710	10,950	240	2.2		
Community Services								
Policy and Finance -General	14,344	(2,017)	16,361	16,377	16	0.1		
Policy and Finance -Property	1,574	419	1,155	1,560	405	35.1		
Environment - Highways and Transportation	10,191	439	9,752	9,902	150	1.5		
Environment - Environmental Health and Trading Standards	10,364	(170)	10,534	10,660	126	1.2		
Environment -Planning	1,921	(760)	2,681	2,405	(276)	(10.3)		
Strategic Housing	1,764	27	1,737	2,552	815	46.9		
Financing etc	174,324	(3,915)	178,239	181,131	2,892	1.6		
Invest to save	8,647	3,915	4,722	3,722	(1,000)	(21.2)		
	1,928		1,928	1,928	0	0.0		
	184,899	0	184,889	186,781	1,892	1.0		

CAPITAL PROGRAMME MONITORING

1. This is the second round of capital monitoring for 2005/06. The purpose of this monitoring exercise is to update the capital budget position, as at 30th September, reporting new funding allocations, managing any slippages or overspends as new schemes and new sources of finance are identified. The Capital Monitoring process helps to ensure that no conditional capital resources are lost.
2. The revised forecast outturn for 2005/06 as at 30th September totals £36,955,000, which is an increase of £91,000 from the July forecast. Explanations of the changes are detailed in the body of this report. This programme is funded as detailed in Appendix C1.
3. A summary of the Prudential Borrowing position for 2005/06 is set out below. The sum no longer required relates to three separate projects. £137,000 was required for Queenswood car park refurbishment but the project has changed so a new revised bid for funding will be submitted for 2006/07. £25,000 is no longer required for Powell Croft Sewerage Plant Improvements as there are various legal and land issues associated with the adoption by the water authority. Thirdly the allocation of £750,000 for 2005/06 and £750,000 for 2006/07 in relation to a Contact Centre has been changed to just £700,000 being required in 2005/06 with the remaining £800,000 no longer being required. The main reason for the slippage is due to the re-profiling of the City Centre Enhancements scheme. As Prudential Borrowing funding is unconditional no resources will be lost.

2005/06 Prudential Borrowing Allocation		£7,607,000
Add: Slippage from 2004/05		£2,011,000
Less: Slippage into 2005/06	(£2,695,000)	
Funded by available SCE(R)	(£125,000)	
No longer required	(£212,000)	(£3,032,000)
Forecast use of Prudential Borrowing in 2005/06		£6,586,000

4. Each individual capital project has an expected spend profile, expected spend in the first six months totalled 32% of the total revised forecast. The actual spend at £10,610,000 represents 29% of the revised forecast, reasonably close to the expected position. A summary of the expenditure for each service area is set out on Appendix C2.
5. Set out in Appendix C3 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.

(Info Library > Treasurers > Financial Policy > Capital > Capital Programme).

6. Capital projects involve significant levels of VAT and the recovery of this VAT is a fundamental part of good management of the capital programme. A particular issue is that VAT is not recoverable on any 'exempt' expenditure if the associated VAT represents more than 5% of the Councils total VAT. A VAT Partial Exemption calculation is updated following each round of capital budget monitoring so that pre-emptive action can be taken if necessary. Current estimates predict an exempt input tax percentage of 4.87% for 2005/06.

Children's Services

7. The capital forecast for this area has increased by £798,000. Capital spend on temporary classrooms has increased to £558,000 due to additional classrooms required at various schools as reported by Property Services in response to current facilities being inadequate.
8. The budget for the Leominster Family Centre childcare scheme has been increased to reflect anticipated completion in January.
9. Capital funding available of £1,837,000 will be carried forward into future years to match capacity to deliver the capital programme.

Property

10. The forecast for this area has increased slightly due to the inclusion of required repair work to the Ancient Monument at Whitecross, Hereford.

ICT Services

11. The overall forecast for this area has decreased slightly to reflect project development changes relating to the provision of a Contact Centre in Hereford.

Environment General

12. The forecast actual spend on capitalised maintenance of principal roads has been decreased to represent a repayment to the capital receipts reserve which became overdrawn last year due to accelerated spend on the Roman Road.
13. Other changes represent a review of all capital schemes to reflect actual anticipated expenditure, including delays on the Safer Routes to Schools capital schemes and slippage on Cycle Network schemes.
14. Expected spend, at 46%, exceeds actual spend in the first six months at 33% of the annual budget, however 51% of the budget is currently committed with actual expenditure expected to be incurred before Christmas.

Adult and Community Services

15. The forecast for this area has decreased representing the decision not to proceed with the Queenswood car park improvement scheme that was allocated Prudential Borrowing funding through the capital bidding process. This scheme anticipated the repayment of associated capital costs through the generation of car park changes, which was subsequently considered inappropriate. An alternative scheme is under consideration that will reduce the costs of running the country park rather than charging for its use.
16. Matched funding for the South Wye SRB is to be through a revenue contribution of £176,000. This will reduce the use of the capital receipts reserve funding that is anticipated to be required in the next financial year.

Corporate and Customer Services

17. This budget represents continued spend on the Revenues and Benefits financial system which is funded through a revenue contribution and a DWP capital grant, and completion of the Service Improvement Project at Garrick House at a cost of £7,000, funding of which has not been identified.

Strategic Housing

18. The forecasted spend for this area has decreased due to the falling through of an opportunity to purchase an appropriate property funded through the Learning Disability Development Fund grant allocation. The funding will be carried forward until an alternative site is identified.
19. The forecast spend on Disabled Facilities Grants has decreased slightly reflecting capacity issues following the "You-at-Home" agency work being brought in-house. This can be carried forward into 2006/07.

Prudential Indicators

20. A key objective of the Prudential Code is to ensure that capital investment plans and treasury management decisions are made in a manner that supports prudence, affordability and sustainability.
21. 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. Cabinet considers these on an annual basis through the Treasury Management report.
22. The framework of PIs covers Capital Expenditure and Treasury Management and the Prudential Code incorporates the PIs as set out below. The PIs included in this report are based on the 2005/06 Capital Programme. Significant changes in the indicators are highlighted at each point.
 - Actual and estimated capital expenditure for the current and future years (Appendix C4)
 - Ratio of financing costs to net revenue stream (Appendix C5)

- Capital Financing Requirement (Appendix C6)
- Authorised limit for External Debt (Appendix C7)
- Operational boundary for External Debt (Appendix C8)
- Council Tax implications of the incremental effect of capital decisions (Appendix C9)
- Treasury Management Indicators (Appendix C10)

APPENDIX C1

FUNDING OF REVISED 2005/06 CAPITAL PROGRAMME

Capital Programme Area	2005/06 Revised Forecast 30/09/05	SCE(R)	Prudential Borrowing (£125,000 funded by SCE(R))	Grants	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	7,472	1,032	-	6,440	-	-	-
P&F – Property	566	75	300	1	20	170	-
P&F – ICT Services	4,417	-	2,712	1,703	-	2	-
Environment General	11,236	10,488	1,002	475	-	(729)	-
Adult and Community Services	4,309	344	2,372	1,074	566	78	-
Corporate and Customer Services	252	-	-	144	101	-	7
Strategic Housing	8,703	2,063	200	3,445	60	2,935	-
Total Revised Forecast	36,955	13,877	6,586	13,282	747	2,456	7
<i>Original Budget</i>	37,131	13,679	7,607	11,055	279	4,511	-
<i>Change from original budget</i>	(176)	198	(1,021)	2,227	468	(2,055)	7

<u>Reported to date</u>							
<i>Original Budget</i>	37,131	13,679	7,607	11,055	279	4,511	-
<i>July 2005 Forecast</i>	36,864	13,773	6,907	11,851	1,009	3,324	-
<i>September 2005 Forecast</i>	36,955	13,877	6,586	13,281	747	2,456	7

APPENDIX C2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2005/06 Forecast as at 30/09/05	Actual spend at 30/09/05	Actual spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Programme area	2004/05	2005/06	2005/06	2005/06	2005/06	2005/06
	£'000	£'000	£'000	£'000	%	%
Children's Services	5,746	6,655	7,472	3,030	41%	32%
P&F – Property	2,568	350	566	198	35%	40%
P&F – ICT Services	1,919	2,576	4,417	1,077	24%	45%
Environment General	12,994	13,424	11,236	3,741	33%	46%
Adult & Community Services	6,006	3,801	4,309	1,513	35%	30%
Corporate & Customer Services	867	-	252	7	3%	1%
Strategic Housing	3,098	10,325	8,703	1,045	12%	3%
Total	33,198	37,131	36,955	10,610	29%	32%

APPENDIX C3

MAIN CAPITAL SCHEMES OF REVISED 2005/06 CAPITAL PROGRAMME

Capital Programme Scheme	Schemes with a Revised Forecast >£500,000
	£'000
Children's Services schemes:	
Kingstone High – Sports Hall (no change)	1,225
Temporary Classrooms (budget increase)	558
Fairfield High School – New Building (no change)	508
Leominster Family Centre (budget increase)	771
New Deal for Schools Condition Improvement Works (no change)	1,200
ICT Services schemes:	
ICT The Golden Thread Network Enhancement (no change)	1,994
ICT The Golden Thread Disaster Recovery (no change)	514
Contact Centre (budget decrease)	700
Herefordshire in Touch E-Gateway (no change)	999
Environment General schemes:	
Roman Road Improvements (budget increase)	1,074
Capitalised maintenance of principal roads (budget decrease)	895
Capitalised maintenance of non-principal roads (budget increase)	4,203
Footways (no change)	600
Capitalised assessment & strength of bridges (no change)	650
Crematorium Improvements (no change)	547
Adult and Community Services schemes:	
Replacement Swimming Pool for North Herefordshire (no change)	1,169
Eign Gate Refurbishment (no change)	606
Strategic Housing schemes:	
Housing Renewal Programme (no change)	1,200
Disabled Facilities Grants – Mandatory (budget decrease)	500
Extra Care Housing (no change)	3,000
Social Housing Grants (no change)	3,500
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>10,542</i>
Revised Forecast	36,955

APPENDIX C4

ACTUAL AND ESTIMATED CAPITAL EXPENDITURE

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. The second table shows how this programme would be funded.

FORECAST CAPITAL PROGRAMME AS AT 30 SEPTEMBER 2005

	Outturn	Budget	Estimated	Estimated
	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000
Capital Programme Area: -				
Children's Services	5,746	7,472	6,124	2,763
Environment General	12,994	11,236	11,840	12,496
Policy & Finance - ICT Services	1,919	4,417	1,483	1,933
Policy & Finance - Property	2,568	566	75	0
Corporate and Customer Services	867	252	0	0
Adult and Community Services	6,006	4,309	3,517	0
Strategic Housing	3,098	8,703	9,821	5,325
Potential Prudential Borrowing to be allocated	0	0	2,137	2,150
	33,198	36,955	34,997	24,667
By funding				
Capital Receipts Reserve	4,327	2,456	6,050	4,429
Grants	8,751	13,282	9,441	3,234
SCE(R)	17,270	13,877	12,560	12,004
UCA	130	0	0	0
Opening Creditor adjustment	(127)	0	0	0
Revenue Contribution	244	747	0	0
Agreed Prudential Borrowing	2,603	6,586	4,809	2,850
Unfunded	0	7	0	0
Prudential Borrowing to be agreed	0	0	2,137	2,150
	33,198	36,955	34,997	24,667

APPENDIX C5

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 has significantly reduced for 2006/07 and 2007/08 due to higher than forecast balances being carried forward and therefore available for investment, delayed borrowing which results in debt repayments falling in later years and a reduction in the forecast interest rate.

	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
Original Indicator (prior to PB allocations)				
Ratio of financing costs to net revenue stream	4.23%	4.63%	5.36%	6.03%
As at 31/7/05				
Net Revenue Stream	175,320	184,889	194,100	204,107
Capital Financing Costs	5,288	8,549	9,060	10,784
Ratio of financing costs to net revenue stream	3.02%	4.62%	4.67%	5.28%
As at 30/9/05				
Net Revenue Stream	175,320	184,889	194,100	204,107
Capital Financing Costs	5,288	8,364	8,923	10,507
Ratio of financing costs to net revenue stream	3.02%	4.52%	4.60%	5.15%

APPENDIX C6

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 has changed following confirmation of the allocation of supported and unsupported borrowing. This indicator is affected by Governments decisions to provide capital funding either in the form of supported borrowing or by direct grant.

	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
Original Indicator	96,486	110,347	123,149	134,341
Revised 31/7/05	95,371	111,965	125,890	136,252
Revised 30/9/05	95,371	110,979	124,790	135,379

APPENDIX C7

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 C8

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 C9

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 have changed significantly following the increase in the allocations of Prudential Borrowing. The indicator has also increased to show a more prudent repayment of debt relating to the expected lives of the assets acquired (e.g. shorter term ICT expenditure).

	2004/05	2005/06	2006/07	2007/08
	£ p	£ p	£ p	£ p
Original Indicator				
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
Revised Indicator 31/7/05				
Increase in council tax (Band D, per annum) based on Prudential Borrowing of £7,607,000 taken for 2005/06 with £5,000,000 per year in subsequent years.	N/A	6.95	17.85	30.50
Revised Indicator 30/9/05				
Increase in council tax (Band D, per annum) based on Prudential Borrowing of £7,607,000 taken for 2005/06 with £5,000,000 per year in subsequent years. Updated to reflect slippage and PB no longer required.	N/A	6.55	18.26	28.73

APPENDIX C10

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

Managing Risk - Corporate 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		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Children Act	CR1	4	4	High	Children's Services Directorate established. Children's Change Team set up.	4	3	High
Corporate budget position	CR2	4	4	High	Budget set aside to address Social Care and ICT budget pressures. Preparation of AES	4	2	Medium
Business continuity management	CR3	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	CR4	4	3	High	Project management of preparation. Complete areas for improvement. Engage partners.	3	2	Medium
Failure to get a "good" JAR rating	CR5	4	3	High	Run jointly with CPA project	3	2	Medium
The failure of the Herefordshire Jarvis Services arrangements	CR6	4	3	High	Ensure Council's financial liabilities are covered. Raise awareness of contingency arrangements following creation of contingency plan.	2	3	Medium
Delivery of new LSPA agreement in agreed timescales	CR7	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

Managing Risk - Corporate 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		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Failure to deliver the LPSA targets	CR8	3	3	Medium	Amend JUP accordingly and drive change through the new management team.	4	2	Medium
Adult Care Services Green Paper	CR9	3	3	Medium	Waiting for publication of Green Paper and respond accordingly.	3	3	Medium
Recruitment and retention of staff where there are national skills shortages and including the impact of Job Evaluation.	CR10	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. Promote pride in Herefordshire.	2	2	Low
Corporate Capacity to deliver a range of changes the Council has embarked upon.	CR11	4	3	High	Programme Management, Clear Leadership and Senior Management Restructuring.	4	2	Medium

Signed: _____

Position: _____

Date: _____

CORPORATE PLAN 2006-09

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

17TH NOVEMBER 2005

Wards Affected

County-wide.

Purpose

To approve the first draft of the Corporate Plan 2006-9 (Appendix 1) as the basis for further work, including the preparation of the Annual Operating Plan (AOP) and directorate and service plans.

Key Decision

This is not a Key Decision.

Recommendation

THAT the first draft of the Corporate Plan 2006-9 be considered, the timetable for the Plan be noted, and steers given to provide the basis for further work.

Reasons

The Corporate Plan 2006-9 will set out the Council's intentions for its contribution to *The Herefordshire Plan* and its own organisational improvement. It will include performance measures and targets for three years, actions to achieve them, associated risks and their mitigation, and the resources to be allocated. It is the top level plan in the corporate planning process that provides the framework for the Annual Operating Plan and directorate and service plans.

Considerations

1. The Process

As last year, the corporate planning process is being carried out as a PRINCE 2 project, directed by a Project Board of which the core members are the Leader, as Cabinet Sponsor, the Chief Executive, as Corporate Sponsor, and the Director of Corporate and Customer Services.

2. Timetable - Cabinet agreed in May 2005 an outline timetable for producing the updated plan for 2006-09. Subsequently:

- an earlier draft of the Plan was considered by Corporate Management Board on 12 October 2005; the Board agreed that it would be made available to managers to guide the initial preparation of the Annual Operating Plan, directorate and service plans
- the draft Plan was considered by the Project Board on 3 November, which

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

approved the submission of this advice and the draft Plan to Cabinet.

- the proposed final Corporate Plan cannot be finalised until the end of January 2006. This will need to be done in the light of: the financial settlement from Government for 2006-07 and 2007-08; the further development of the *Medium Term Financial Strategy*; the new *Herefordshire Plan to 2020*; the emerging *Local Area Agreement*; and the CPA and JAR inspection outcomes, including consequent improvement plans. Necessarily, therefore, there are some significant gaps in the current draft
- it is the intention to seek Cabinet approval for the Annual Operating Plan 2006-7, including draft budgets, in late February 2006. Final approval of the Corporate Plan will be sought from Council in March 2006

3. The key **financial considerations** are:

- the Government has postponed its next Comprehensive Spending Review to 2007
- it seems probable that the Government will expect annual increases in Council Tax not to exceed about 5 per cent
- the Government's expectations for efficiency savings will continue, with a requirement for minimum and cumulative cashable annual efficiency savings of 1.25%, and an equivalent additional amount for reinvestment to improve service outputs and outcomes
- the probability that the Government will not make recurrent all (or possibly any) of the one-off addition to grant of about £1.2 million provided for the current year
- although the Government's current Formula Grant Distribution consultation includes proposals for its different elements that could have a significant impact on the Council's finance settlement (in some cases favourable, in others unfavourable), it would seem unlikely that the Government will want to make early changes that would mean big net switches of grant between authorities
- although the quantum to be removed from the formula for the introduction of the new Dedicated Schools Grant from 2006-07 has yet to be decided, the worst case scenario included in the consultation would seem likely to involve the loss of around £0.6 million
- from all of which it currently seems unlikely that there will be a change in the Council's overall medium-term financial position such as would necessitate a fundamental re-think of the Corporate Plan
- notwithstanding the Council's relatively healthy reserves, in view of the service pressures identified below it will remain a major challenge for the Council to set balanced budgets in line with the Corporate Plan objectives. Meeting the targets for efficiency savings will be crucial.

4. **Major service performance issues** that will continue to need attention (and which may, in at least some cases, require investment additional to that in current baselines) include:

- investment in the Service Improvement Programme and other spend-to-save

programmes for realisable gains

- improving outcomes for lower-performing and more vulnerable children
- the continuing increase in the numbers of vulnerable older people and rising costs generally in adult social care
- tackling homelessness
- seeking to reverse the fall in the number of people using buses
- improving the proportions of planning applications determined within target timescales
- reducing the amount of household waste having to be collected.

5. Potentially **significant additional pressures** could arise from:

- the implementation of the Government's adult social care White Paper *Independence, well-being and choice*, which may or may not be accompanied by commensurate additional funding
- ditto the implementation of the proposals in the recent *Youth Matters* Green Paper (although these are not intended to come fully into effect until 2008)
- any currently unplanned costs associated with the implementation of the LAA, the funding and delivery of which are being integrated into the Council's normal budgetary, corporate and service planning processes.

6. Considerations regarding the Council's **priorities** are:

- the Council established its priorities in the current Corporate Plan less than a year ago
- it did so taking into account the results of comprehensive consultation with the public and partner organisations in autumn 2004. This gave a clear picture about the public's service priorities, including a willingness to accept cuts in lower priority services in return for low increases in Council Tax. When it considered these issues in May, Cabinet was of the view that, in the light of this, there was no need to conduct further such consultation this year (although it would be necessary to do so from time to time in future years)
- there are two proposed additions to the Council's priorities, shown in large type in Section 5. The first is to include a commitment to emergency planning and associated business continuity measures, reflecting the coming into effect of the *Civil Contingencies Act* this month. The second is to highlight the Local Area Agreement (LAA) as a priority in developing the Council's community leadership role.

7. In terms of the **links with the new Herefordshire Plan**, it would make sense to use the same performance indicators and targets, wherever possible, whilst ensuring that the Corporate Plan identifies clearly the Council's distinctive contribution. Once the *Herefordshire Plan* indicators have been agreed, it will be important to rationalise those in the Corporate Plan to avoid unnecessary overlaps and overload.

Financial Implications

The Corporate Plan must be based on prudent financial assumptions for it to be deliverable. The Plan will be based on (and incorporate) the Medium Term Financial Strategy

Alternative Options

The corporate planning process, including the production of a three-year Corporate Plan to be updated annually, has been agreed by Cabinet as a matter of best practice. Alternative options for priorities and targets are considered by Cabinet and Council as part of the process of preparing and approving the Plan.

Risk Management

The purpose of the Plan is to make clear what the Council is seeking to do over 3 years and how it will achieve this. The principal risks are that the Plan could be based on unrealistic assumptions, or that there was not a realistic link between, on the one hand, budgets and other resources, and, on the other hand, targets. These risks are addressed by means of the corporate planning process and by ensuring that the Plan is based on the Medium Term Financial Strategy.

Consultees

The draft has been prepared with input from all directorates and departments. There will continue to be close working with support staff of *Herefordshire Partnership* to ensure, wherever possible, that connections are being made between the Corporate Plan and the new *Herefordshire Plan*. As last year, it is intended to consult principal partner organisations about the Plan. It would be appropriate for this to happen once Cabinet has approved the revised draft Plan in January but before it is submitted for Council's approval in March.

Background Papers

None identified.



HEREFORDSHIRE COUNCIL

CORPORATE PLAN 2006 to 2009

Action for a better Herefordshire

"A place where people, business and an outstanding natural environment will together bring about sustainable prosperity and well-being for all."

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

Quality life in a quality county

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Foreword

To be added for the final draft in January 2006

Key themes to include:

a couple of the major achievements of the past year

the new Herefordshire Plan and the Local Area Agreement

the outcomes of the CPA and JAR inspections, and major next improvement steps

the major challenges, including those arising from new legislation and Government White/Green Papers, e.g. health and social care to promote independence (link to Older People's Strategy); direct funding of schools; youth services; the continued implementation of Every Child Matters; the Civil Contingencies Act

the radical reshaping of customer services

the financial context and the continued drive for £millions efficiency savings

COUNCILLOR ROGER PHILLIPS

Leader of the Council

1.0 Introduction

1.1 The Council shares a vision for a better Herefordshire with a wide range of partner organisations in the private, public and voluntary sectors, and with those representing communities. It is that

Herefordshire is a place where people, business and an outstanding natural environment will together bring about sustainable prosperity and well-being for all.

1.2 Looking forward to 2020, the new *Herefordshire Plan* sets out how we and our partners intend to turn this vision into reality. At its heart is our Local Area Agreement with the Government. This will establish demanding targets to ensure the continued improvement of services and better outcomes for people, businesses and communities throughout the county for the first three years – 2006-09.

1.3 This, the Council's own Corporate Plan, says what we will do over the same three years to play our part in fulfilling the vision. It also sets out how we intend to carry on improving our efficiency and effectiveness, so that we deliver a fair deal for Council Tax-payers and make sure that our front-line services are as good as they can be.

1.4 This Corporate Plan:

- identifies the main challenges facing the county and the Council
- reviews what has been achieved between April 2004 and the end of 2005
- makes clear the Council's priorities for the future
- sets out the improvements in services and in efficiency and effectiveness which are planned
- identifies the main risks to the achievement of the Plan and how they will be managed
- shows how the Council's resources – human, financial, organisational and physical (including information and communications technologies [ICT]) – will be deployed to bring about the planned improvements and manage the risks
- is the Council's strategic Best Value Performance Plan¹ and Improvement Plan
- will incorporate the objectives and performance measures for the *Local Area Agreement* (LAA) once negotiations with the UK government are concluded
- is the basis for leading and managing the Council's performance
- is the basis for the Council's Annual Operating Plan and individual directorate and service plans, and for the performance objectives and targets of every team and every individual member of staff

1.5 Everything in the Plan is intended to help deliver the Council's commitment to:

- understanding the needs and wishes of service users and Council Tax-payers, and doing all it can to respond to them - so it takes into account the views expressed during the wide-ranging public consultations carried out by the

¹ Outturns and future targets for Best Value Performance Indicators will be reported by 30th June, as an electronic link to the copy of this Plan on our website (www.herefordshire.gov.uk). Publication by this date is a statutory requirement.

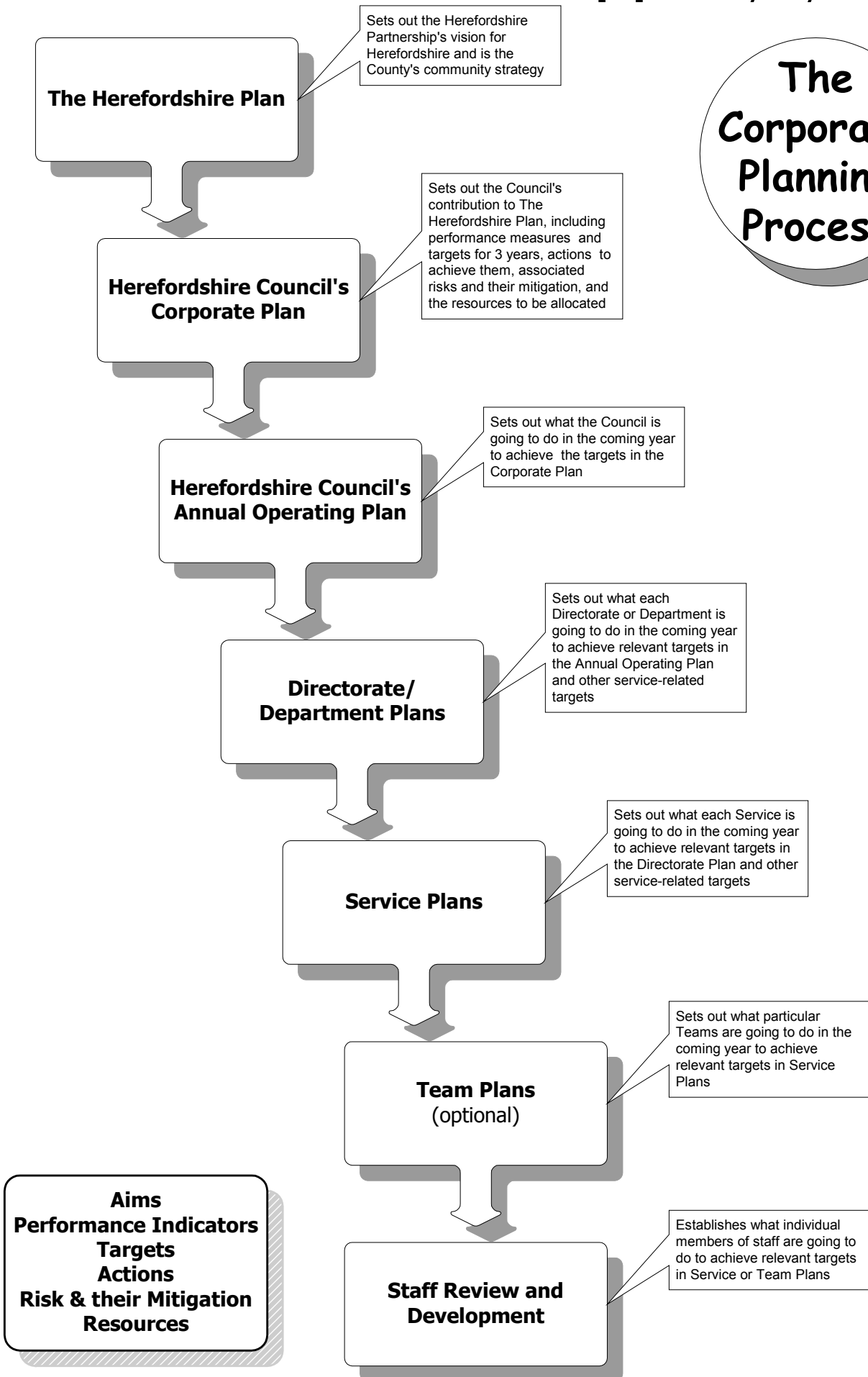
Appendix 1
to Cabinet paper for /11/2005

Council over the past year and more, including those done with our partners in drawing up the new *Herefordshire Plan*

- understanding and responding to the distinctive needs of different communities, including rural areas
- community leadership and working in partnership with all sectors
- diversity and equal opportunities for all
- a sustainable environment

Appendix 1 to Cabinet paper for /11/2005

The Corporate Planning Process



2.0 Setting the Scene

- 2.1 Herefordshire's population is about 177,800. The county is sparsely populated, with the third lowest county population density in England. About one-third of the population lives in Hereford City, a little more than a fifth in the market towns and almost half in rural areas.
- 2.2 Between 1991 and 2004 the population increased by 10.8%, entirely due to net inward migration into the county, mainly from neighbouring English counties and the South East. This rate of growth was faster than that experienced by the rest of the West Midlands (2%) and England and Wales (4.5%).
- 2.3 Recent population movements have seen a considerable exodus from urban areas, mostly to recognisable villages within the immediate catchment of the main towns. Herefordshire has become a popular destination for the retired, for holiday homes and second homes and, in some areas, for out-of-county commuting.
- 2.4 The county's population has a considerably older age profile than that for England and Wales. 23.1% of the population is over retirement age, compared with 18.5% nationally, and there are fewer persons of working age (58.3% compared with 61.9%). People are, on average, healthier than nationally and live longer.
- 2.5 By 2011 the population is expected to grow by 2.7%, which is about the same as nationally. However, the number of under 18s is expected to fall by 10.9% (national fall 4%); the number of 18 to 64 year-olds to grow by only 2.2% (3.8% nationally); and the number who are 65 and over to grow by 18.4% (9.5% nationally).
- 2.6 Most dramatically, the number of people over 80 is expected to rise by a further 20.2%, to 11,800 residents, compared with a national increase of 11.3%.
- 2.7 Although the Government's 2004 Index of Multiple Deprivation ranks Herefordshire 192nd out of 354 local authorities, there are areas of poverty and deprivation within the county. Concentrations of the most deprived areas are within Hereford (South Wye and Central) and Leominster. Conversely, the least deprived areas are concentrated to the east of the county, in some of the fringes of Hereford and directly north and west of the city, and around Ross-on-Wye.
- 2.8 Average wages in the county are significantly below both the regional and national averages, although the gap has narrowed somewhat in recent years. Average house prices are high compared with elsewhere in the region.
- 2.9 Unemployment in the county is low. Manufacturing provides 19% of employment, with service industries accounting for 75%; both agriculture and tourism are a more important source of jobs in the county than elsewhere in the West Midlands. Self-employment is more common in Herefordshire (nearly 13.7%) than in the rest of England and Wales (8.3%).
- 2.10 Although Herefordshire performs well at GCSE level, there are relatively few people in the workforce with higher-level skills. There is limited higher education provision, and knowledge-based industries are under-represented in the county. There is net

**Appendix 1
to Cabinet paper for /11/2005**

out-migration of young adults from the county, probably for the most part in search of wider opportunities for employment and higher education.

2.11 The 2.5% of the population from ethnic minorities at the time of the 2001 Census is very low by national and regional comparisons. With the exception of seasonal workers, no single group numbers more than about a thousand. The biggest group probably remains the traveller communities. But the total is almost certainly rising with the recent influx of people from Eastern Europe and Portugal, principally to work in manufacturing and agriculture.

3.0 What the Council can do

- 3.1 The Council has a wide range of powers and duties. These range from a general power to promote well-being to a host of specific legal obligations. These include such things as the provision of schools, the welfare of children and vulnerable adults, the safety of roads, waste collection and disposal, licensing and trading standards.
- 3.2 This means that the Council has limited or no discretion in some areas but more in others.

The Challenges

- 3.3 By far the biggest single area of the Council's expenditure is school-age education, amounting to nearly half its annual recurrent spending. As from 2006-07 the bulk of it will be ring-fenced by the Government within a Dedicated Schools Grant, which will be spent on schools. The Council will have to find the sums required for central expenditure in support of schools, including that to meet special educational needs and school transport (which are statutory duties), from its remaining resources for all other services.
- 3.4 Over the coming years, the Government intends to increase the amount of funding ring-fenced for schools, while reducing what local authorities are expected to spend on some other areas, such as roads.
- 3.5 The Council has more, but still limited, discretion about its spending on Social Care, which has risen to 21 per cent of its annual recurrent spending.
- 3.6 It already targets services on the most vulnerable. Its responsibilities for the welfare of children are growing as a result of the new Children Act. The disproportionate growth that will continue in the number of older people, particularly those over 80, will place significant additional demands on the Council. The proposals in the Government's Green Paper *Independence, well-being and choice*, and the promised follow-up White Paper, are expected to add to the demands in respect of all vulnerable adults.
- 3.7 Pressures are increasing in other areas too. For instance:
- spending has to rise to meet Government targets for the recycling of waste
 - the costs of petroleum-based products (particularly materials used in highway maintenance) have risen sharply with the cost of oil. This has a particularly severe effect on rural counties like Herefordshire
 - the *Civil Contingencies Act*, which comes into effect from November 2005, requires the Council to take on substantial additional responsibilities in leading and co-ordinating emergency planning
 - the Government's recent Green Paper *Youth Matters* will place local authorities centre-stage for all youth services in their areas

Appendix 1 to Cabinet paper for /11/2005

- new legislation will extend significantly the requirements to promote equality and diversity in respect of gender, age, sexual orientation and religion or belief.

3.8 These pressures will not be matched by increases in the Council's budget:

- outside education, the rate of increase in Government grant income (the biggest single source of the Council's funding) will not be sufficient to match the increase in the Council's unavoidable spending commitments
- one-off funding of major projects by the European Union and other external sources are coming to an end
- in view of the high number of people living on fixed and low incomes, and the Government's rules on capping, the Council cannot make up the deficit by increasing Council Tax to the levels that would be required
- whilst the Council will continue to borrow prudently, this will only be done where it would produce long-term affordable benefits.

3.9 The Council estimates that, were it to continue running its current services in the way they are now, meet unavoidable new commitments and keep Council Tax increases low, the deficit would be of the order of **x** by **[year]**.

The Council's Response

3.10 The Council will continue to campaign, with other rural local authorities, for a fairer deal, including the full use of up-to-date Census figures in the calculation of grant. Whatever the outcome, the Council will take decisive action to live within its means and ensure the affordability of this Corporate Plan.

3.11 Its strategy to do so will involve:

- projections of grant from central Government and other sources of income, including moderate increases in Council Tax
- assessing unavoidable spending pressures, including inflation, ring-fenced schools expenditure and the statutory minimum provision of services
- a balanced budget each year
- implementing the ambitious Service Improvement Programme (SIP) and associated Customer Services Strategy that will produce significant efficiency savings and improve the quality of services
- recurrent cash-releasing savings of at least **£x million** a year by 2006-07, and more in future years, from the SIP, the continuation and extension of effective procurement practice, the rationalisation of accommodation and targeted measures across all departments, without reducing customer services;
- in particular, ensuring that best value is being achieved in priority areas that are benefiting from additional resources, such as adult social care, so that the Council's total investment delivers the best possible results for customers
- spend-to-save investment, including the prudent use of reserves

**Appendix 1
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- a further **???** of recurrent savings by 2006-07, by re-prioritising services
- targeted growth in priority services and essential infrastructure, in particular ICT, that will deliver service improvements and greater efficiency
- prudent, long-term affordable borrowing that delivers service improvements and greater efficiency, in addition to maintaining the Council's assets.

4.0 Performance April 2004 – December 2005

The Council is building its plan for the next three years on both a record of achievement and a good understanding of areas where it needs to improve.

Overall performance against Best Value Performance Indicators

The Council performs well overall compared to local authorities in England as a whole. In 2004-05 the Council was in the top quartile for **X%** of the national Best Value

Performance Indicators (BVPIs), and in the top half for **Y%**. Only **Z%** were in the bottom quartile. Compared to the previous year, the Council improved or maintained its performance against 58% of the indicators.

[Comparison with other authorities through quartile positions will be possible in December].

Highlights of performance against the Council’s priorities

<p>Maximise the health, safety, economic wellbeing, achievements and contribution of every child</p>	<ul style="list-style-type: none"> - The average length of stay in B&B accommodation of households that are unintentionally homeless and in priority need fell from 5 weeks in 2003-04 to 4 weeks in 2004-05. A new Homelessness Project Manager has now been appointed and Action Plan approved with the aim of eliminating the use of B&B. - 2 Children’s Centres opened during 2005: Greencroft and Hunderton Hollybush. The Centres provide early education and childcare, family support and outreach to parents, child and family health services, links with schools and children’s information services, and links with Job Centre Plus. - 800 children, from 28 schools, took part in the County’s biggest participant sporting event, the Herefordshire Youth Games.
<p>Improve the achievement of pupils</p>	<ul style="list-style-type: none"> - The proportion of pupils in LEA schools achieving Level 4 or above in Key Stage 2 Mathematics fell from 75% to 74%, whilst English remained the same at 81%. - The Whitecross High School PFI has been agreed, building has started and the school is due to open in June 2006. In addition to providing improved teaching accommodation, the facility will cater for the needs of local groups. - The % of young people leaving care with at least 1 GCSE rose from 52% in 2003/04 to 65%.
<p>Enable vulnerable adults to live independently</p>	<ul style="list-style-type: none"> - The number of older people helped to live at home per 1,000-population aged 65 or over fell from 83 to 60, although there are issues surrounding the accuracy of historical data. [Put into comparative context when the quartile information becomes available in December]. - More adults with physical disabilities are being helped to live at home: 2.4 per 1,000-population aged 18-64 against a target of 2.2.

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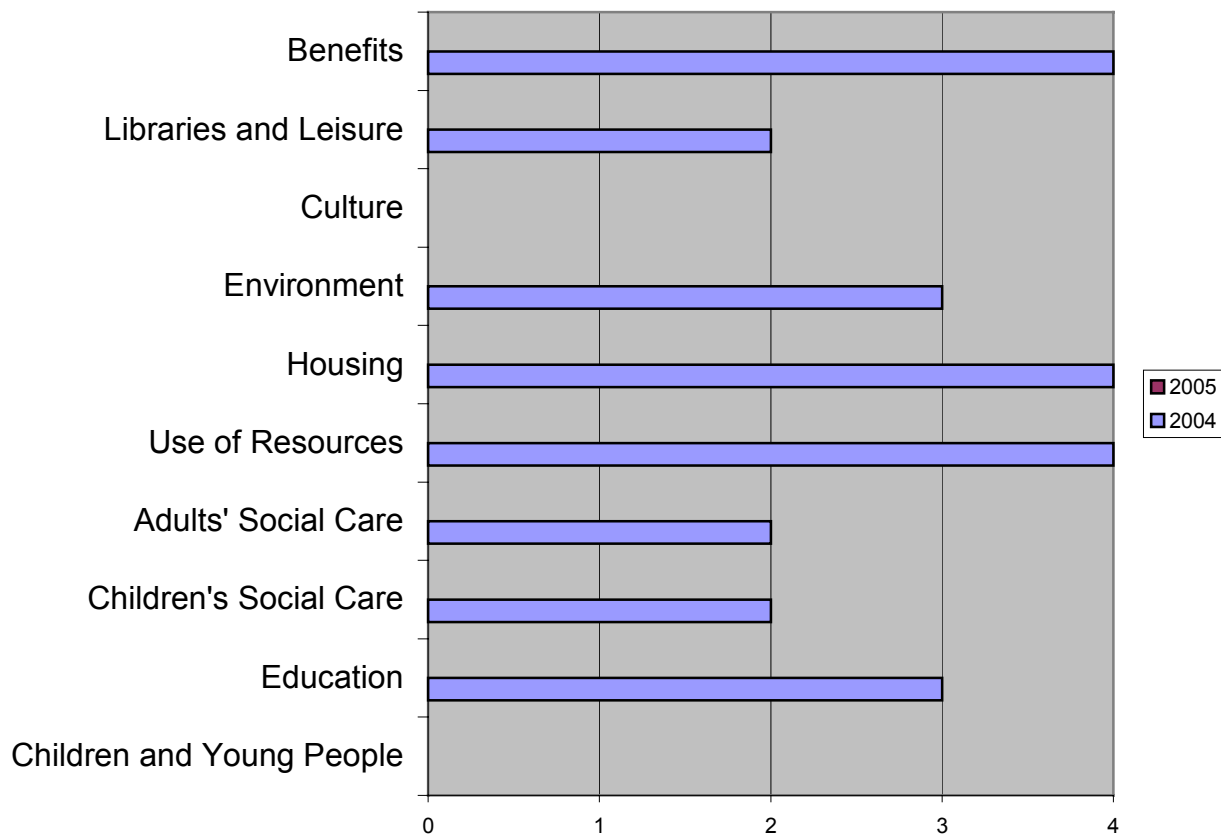
	<ul style="list-style-type: none"> - The You@Home Partnership was set up in 2004 to carry out essential or urgent works, identified by health or other key workers, for vulnerable people in their homes. To date, over 700 people have been assisted. - Working with a number of partner organisations, since February this year almost 1,300 referrals have been made through the Signposting Scheme, directing older people to necessary services to enable them to remain independent at home. [Data to be added about outcomes, including increase in benefits claimed]
Protect the environment, by recycling waste and reducing carbon emissions	<ul style="list-style-type: none"> - The percentage of household waste which has been recycled continues to improve, and was at 24.2% at the end of August 2005. <p>The % of major and minor planning applications determined against the statutory guidelines was less than in 2003-04 and below the targets set. An Action Plan has been introduced to improve performance.</p>
Improve transport and the safety of roads	<ul style="list-style-type: none"> - The Council, together with Herefordshire MIND, has received national recognition after a transport scheme aimed at helping people in isolated communities received top honours in June 2005 - The Council has been named as one of just 17 new centres of excellence for local transport delivery, including public transport and road safety. - The condition of local roads in the County continued to improve, achieving the Local Public Service Agreement (LPSA) target of no more than 10% of non-principal roads exceeding the prescribed deterioration threshold. - The LPSA target for accident reductions was achieved [add figures]
Sustain vibrant and prosperous communities, providing more efficient, effective and customer-focused services and clean streets	<ul style="list-style-type: none"> - The number of people accepted as homeless and towards whom the council has a full statutory duty fell 4% to 510 in 2004-05; and the first quarter of this year saw a 16% reduction on the same quarter last year. - The first phase of a major enhancement project to revitalise Hereford City Centre started in May. The refurbishment will include new paving, street lighting, seating and the replanting of trees. - The number of visits to public libraries increased to 5.17 per person.
Promote diversity and community harmony and strive for equal opportunities	<ul style="list-style-type: none"> - Outcomes from Phase 1 impact assessments have been evaluated and will be incorporated in Service Plans for 2006-07; Phase 2 assessments are taking place. - A new race equality monitoring system was launched to encourage the reporting of incidents and allow for more accurate recording.

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	<ul style="list-style-type: none"> - Although the percentage of Council buildings meeting Disability Discrimination Act requirements that are open to the public increased by 4% to 32%. <i>[Add comparative performance when quartile figures become available in December].</i>
Develop its community leadership role	<ul style="list-style-type: none"> - A new Communications Strategy approved. - Youth Council Action Group formed. - A survey of young people aged 13-19 showed that 19.8% thought that the Council does enough to give young people the opportunity to influence important decisions, compared to 13.8% in 2003.
Secure significant efficiency savings	<ul style="list-style-type: none"> - A new Procurement Strategy was approved on 14th July with milestones in the National Procurement Strategy being followed. - A new Customer Services Strategy approved. Development of the Service Improvement Programme will lead to greater efficiency savings. - <i>[Treasurer's to provide additional information before Plan finalised].</i>
Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	<ul style="list-style-type: none"> - Corporate Risk Assessments now form part of the Integrated Performance Report. - <i>[Can consider the inclusion of the Auditor Scored Judgement (CPA Use of Resources) when this becomes available.]</i>
Understand the needs and preferences of service users and Council Tax-payers	<ul style="list-style-type: none"> - 100% of the 536 Freedom of Information requests up to August were responded to within the statutory guidelines. - New Community Involvement Strategy and Action Plan approved. - Annual satisfaction surveys introduced in autumn 2005 with follow-up <i>Herefordshire Voice</i> surveys.
Recruit, retain and motivate high quality staff	<ul style="list-style-type: none"> - Sickness levels rose to 10.4 days per FTE against a target of 7 days, and at July had increased further to 10.7 days FTE. - Projects underway in relation to centralising recruitment, career grading / generic skills, and approach agreed regarding flexible working as part of the Pay and Workforce Strategy - Job evaluation completed <i>[add comparative statement]</i>
Embed corporate planning, performance management and project management systems	<ul style="list-style-type: none"> - Revised Performance Management Framework and Service Planning Guidance have been produced. - Integrated Performance reports to Corporate Management Board, Cabinet and Strategic Monitoring Committee are being produced according to the Performance Management Framework.

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Comprehensive Performance Assessment



Text to accompany the table above to be inserted when the CPA scores are confirmed in December, saying what the Corporate Assessment score was and the overall categorisation.

Audit and Inspection Letter – *this information will be available in December.*

5.0 Priorities

5.1 The Council's **top priorities** for the period of this Plan are:

- to **maximise the health, safety, economic well-being, achievements and contribution of every child**, including those with special needs and those in care
- to build on the already strong performance of the county's schools and continue to **improve the achievement of pupils**
- to **enable vulnerable adults to live independently** and, in particular, to **enable many more older people to continue to live in their own homes**
- to **protect the environment**, including by **recycling much more waste** and significantly **reducing carbon emissions**
- to **improve transport and the safety of roads**, including further reductions in the numbers of people killed or seriously injured
- to **sustain vibrant and prosperous communities**, including by **providing more efficient, effective and customer-focused services, clean streets and effective emergency planning**
- to **promote diversity and community harmony** and **strive for equal opportunities** for all the people of Herefordshire, regardless of race, religion, disability, sex, sexual orientation, geographical location, income or age
- to **develop its community leadership role**, working with partners to deliver the *Herefordshire Plan*, **including the *Local Area Agreement (LAA) with the Government***

5.2 To make these things possible, **the Council's organisational priorities** are:

- to streamline its processes, assets and management structures, and **secure significant efficiency savings** in line with the Government's proposals contained in "Delivering Efficiency in Local Services", so as to keep down Council Tax increases and invest in priority service improvements
- to **ensure that its essential assets**, including schools, other buildings, roads and information and communications (ICT) infrastructure, **are in the right condition for the long-term cost-effective delivery of services**
- **to ensure business continuity in the face of emergencies**
- better to **understand the needs and preferences of service users and Council Tax-payers**, and to tailor services accordingly
- to **recruit, retain and motivate high quality staff**, ensuring that they are trained and developed so as to maximise their ability and performance

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- to **embed corporate planning, performance management and project management systems** so as to continue to drive up service standards and efficiency

6.0 Identifying and Managing Risk

- 6.1 The Council has a comprehensive approach to the identification and management of the risks it faces. The main risks to particular services and major projects, and how the Council intends to manage them, are identified in the Action Plan that follows in Section 7 below.
- 6.2 All risks are recorded and monitored by means of a corporate register. Details for 2006-07 will be included in the Annual Operating Plan and in directorate and service plans.

Overarching risks

- 6.3 A number of risks have the potential to affect the Council as a whole and to have direct or indirect impacts on all its services. These are **financial, reputational** and in respect of its **organisation, staff and systems**. These categories of risk often overlap and interact one upon the other.

Financial

- 6.4 The Council faces major risks in respect of the **level of resources** available to it to provide services, the maintenance of a **balanced budget** and the **effective and efficient use of resources**.
- 6.5 The UK Government is placing tight constraints on local authority spending generally, at the same time as requiring councils to take on additional responsibilities and setting more demanding service targets. These bear disproportionately on rural authorities because of the extra costs of providing services to sparse populations.
- 6.6 The impact falls especially hard on Herefordshire Council, as an authority that receives a much lower than average Government grant per head of population.
- 6.7 The Council will manage these risks by:
- continuing to make the case to Government for a fairer deal, including the full use of up-to-date Census figures in the calculation of grant
 - ensuring that, whatever the level of resources realistically likely to be available, its forward plans are affordable
 - rigorous and robust systems of internal control, including in-year financial and performance monitoring and management, and a carefully targeted audit programme
 - delivering a major programme of efficiency savings, at least meeting the requirements of "*Delivering Efficiency in Local Services*", including:
 - the Service Improvement Programme (SIP)
 - targeted measures across all departments, without reducing customer services
 - spend-to-save investment, including the prudent use of reserves

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- getting better value from the goods and services the Council procures
- rationalising the Council's accommodation and other property holdings, and lowering the costs of using them

- reducing lower priority services

Reputational

6.8 The Council must ensure that it has a good reputation with the people of Herefordshire, with partner organisations and with the UK Government. This is at risk in view of the financial and service challenges described above, as well as the ever-higher standards demanded by the Audit Commission and the other Government-led inspectorates.

6.9 The Council will manage these risks by:

- under its comprehensive *Communications Strategy*, explaining to the public and partner organisations, candidly and in plain English, the issues the Council faces
- under its equally comprehensive *Community Involvement Strategy*, consulting the public and partners fully about the major choices it has to make, taking their views into account before making them, and explaining the reasons for its decisions
- demonstrating that it is as efficient and effective as it can be, by means of its ambitious and continuous programme of efficiency savings and service improvement
- consolidating and building on its Improvement Programme, taking into account particularly the 2005 Corporate Performance Assessment, the Joint Area Review of Services for Children and the Young People and the Use of Resources Assessment
- continuing the targeted improvement of individual services to achieve and maintain the highest possible Comprehensive Performance Assessment scores
- intensifying its focus on serving its customers through its new *Customer Services Strategy*. This will include testing, through annual surveys and the monitoring of complaints and compliments, levels of customer satisfaction with the Council as a whole and with individual services
- ensuring effective emergency planning and business continuity to maintain essential services and protect the vulnerable
- continuing to implement the Freedom of Information Act, at the same time as continuing to comply with data protection legislation
- ensuring full compliance with all equalities legislation, in particular by completing its comprehensive programme of diversity impact assessments, ensuring that the results are acted upon, and being well-prepared to meet the requirements of new legislation that will extend protection against unequal treatment on the grounds of gender, age, sexual orientation and religion or belief
- working with other organisations to achieve common goals for the people of Herefordshire, particularly by means of giving effect to the new *Herefordshire Plan* and the associated *Local Area Agreement* with Government

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- maintaining the highest standards of corporate governance, propriety, integrity and impartiality

Organisation, staff and systems

- 6.10 The Council is implementing a major programme of organisational change and development, which involves working in new ways across traditional service boundaries within the Council and with our partners. This requires a more driven, corporate approach to securing change so as to deliver better services, meet new statutory and regulatory requirements, and improve efficiency.
- 6.11 Foundations have been laid to meet the challenges of *The Children Act* and *Every Child Matters*. Full, successful implementation will continue to require substantial cultural and organisational change within the Council and with partners. This is paralleled by the need to secure new patterns of preventative, more flexible, value for money services to maximise the choice and independence of vulnerable adults
- 6.12 These and other challenges must be met at the same time as continuing to deliver to a high standard all essential services; and do so in some cases with fewer staff, working in new structures, new management relationships and streamlined business processes. Above all, it must have a high quality, motivated workforce.
- 6.13 Underpinning the service and organisational improvements, there must be highly efficient and effective ICT. The Council's systems are undergoing major up-grading; this will continue to require significant investment over the coming years.
- 6.14 Organisational change and development of this scale and range is a huge challenge, with high inherent risks of failure.
- 6.15 The Council will manage these risks by means of:
- setting clear strategies, objectives, targets and timetables for all elements of change and improvement, taking into account their interactions one upon the other
 - having a designated lead Cabinet member and member of the Corporate Management Board for each area of change, objective and performance, including in respect of children's services and an Older People's Champion
 - PRINCE 2 project management, with each project led by the relevant member of the Corporate Management Board or Senior Management Team and overseen by the responsible Cabinet member
 - the establishment of the Corporate Management Board, chaired by the Chief Executive. Its focus is on strategic issues, including the change agenda. Each member will devote at least 20 per cent of his or her time to explicitly corporate activities. These changes are buttressed by the creation of the new Directorate for Corporate and Customer Services, which will lead and manage the corporate planning process and performance management throughout the Council.
 - driving strategic change into operational reality through the new Senior Management Team of Heads of Services

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- devoting dedicated staff resources to drive the programme and to safeguard affected areas during the transition to fully operational new structures
- a Pay and Workforce Strategy, including support for staff and comprehensive training and development opportunities linked to the Council's objectives
- a systematic programme for effective two-way communication with all staff, as part of the Council's overall *Communications Strategy*
- regular monitoring by the Corporate Management Board and Cabinet of the overall programme and the individual elements, leading to vigorous action wherever necessary
- regular reports on the progress of the overall programme and the individual elements to the Strategic Monitoring Committee and the relevant subject scrutiny committees.

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7.0 The Action Plan

- 7.1 The pages that follow set out what the Council plans do to achieve its service and organisational priorities, including under the *Local Area Agreement*
- 7.2 **Part One – Making a reality of The Herefordshire Plan: service targets** - shows what the Council intends to do to fulfil the new *Herefordshire Plan*.
- 7.3 **Part Two - Making it happen through greater customer focus and organisational improvement** – shows what the Council intends to do to the way it operates so as to deliver better, more cost-effective services to users and Council Tax-payers.
- 7.4 The Plan will be up-dated and rolled forward annually so that it always looks forward three years.
- 7.5 The details of what the Council will do in the first year of this Corporate Plan will be set out in its **Annual Operating Plan 2006-07**. This will include the budgets, targets and actions for individual services and organisational programmes.
- 7.6 Both the Corporate Plan and the Annual Operating Plan make it clear which individual members of Cabinet and the Corporate Management Board (CMB) are responsible for each objective and related targets. To achieve the targets will require effective working across organisational boundaries - internally, between Cabinet members and between managers at all levels; and externally, between Council members and officers and their counterparts in our partner organisations.
- 7.7 Information on the Council's budgets and income is given in Appendices 1 – 5.

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Part One – Making a reality of the Herefordshire Plan: service targets

Targets to include information on absolute numbers?

The Herefordshire Plan Aims	The Council's Contribution		To 2009					
	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Children and Young People								
Minimising the gap in good health between the rich and the poor	Cllr Rule	Ms Fiennes	% of babies born in the South Wye area of Herefordshire who are breast feeding at 6 weeks of age (LPSA2G)	40% (LPSA2G target for 2007-08) 2008-09 target to be determined	Advice and support for parents	Inability to attract parents to advice sessions	Development of Health Visitor and Family Support Work	Greencroft and Hunderton Children's Centres and Hollybush Family Centre
Minimising the gap in good health between the rich and the poor	Cllr Rule	Ms Fiennes	% of babies born to teenage mothers in Herefordshire who are breastfeeding at 6 weeks of age (LPSA2G)	30% (LPSA2G target for 2007-08) 2008-09 target to be determined				
Be Healthy - Children and young people are physically,	Cllr Rule	Ms Fiennes	Change in the number of conceptions to females aged under 18, resident in an area, per	50% reduction in rate by 2010 (NHS target)	Schools Personal, Social and Health Education (PSHE) Programme	Staffing	Recruitment and retention planning	PHSE Team

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The Council's Contribution		To 2009							
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
The Herefordshire Plan Aims			mentally, emotionally and sexually healthy and have healthy lifestyles	thousand females aged 15-17 resident in the area, compared with the baseline year of 1998 (BVPI)		National Healthy Schools programmes			
	Cllr Rule	Ms Fiennes	Stay Safe - Children and young people are safe and have security and stability and are cared for	Number of re-registrations on the Child Protection Register	12%	Implementation of the Child Concern Model	Failure to fully embed Child Concern Model	Evaluation of progress through consultation with partner agencies	Social Care (Children)
	Cllr Rule	Ms Fiennes	Enjoy & Achieve - children and young people achieve educational, personal and social	% of half days missed due to total absence in secondary schools maintained by the authority (LPSA2G)	7% (LPSA2G target for 2007-08) 6.5% 2008-09	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	Failing to meet performance targets and indicators	Work of the Education Welfare and Medical and Behavioural Support Services	Education Welfare Service Medical & Behavioural Support Service

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The Council's Contribution		To 2009					Resource	
		Cabinet Lead	CMB Lead	Indicator	Target	Action		Risk
The Herefordshire Plan Aims			% of half days missed due to total absence in primary schools maintained by the authority (LPSA2G)	4.25% (LPSA2G target for 2007-08) 2008-09 target to be determined	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	Failing to meet performance targets and indicators	Work of the Education Welfare and Medical and Behavioural Support Services	Education Welfare Service Medical & Behavioural Support Service
	Cllr Rule	Ms Fiennes	Number of schools reporting racist incidents (including nil reports)	100%	Advice and liaison with schools. Promotion of school's duty to report incidents Ensure all schools participate	Failure of IT electronic infrastructure reporting system	Close working with central IT services	Education Race Equality Officer and Ethnic Minority Achievement Grant

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Achieve Economic Well-Being - Children and young people engage in further education, employment and training on leaving school and live in households free from low income	Cllr Rule	Ms Fiennes	% of 16-18 year olds in education, training or employment	94.7%	Development of Personal Education Plans to meet the needs of all individuals			14 – 19 Strategy Group
Reducing deaths from heart disease, stroke and cancer by reducing the number of people smoking	Cllr Rule	Mr Dunhill	% of 11-15 year olds smoking 1+ cigarettes per week	10%	Promote "Proof of Age" card	Secondary schools not signing-up to scheme & traders not having "due diligence" processes	Focus promotional work on 1 remaining school not signed-up	Healthy Schools Partnership;

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
					Advisory & enforcement activity relating to sale of tobacco	Insufficient deterrents	Prioritising work to focus on sellers of "age-restricted goods"	proof of age scheme;
					Work with other agencies to develop robust statistics on the take up of smoking amongst the 11-15 year old age group and proxy performance indicators.	Key agencies not engaged Lack of robust data will make establishing sensible targets difficult	Formal engagement with partners, particularly Magistrates Surveys to establish current smoking levels and habit amongst the 11-15 year old group	Trading Standards Team Policy Officer (ESS) and the PCT, Children's Services
Providing good quality education and learning opportunities for all	Cllr Rule	Ms Fiennes	% of 3 year olds who have access to a good quality free early years education place in the voluntary, private or maintained sectors	85%	Maintain and/or enhance the level of provision throughout the county Review role/impact on LEA nurseries	Closure of provision in the voluntary sector	Support and advice offered through childcare development workers	Early Years & Childcare Service

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Rule	Ms Fiennes	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 Mathematics test (BVPI)	84% (summer 2008)	Targeted support to schools to improve their score	Loss of skilled staff to give effective advice	Recruitment & retention policies	Inspection, Advice & School Performance Service
	Cllr Rule	Ms Fiennes	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 English test (BVPI)	85% (Summer 2008)	Targeted support to schools to improve their score	Loss of skilled staff to give effective advice	Recruitment & retention policies	Inspection, Advice & School Performance Service
	Cllr Rule	Ms Fiennes	% of all pupils in LEA schools achieving 5 or more 5A* - G grades at GCSE, or equivalent (LPSA2G)	96.5% (LPSA2G target for 2007-08) 2008-09 target to be determined	Provide curriculum flexibility to broaden choice for 14-16 yr olds	Provisional 2005 Performance is 93%	Broader range of qualifications to gain accreditation as equivalent to GCSE	School Improvement Service

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Rule	Ms Fiennes	The number of those young people who were looked after on 1 ST April in their 17 th year (aged 16) who were engaged in education, training, or employment at the age of 19 (LPSA2G)	46 (LPSA2G target for 2007-08) 2008-09 target to be determined	Promote & provide support for out of school hours childcare places Audit current provision and provide business mentoring support	Loss of Government funding Sustainability in rural areas	Review provision in the light of available resources Support and advice from EYCS	Early Years & Childcare Service Business support officer
Eliminating the barriers to education and training	Cllr Rule	Ms Fiennes	No. of new out of school hours childcare places provided	Net increase. 1300 baseline				

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The Council's Contribution		To 2009						
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by
The Herefordshire Plan Aims			The number of children who had been looked after continuously for at least 12 months and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous school year (LPSA2G)	7 (LPSA2G target for 2007-08) 2008-09 target to be determined				

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To improve community involvement in the process of decision making	Cllr Phillips	Mrs Jones	% of young people aged 13-19 who feel that the Council does enough to give young people the opportunity to influence important decisions	30%	Implementation of Community involvement Action Plan (CIAP) Implementation of agreed parish plan aspirations Review of Community Fora and implementation of agreed changes Herefordshire Youth Council established and functioning Action plan for young people's involvement developed by March 2006	A lack of corporate commitment and consistent approach	Performance management of the CIAP Ensure adequate staffing	Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator; Youth Service

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The Council's Contribution		To 2009						
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by
The Herefordshire Plan Aims	Cllr Edwards	Mr Dunhill	% of schools registered as eco-schools	83%	Support schools through advice, training & small grants	Insufficient staff time & budget	Regular oversight, monitoring & action by Cabinet & CMB leads	Environmental Sustainability Unit
	To foster an understanding of the impact of individual and collective actions upon the environment and encourage positive measures							

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The Council's Contribution		To 2009						
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by
The Herefordshire Plan Aims		Healthier Communities and Older People						
Helping older people to remain independent	Cllr Mrs Barnett	Mr Hughes	The number of people aged 65 and over helped to live at home, per 1000 adults aged 65 and over (BVPI/PAF)	To be determined – by January 2006 baseline and unit costs and reliable data will have been established for Adult Social Care, enabling a target to be agreed for this indicator and the necessary actions for its achievement, risks (and their mitigation) and resources identified	Reduce the waiting times for assessment and care packages & increase direct payments Trading Standards "Doorstep Crime" campaign	Staffing Failure to appreciate effect on the lives of older people Data reliability	Recruitment & retention planning Work with Community Safety Partnership Active support for & promotion of Signposting Scheme Training; purchase of new data handling system / implementation	STARS Service; extra-care housing; Customer Services Officers Trading Standards Team Signposting Coordinator Investment to be agreed

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs Barnett	Mr Hughes	Satisfaction with the help received from Herefordshire Social Services by people 65 and over using home care services provided through Social Care and people 65 and over who directly purchased services using Direct Payments (LPSA2G)	10% reduction in the gap between the proportion of people satisfied and 100% after the survey in 2006 (2009 survey) (LPSA2G target for 2007-08) 2008-09 target to be determined	Map, coordinate and develop a range of rehabilitation, prevention & independent living services to provide more opportunities for people to live independently Establish village/community wardens across Herefordshire. Target six rural communities in which to pilot village	Sustainability of new services	Mainstreaming before March 2008	Signposting Scheme Herefordshire Primary Care Trust Adult Social Care & Strategic Housing Voluntary Sector Alliance Fire Service West Mercia Police

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The Herefordshire Plan Aims	The Council's Contribution		To 2009					
	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs Barnett	Mr Hughes	Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals, commissioned by Herefordshire PCT (LPSA2G)	31,222 (LPSA2G target for 2007-08) 2008-09 target to be determined	which to pilot village warden scheme Three Fire Service outreach workers to target a further three sites Expand the Signposting Scheme to meet increasing demand Pilot a local care/sitter service to prevent unnecessary emergency admissions to hospital			Ambulance Trust Parish Councils

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
	Cllr Mrs Barnett	Mr Hughes	The number of adults and older people receiving direct payments at 31st March per 100,000 population aged 18 years or over (BVPI/PAF)	To be determined – by January 2006 baseline and unit costs and reliable data will have been established for Adult Social Care, enabling a target to be agreed for this indicator and the necessary actions for its achievement, risks (and their mitigation) and resources identified	Reduce the waiting times for assessment and care packages & increase direct payments	Budget control Data reliability	Budget monitoring clinics New client index system	STAARS Service; extra-care housing; Customer Services Officers

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs Barnett	Mr Hughes	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64 (PAF)	To be determined – by January 2006 baseline and unit costs and reliable data will have been established for Adult Social Care, enabling a target to be agreed for this indicator and the necessary actions for its achievement, risks (and their mitigation) and resources identified	Best Value review action plan Sensory impairment review	Staffing Budget control Data reliability	Recruitment & retention planning Budget monitoring clinics New client index system	Social Care - Adults Division

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs Barnett	Mr Hughes	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64 (PAF)	To be determined – by January 2006 baseline and unit costs and reliable data will have been established for Adult Social Care, enabling a target to be agreed for this indicator and the necessary actions for its achievement, risks (and their mitigation) and resources identified	Improved advice and support New assessment tools	Staffing Budget control Data reliability	Recruitment and retention planning Budget monitoring clinics New client index system	Social Care - Adults Division Partnership Board Learning disability development officer

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs Barnett	Mr Hughes	Adults with mental health problems helped to live at home per 1,000 population aged 18-64 (PAF)	To be determined – by January 2006 baseline and unit costs and reliable data will have been established for Adult Social Care, enabling a target to be agreed for this indicator and the necessary actions for its achievement, risks (and their mitigation) and resources identified	Co-location of joint service Expand deliberate self-harm service Expand early intervention service and carers' support	Staffing Budget control Data reliability	Recruitment & retention planning Budget monitoring clinics New client index system	Social Care - Adults Division Partnership Board

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Combating poverty	Cllr Mrs French	Mr Hughes	The number of people in receipt of Pension Credit (LPSA2G)	8138 (LPSA2G target for 2007-08)	Development of joint working between Revenue and Benefits Service and other Council Services & the Department of Work and Pensions to administer an effective service and a simpler gateway into the system; Voluntary sector partners to be involved	Delay in budget and agreement of Cabinet. Significant period of this LPSA has elapsed before the post will be appointed.	Target service to enable uptake within resources in Herefordshire, voluntary & community organisations, Department of Works & Pensions, £50,000	Revenue & Benefits Service, Welfare Rights Unit, Info
	Cllr Mrs French	Mr Hughes	The number of people in receipt of Attendance Allowance (LPSA2G)	6702 (LPSA2G target for 2007-08)	2008-09 target to be determined	Limited resources to support the post	Effective joint working to avoid duplication.	LPSA2G pump-

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mrs French	Mr Hughes	The number of people in receipt of Council Tax Benefit aged 60 or over (LPSA2G)	8061 (LPSA2G target for 2007-08) 2008-09 target to be determined	Provide quality advice and information; Co-ordination of Take up Campaigns between relevant organisations	post Older peoples reluctance to take up benefits Effective joint working between organisations Change in benefit legislation that impacts on the measurements of the indicators Lack of user involvement to inform uptake	Develop joint team. Develop models to encourage uptake. Take on board good practice Ensure appropriate partners involved – identify functional links Communication plan and structures developed Monitor impact of change Develop user involvement strategy	priming funding

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Regularly identifying and responding to local accommodation needs	Cllr Mrs Barnett	Mr Hughes	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need (BVPI)	0 weeks 2009 target to be determined	Increase the supply of temporary and settled accommodation Implement Homelessness Strategy	Finance	Effective implementation of intervention strategy	Strategic Housing Division
	Cllr Mrs Barnett	Mr Hughes	No. of people accepted as homeless & towards whom the council has a full statutory duty (BVPI)	417 2009 target to be determined	Implement Homelessness Strategy Action Plan and develop affordable housing	Resources Affordable housing shortage Economic factors New legislative requirements	Partnership development Focus on prevention Support services	Strategic Housing Division
Improving the condition of public and private housing	Cllr Mrs Barnett	Mr Hughes	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority (BVPI)	4.5% 2009 target to be determined	Carry out new private sector stock condition survey Implement renewal strategy	Staffing Funding	Recruitment and retention planning Promote range of interventions Focus on vulnerable	Strategic Housing Division

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Providing affordable and accessible accommodation	Cllr Mrs Barnett	Mr Hughes	No. of additional affordable units provided	100 2009 target to be determined	Work in partnership with registered landlords, private landlords and developers	Capacity, linked to central funding	households Maximise planning opportunities, grants and leverage of regional funding	Strategic Housing Division

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The Council's Contribution		To 2009							
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Economic Development and Enterprise									
The Herefordshire Plan Aims	Reducing traffic on our roads	Cllr Wilcox	Mr Dunhill	Change in Annual Average Daily Traffic (AADT) volumes (index)	105 (target based on 2003/4 out-turn)	Provide bus subsidies, bus lanes & other public transport infrastructure and introduce park & ride facilities	Reduced availability of public transport, reduced integrated transport funding	Review and retargeting of subsidy as necessary to protect priority services	Service Delivery Partnership
	Improving the quality of our roads	Cllr Wilcox	Mr Dunhill	% of the non-principal road network where structural maintenance should be considered (BVPI)	Target to be set once baseline established	Deliver the highway maintenance Joined-Up Programme (JUP) Establish baseline - indicator definition changed	Late delivery of programmes and projects	Project management of the JUP	Service Delivery Partnership
		Cllr Wilcox	Mr Dunhill	% of the local authority principal road network where structural maintenance should be considered (BVPI)	Target to be set once baseline established	Deliver the highway maintenance JUP Establish baseline - indicator definition changed	Late delivery of programmes and projects	Project management of the JUP	Service Delivery Partnership

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To encourage sustainable indigenous business development and growth	Cllr	Mr Hughes	Ratio for median weekly earnings of full-time employees resident in Herefordshire compared to West Midlands Region	A target for this revised indicator has yet to be determined	Ensure implementation of Herefordshire Economic Development Strategy, including encouraging post 16 learning	Subject to significant influences outside the Council's control	Regular monitoring of the Economic Development Strategy & effective action with partners	Community & Economic Development Division
To foster innovation, including research and development	Cllr	Mr Hughes	No. employed in technology & knowledge intensive industries (LPSA2G)	10,286 (LPSA2G target for 2007-08) 2008-09 target to be determined	Establish a new grants scheme for this sector to encourage employers Run a support programme of seminars and events			Social and Economic Regeneration Scheme coordinator The Technology Belt Malvern Science Park £100,000 LPSA2G pump priming funding

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Providing good quality education and learning opportunities for all	Cllr Stockton	Mr Hughes	The number of Herefordshire residents aged 19+ achieving a Level 2 qualification (excluding manufacturing & engineering) and the number achieving a Level 2 qualification in manufacturing & engineering (LPSA2G)	1,872 & 57 (LPSA2G target for 2007-08) 2008-09 target to be determined	Implement the Learning and Skills Council, Herefordshire and Worcestershire (LSCHW) Local Strategic Plan			Learning and Skills Council, Herefordshire and Worcestershire
	Cllr Stockton	Mr Hughes	The number of Herefordshire residents aged 19+ achieving a Level 3 qualification (excluding manufacturing & engineering) and the number achieving a Level 3 qualification in manufacturing & engineering (LPSA2G)	878 & 44 (LPSA2G target for 2007-08) 2008-09 target to be determined	Implement the LSCHW Local Strategic Plan			Learning and Skills Council, Herefordshire and Worcestershire

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The Council's Contribution		To 2009									
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource		
The Herefordshire Plan Aims											
Safer and Stronger Communities											
To reduce alcohol related crime and disorder	Cllr Stockton	Ms Fiennes	The number of violent crimes in Herefordshire (LPSA2G)	2553 (LPSA2G target for 2007-08)	Alcohol Referral Scheme Hereford Against Night-Time Disorder (HAND) Scheme Community Alcohol Service (CAS)	A lack of coordinated approach between key agencies	Appointment of a coordinator (2008)	Herefordshire Community Safety and Drugs Partnership			
				2008-09 target to be determined							
To improve the quality of life of those living in, working in and visiting Herefordshire by tackling anti-social behaviour	Cllr Stockton	Ms Fiennes	The number of criminal damage incidents (LPSA2G)	2101 (LPSA2G target for 2007-08)	Herefordshire Community Safety and Drugs Partnership Strategy	Lack of understanding of factors contributing to anti-social behaviour Lack of staffing resources	Appointment of a community development role and team of 4 Community Support Officers (2008)	Herefordshire Community Safety and Drugs Partnership			
				2008-09 target to be determined							

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
	Cllr Stockton	Ms Fiennes	<p>The percentage of people who think that:</p> <ul style="list-style-type: none"> <input type="checkbox"/> speeding traffic is a problem <input type="checkbox"/> Vandalism, graffiti and other deliberate damage to property or vehicles is a problem <input type="checkbox"/> People using drugs is a problem <input type="checkbox"/> People dealing drugs is a problem <input type="checkbox"/> People being drunk or rowdy in public places is a problem (LPSA2G) 	<p>5% point improvement on baseline (LPSA2G target for 2007-08)</p> <p>2008-09 target to be determined</p>	<p>Herefordshire Community Safety and Drugs Partnership Strategy</p>	<p>Lack of understanding of factors contributing to anti-social behaviour</p> <p>Lack of staffing resources</p>	<p>Appointment of a community development role and team of 4 Community Support Officers (2008)</p>	<p>Herefordshire Community Safety and Drugs Partnership</p>

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To increase public awareness of the implications of domestic violence and victims' confidence in the effectiveness of reporting	Cllr Stockton	Ms Fiennes	Assessment of the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence – checklist score (BVPI)	Current performance is 36% (meeting 4 out of 11 points on the checklist) Target to be determined	Note: further activity will be required for improved performance against this indicator. CMB/Cabinet will need to determine a target and the level of resource to deliver it.			
Tackling problems of social exclusion in rural areas	Cllr Mayson	Mr Hughes	% of respondents finding it easy to access a (a) local shop; (b) a supermarket; (c) a post office; (d) a doctor; (e) a local hospital; (f) a green space; (g) public transport; (h) shop selling fresh fruit & vegetables; (i) chemist/pharmacy; (j) bank/cash point; (k) library; (l) sports/leisure centre;	(a)86%; (b)79%; (c)82%; (d)77%; (e)56%; (f)81%; (g)75%; (h)80%; (I)77%; (j)73%; (k)69%; (l)66%; (m)60%; (n)53%	Map needs (using Parish Plans) to inform priorities; support for Community Enterprise Development including Development Trusts; affiliation to and active involvement in VIRSA; annual training event for rural shops; regeneration programmes funding mobile & outreach services; support actions arising from	Inconsistent approach to the use of information from parish plans Reduced support for the voluntary & community sector may impact on accessibility & service	Guidance on the use of parish plan data Implementation of voluntary sector review recommendation	Social and Economic Regeneration Cultural Services Highways & Transportation Primary Care Trust

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
			(m) council office; (n) cultural/recreational facility		parish plans Consistent use of "Herefordshire thinks rural" Participate in Idea rural mentoring Project Undertake needs analysis	provision		
To improve community involvement in the process of decision making	Cllr Phillips	Mrs Jones	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	30%	Implementation of Community involvement Action Plan (CIAP) Implementation of agreed parish plan aspirations Review of Community Fora and implementation of agreed changes	A lack of corporate commitment and consistent approach Resourcing of parish planning process	Performance management of the CIAP Ensure adequate staffing	Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator

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The Council's Contribution		To 2009					
Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Cllr Phillips	Mrs Jones	% of parishes uncontested in local elections	70%	Implementation of Community involvement Action Plan (CIAP) Implementation by the Council of agreed parish plan aspirations Review of Community Fora and implementation of agreed changes	A lack of corporate commitment and consistent approach Resourcing of parish planning process	Performance management of the CIAP Ensure adequate staffing	Committee & Member Services; Electoral Registration Team; Community Regeneration Team; Community Involvement Coordinator; Herefordshire Association of local Councils
Cllr Mayson	Mr Hughes	% of Herefordshire adult residents satisfied with their local community as a place to live (LPSA2G)	8% point improvement on baseline (LPSA2G target for 2007-08) 2008-09 target to be determined	Implementation of Community involvement Action Plan (CIAP) capacity building/training for both local people/volunteers, voluntary sector and agency staff	A lack of corporate commitment and consistent approach Inadequate resourcing	Performance management of the CIAP Ensure adequate staffing	Community Development Coordinator Community Involvement Coordinator Social and Economic

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Mayson	Mr Hughes	% of adult residents who feel they can influence decisions affecting their local community (LPSA2G)	8% point improvement on baseline (LPSA2G target for 2007-08) 2008-09 target to be determined	agency staff improved communication from service providers to communities and vice versa community planning – to enable more communities to draw up their community/parish plans and to enable them to get these implemented where appropriate and possible community development - training courses and other opportunities to help people in communities to come together more			Economic Regeneration Cultural Services Highways & Transportation £100,000 LPSA2G pump priming funding
	Cllr Mayson	Mr Hughes	% of adult residents reporting that they have engaged in formal volunteering for an average of two hours or more per week (LPSA2G)	8% point improvement on baseline (LPSA2G target for 2007-08) 2008-09 target to be determined				
	To be decided	To be decided	Net perceived improvement rating over the last 3 years	To be determined	Undertake survey to establish baseline and enable a target to be			

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
			for factors affecting the quality of life for Herefordshire residents (adults): a) Access to nature; b) Activities for teenagers; c) Affordable decent housing; d) Clean street; e) Community activities; f) Cultural facilities (e.g. cinemas, museums); g) Education provision; h) Facilities for young children; i) Health services; j) Job prospects; k) Parks and open spaces; l) Public transport; m) Race relations; n) Road and pavement repairs; o) Shopping facilities; p) Sports & leisure facilities; q) The level of crime; r) The level of pollution; s) The level		set			

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The Council's Contribution		To 2009									
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource		
The Herefordshire Plan Aims				of traffic congestion; t) Wage levels & local cost of living							
	Cllr Edwards	Mr Dunhill	Percentage of streets and public areas falling below Grade B for cleanliness (LPSA2G)	17% (2008 for LPSA2G) 15% (2009)	Deep cleanses of target areas Use of other agencies. Cleansing equipment for the use by voluntary and community groups	Resources available Tensions between the priorities of the stakeholders Insufficient coordination between Council, voluntary agencies and business sector	LPSA Funding Cross agency conferencing, training and awareness workshops	£75k from LPSA2 pump priming funding. Council, HJS, Parishes, voluntary groups, community groups			

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The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
					Enforcement against those who drop litter	Practicality of enforcement measures	Run additional targeted enforcement days Run enhanced promotional campaigns	
To identify, protect and enhance the County's environmental assets	Cllr Edwards	Mr Dunhill	% of Council-owned or managed land without a nature conservation designation, managed for biodiversity	3.3 %	Maintenance regime for highway verges, school grounds, cemeteries, smallholdings, parks & open spaces etc.	Recruit appropriately qualified Biodiversity Partnership Co-ordinator; engage relevant sections.	Partnership funding obtained; promotion to sections and training of staff	Highway Maintenance, Parks & Countryside, Bereavement & Property Services
To achieve sustainable development by integrating environmental issues into Herefordshire's strategies	Cllr Edwards	Mr Dunhill	% of all new homes built on previously developed (brownfield) land (BVPI)	69% (Target for Herefordshire from the Regional Spatial Study)	Promote the re-use of previously developed land and control the development of "green field" sites	Availability and amount of brownfield land.	Encourage National / Regional / local policies	Planning Services & UDP

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The Council's Contribution		To 2009					
Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Cllr Edwards	Mr Dunhill	Plan Making – Milestones - BV200b	Yes	Submission of Statement of Community Involvement by June 2006 and adoption following independent examination in May 2007.	Examination process not controlled by Council	Liaison with Planning Inspectorate	Planning Services
Cllr Edwards	Mr Dunhill	CO2 emissions in tonnes of carbon dioxide equivalent per head of population/year	11.25	Implement Herefordshire Council's component of the Herefordshire Partnership's Climate Change Action Plan – specifically the Carbon Management Action Plan Phase 1 to 2008. Phase 2.	Targets may be imposed by government	Setting & achieving our own target	Environmental Sustainability Unit

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Edwards	Mr Dunhill	EMAS/ISO14001 certification	Retention of Certification for all activities	Implement current GEM action plan and develop and implement EMAS action plan. Assess attaining Sustainability Standards	Insufficient commitment to non-statutory targets	Regular oversight, monitoring & action by Cabinet & CMB leads	Environmental Sustainability Unit, Service Managers, GEM Team
To foster an understanding of the impact of individual and collective	Cllr Edwards	Mr Dunhill	Total tonnage of household waste arising – % landfilled (BVPI)	71.8%	Adopt the Waste Hierarchy as a template for the Council's approach to Waste Management.	Failure to secure variation to the Waste PFI Contract	Suitable legal advice on the negotiations	The Contract Variation and the Waste Collection Contract will

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The Council's Contribution		To 2009					
Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Cllr Edwards	Mr Dunhill	Kg of household waste collected per head per annum	530.87kg				
			58				

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The Council's Contribution		To 2009						
The Herefordshire Plan Aims	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
Improving pedestrian and cycle safety	Cllr Wilcox	Mr Dunhill	Number of people killed or seriously injured in road traffic collisions (LPSA2G)	116	Deliver LTP safety schemes	Late delivery of programmes and projects	Project management of the JUP	Transportation planning team, highway maintenance team
Providing better public transport in town and country	Cllr Wilcox	Mr Dunhill	Local bus services (passenger journeys per year) (000's) (BVPI)	4,017	Provide bus subsidies, bus lanes & other public transport infrastructure and introduce park & ride facilities	Reduced availability of public transport, reduced integrated transport funding	Review and retargeting of subsidy as necessary to protect priority services	Service Delivery Partnership

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The Council's Contribution		To 2009							
		Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
The Herefordshire Plan Aims		Cllr Wilcox	Mr Dunhill	No. of cycling trips (index)	112 (target based on 2003/4 out-turns)	Increase the number of cyclists using public cycle parking facilities by 5% every 2 years, Provide improved cycleways, traffic schemes, road safety schemes, deliver safer routes to schools programme, highway and footway maintenance	Late delivery of programmes and projects	Project management of the JUP	Public Transport team, sustainable transport team, transportation planning team, highway maintenance team

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		To 2009						
The Herefordshire Plan Aims	The Council's Contribution		Indicator	Target	Action	Risk	Mitigated by	Resource
	Cabinet Lead	CMB Lead						
Respond effectively to major emergencies within the county	Cllr Mrs French	Mrs Jones	Compliance with the Civil Contingencies Act 2004	Continued compliance with the act	Annual programme of Risk Assessment, Emergency Planning and Exercising, Business Continuity Management and Advice, Communicating with the Community and Sharing Information with other Responders	Lack of cooperation between local responder bodies	Maintain working relationship with all Category 1 & 2 Responders in West Mercia LRF and multi-agency "Silver Control Officers"	Emergency Planning Unit

Part Two - Making it happen through greater customer focus and organisational improvement

Objective		CMB Lead	To 2009				
Cabinet Lead	Indicator	Target	Action	Risk	Mitigated by	Resource	
Improved Services							
To provide an efficient request handling and information retrieval process which meets the requirements of the Freedom of Information Act (FOI)	Cllr Mrs French	Mrs Jones	% of requests answered within the 20 day time limit	100%	Agree Records Management policy and implement strategy to improve record creation, retrieval and storage of authority records	System deficiencies; inadequate staff understanding	Project management; staff training Senior Archivist-Records Management Compliance Officer
To keep Herefordshire people, our staff and our partners involved and informed about what we are doing and why	Cllr Phillips	Mrs Jones	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	0%	Set up electronic FOI publication scheme so the public can access on the internet	System deficiencies; inadequate staff understanding	Project management; staff training Knowledge Management Compliance Officer
				30%	Implementation of Community Involvement Action Plan (CIAP) Implementation of agreed parish plan aspirations	A lack of corporate commitment and consistent approach Resourcing of parish planning	Performance management of the CIAP Ensure adequate staffing Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
doing and why			decisions		Review of Community Fora and implementation of agreed changes Update and implement the Communications Strategy	planning process		Coordinator
To promote and uphold the fundamental right of everyone to be treated equally, with respect and dignity	Cllr Phillips	Mrs Jones	The level of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability	4	Undertake impact assessments; keep schemes & policies under review Implement Equalities Policy Implement Race Equality Scheme Implement Disability Scheme	Failure to establish and implement an action plan which delivers measurable improvements	Regular monitoring and action by Diversity Group, CMB & Cabinet; oversight by Strategic Monitoring Committee	Diversity Group, Race Equality Group, Disability Group, Corporate Diversity Team

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To 2009

		To 2009						
Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
	Cllr Phillips	Mrs Jones	Compliance with statutory requirements in respect of all equalities groups	100%	100% implementation of CEP Action Plan by December 2006 Preparation to comply with extension of statutory provision to cover age, religion or beliefs and sexual orientation	Lack of skilled staff		Diversity Group, Race Equality Group, Disability Group, Corporate Diversity Team
To develop the Council's leadership, it's organisational effectiveness, and the skills and capacity of its workforce	Cllr Mrs French	Mr Johnson	% personal development plans in place & % of planned activity implemented	100%	Implement Pay & Workforce Strategy (currently ends in 2008)	Failure to establish and implement an action plan which delivers measurable improvements	Regular oversight, monitoring & action by Cabinet & CMB leads	HR Team, all managers
To ensure the Council's workforce is appropriately rewarded and recognised	Cllr Mrs French	Mr Johnson	The number of working days/shifts lost to sickness absence per full time equivalent employees	7	Revise Managing Attendance Approach as part of the Pay and Workforce Development Strategy	Failure to motivate & adequately reward staff	Ensure appropriate resources are made available	HR Team; all managers

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
recognised			% staff turnover	9%	Improve recruitment & retention procedures as part of Pay & Workforce Strategy	Cost	Implement Pay & Workforce Strategy	HR Team; line managers
			Achievement of IIP	Current mini-assessment taking place which will give indication of the work and timescale required to achieve corporate IIP				
To work with partners to deliver quality services	Cllr Mayson	Mr Hughes	% of Herefordshire adult residents satisfied with their local community as a place to live (LPSA2G)	8% point improvement on baseline (LPSA2G target for 2007-08) 2008-09 target to be determined	Implementation of Community Involvement Action Plan (CIAP) capacity building/training for both local people/volunteers, voluntary sector and agency staff improved	A lack of corporate commitment and consistent approach Inadequate resourcing	Performance management of the CIAP Ensure adequate staffing	Community Development Coordinator Community Involvement Coordinator Social and Economic Regeneration

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
					communication from service providers to communities and vice versa community planning – to enable more communities to draw up their community/parish plans and to enable them to get these implemented where appropriate and possible community development - training courses and other opportunities to help people in communities to come together more			Cultural Services Highways & Transportation £100,000 LPSA2G pump priming funding
	To be decided	To be decided	Net perceived improvement rating over the last 3 years for factors affecting the quality of life for Herefordshire residents	To be determined	Undertake survey to establish baseline and enable a target to be set			

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
			<p>(adults): a) Access to nature; b) Activities for teenagers; c) Affordable decent housing; d) Clean street; e) Community activities; f) Cultural facilities (e.g. cinemas, museums); g) Education provision; h) Facilities for young children; i) Health services; j) Job prospects; k) Parks and open spaces; l) Public transport; m) Race relations; n) Road and pavement repairs; o) Shopping facilities; p) Sports & leisure facilities; q) The level of crime; r) The level of pollution; s) The level of traffic congestion; t) Wage levels & local cost of</p>					

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Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
			living					

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To 2009

Objective	Cabinet Lead	CMB Lead	To 2009				Resource	
			Indicator	Target	Action	Risk		Mitigated by
Improved Efficiency								
To improve the efficiency of the Council's processes	Cllr Mrs French	Mrs Jones	Net reduction in cost of identified services (SIP)	To be determined	<p>Establish and implement Service Improvement Programme including info by phone service</p> <p>Implement Corporate ICT Strategy</p> <p>Ensure appropriate provision is made in the capital programme</p>	Corporate commitment not sustained	Cabinet member and Director given power to enforce across the Council; regular monitoring and action by CMB & Cabinet; oversight by Strategic Monitoring Committee	Cllr French; Mrs Jones; dedicated staff in each directorate/departament
	Cllr Mrs French	Mrs Jones	Compliance with the Civil Contingencies Act 2004	Compliance with the Act	Annual programme of Risk Assessment and Business Continuity Management			Emergency Planning Unit
	Cllr Mrs French	Mr Johnson	The number of working days/shifts lost to sickness absence per full time equivalent employees	7	Revise Managing Attendance Approach as part of the Pay and Workforce Development Strategy	Failure to motivate & adequately reward staff	Ensure appropriate resources are made available	HR Team; all managers

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To obtain Best Value in respect of all goods, works and services through planned and skilful procurement	Cllr Wilson	Ms Rees	% staff turnover	9%	Improve recruitment & retention procedures as part of Pay & Workforce Strategy	Cost	Implement Pay & Workforce Strategy	HR Team; line managers
			Cost of procurement	£0.5 million in 2006-7 2008-09 target to be determined	Appoint procurement specialist(s)	Insufficient expertise and compliance	See Actions and Resources; management and staff training; regular monitoring and action by CMB, Cabinet; oversight by Strategic Monitoring Committee	Procurement specialist(s)
			% of milestone activities completed in the National Procurement Strategy for Local Government	100%	Centralise procurement	Failure to meet target will increase cost	Implementing strategy and action plan	Procurement officer, contracts panel, legal and financial services

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
			Price comparison of 10 commodities	Equal to or better than neighbouring authorities	Research alternative suppliers and means of supply	Failure to meet target will increase cost	Implementing strategy and action plan	Procurement officer, contracts panel, legal and financial services
			Average minimum cost of raising an order	Reduce current costs by 5%	Establish & embed new procedures	Failure to meet target will increase cost	Investing in ICT systems and implementing strategy and action plan	Procurement officer and financial services
To reduce the cost of office accommodation through rationalisation of the property portfolio	Cllr Wilson	Ms Rees	Total cost of office accommodation at 2004/5 prices	£1.45m (-15%)	Implement Accommodation Strategy	Failure to secure appropriate accommodation or delay; failure to deliver flexible working	Identifying alternative options; Implementation of ICT strategy	Accommodation Board

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To maintain effective use of the Council's resources and ensure that the Council's essential assets are in the right condition for the long-term most effective delivery of services	Cllr Phillips	Ms Rees	Overall score on Auditor Scored Judgement (CPA use of resources)	4	Focus on key areas of relative weakness within current judgement	Loss of focus on key strategic areas such as risk management	Meeting with Audit Commission at least annually to discuss how performance can be maintained	Treasurer's Department Management Team
			% of the non-principal road network where structural maintenance should be considered	Target to be set once baseline established	Deliver the highway maintenance Joined-Up Programme (JUP) Establish baseline - indicator definition changed	Late delivery of programmes and projects	Project management of the JUP	Service Delivery Partnership
			% of the local authority principal road network where structural maintenance should be considered	Target to be set once baseline established	Deliver the highway maintenance JUP Establish baseline - indicator definition changed	Late delivery of programmes and projects	Project management of the JUP	Service Delivery Partnership

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To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To ensure that the Council has effective performance	Cllr Mrs French	Mrs Jones	% gross internal floor space in ODPM categories A & B	90%	Rationalise where possible and implement maintenance programme to bring Council building stock up to standard	Maintaining Health & Safety standards	Carry out Health and Safety Audits on property holdings	Service Delivery Partnership
			ICT Network availability (%)	98.5%	Adequate long-term investment Active management of Service Levels with strategic partner	Poor value short-term fixes Lack of corporate compliance to new ICT operating procedures	Compelling business case for long-term investment Awareness and communication across the organisation of the importance of these new operating procedures and action taken if not compliant	ICT Services Siemens plc Human Resources
			The status of the Council's Best Value Performance Plan	Unqualified	Action plan to ensure robust, auditable data	Inadequate management control	Regular monitoring and action by CMB and Cabinet.	CMB; Head of Performance Management; Corporate

Appendix 1 to Cabinet paper for /11/2005

To 2009

Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
performance management systems			The status of the Council's Best Value Performance Indicators	No indicators qualified			and Cabinet; oversight by Strategic Monitoring Committee	Corporate Policy; Internal Audit
			The outcome of the key process audit	Baseline to be established at the first audit Target to be determined	Upgrade performance management to a key system for audit purposes and introduce a "good performance management" checklist as part of the audit process			
			The % of those making complaints satisfied with the handling of those complaints (BVPI)	50%	Action plan to define customer service standards where they don't already exist; define complaints; systematic programme to encourage customer feedback; introduce unified customer relations management system; staff training	Insufficient expertise and compliance	See Actions and Resources; management and staff training; regular monitoring and action by CMB, Cabinet; oversight by Strategic Monitoring Committee	Corporate customer service lead officer; Performance Leads in each directorate/ department

Appendix 1 to Cabinet paper for /11/2005

To 2009

To 2009								
Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To improve the overall performance of the Council	Cllr Phillips	Mr Pringle	Comprehensive Performance Assessment Judgement	Improve service and corporate assessment judgements	Implement action plan to maintain/ achieve highest judgement for individual elements,	Inadequate management control	Regular monitoring and action by CMB & Cabinet; oversight by Strategic Monitoring Committee	CMB; Corporate Policy; Head of Performance Management
			Outcome of Joint Area Review	Improve score under new children's services assessment regime	Children and Young People's Plan implemented over 06/09 Establish a Children's Trust for Herefordshire	Lack of cross-agency cooperation	Regular oversight, monitoring & action by Children's Partnership Board	Director of Children's Services Children's Services Change Team Children's Partnership board

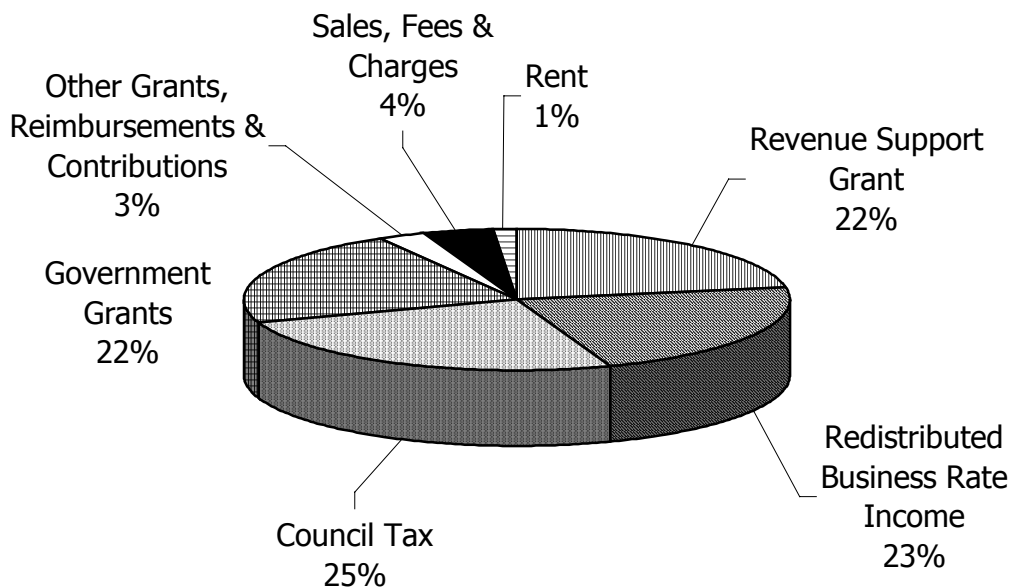
**Appendix 1
to Cabinet paper for /11/2005**

		To 2009						
Objective	Cabinet Lead	CMB Lead	Indicator	Target	Action	Risk	Mitigated by	Resource
To maintain confidence in local democracy	Cllr Phillips	Mrs Jones	% of complaints about District, Town and Parish Councillors to the Standards Committee upheld	10%	To work with Herefordshire Association of Local Councils and chairmen and clerks of all town and parish councils to improve chairing and clerking skills across the town and parish council sector	Lack of awareness of up-to-date rules and standards by Members	Regular training & development	Legal and Member Services

Appendix 1 to Cabinet paper for /11/2005

Revenue Expenditure in 2005-06 is funded by

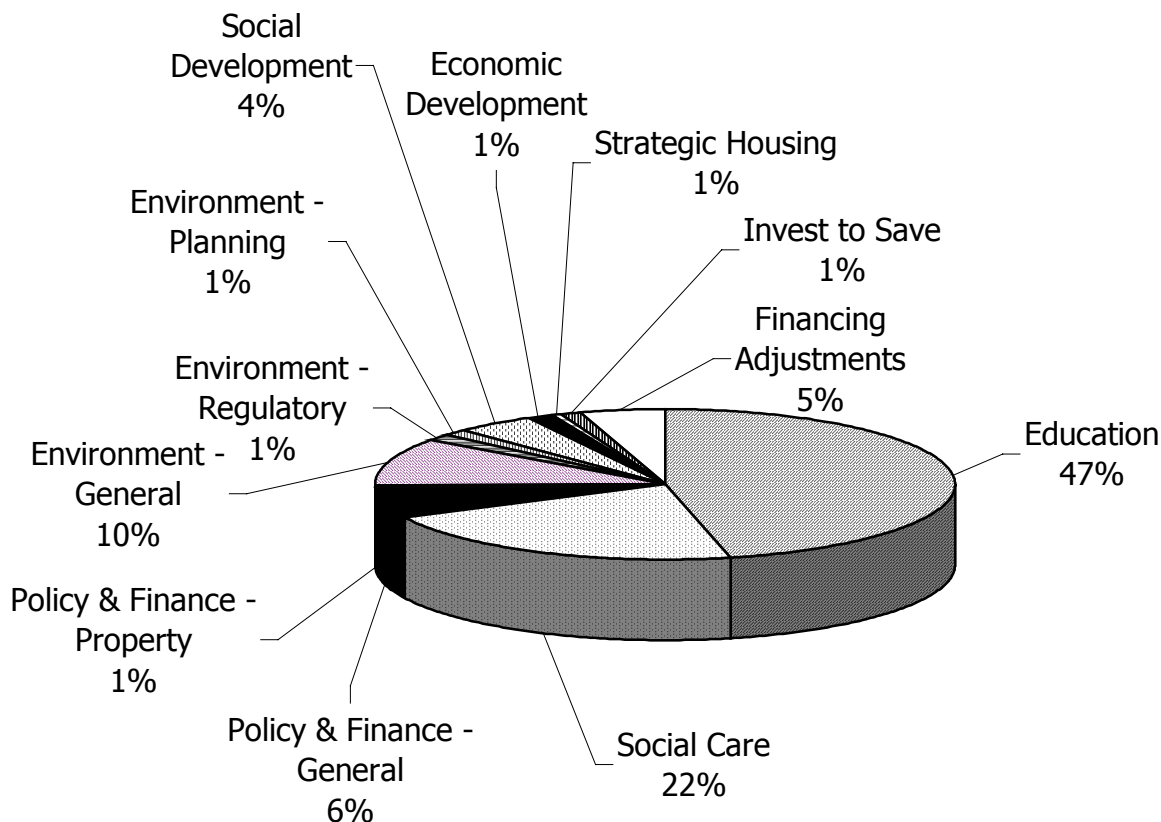
	£'000
Revenue Support Grant	58,688
Redistributed Business Rate Income	58,954
Council Tax	67,247
Government Grants	57,839
Other Grants, Reimbursements & Contributions	7,877
Sales, Fees & Charges	10,917
Rent	3,664
Interest	696
Total Income (excluding Internal Recharges)	265,882



Appendix 1 to Cabinet paper for /11/2005

Net revenue budget in 2005-06 by Programme Area

	£'000
Education	85,605
Social Care	39,912
Policy & Finance - General	11,721
Policy & Finance - Property	1,074
Environment - General	18,949
Environment - Regulatory	2,674
Environment - Planning	2,269
Social Development	8,320
Economic Development	2,336
Strategic Housing	1,432
Invest to Save	2,048
Financing Adjustments	8,549
Total	<u>184,889</u>



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**Appendix 1
to Cabinet paper for /11/2005**

Appendix 3

Revenue Expenditure in 2006-07 is funded by

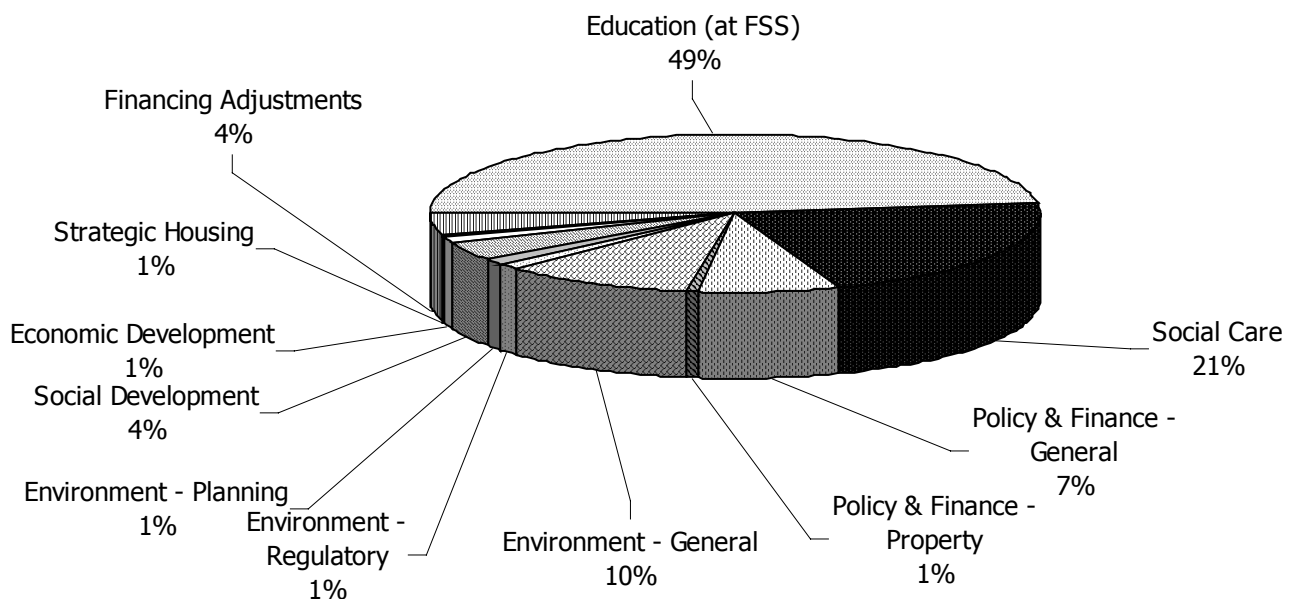
Appendix 1 to Cabinet paper for /11/2005

Proposed net revenue expenditure 2006-09 by service/corporate area

	2006/07 £'000	2007/08 £'000	2008/09 £'000
Education (at FSS)	93,963	99,601	
Social Care	43,143	44,403	
Policy & Finance - General	14,325	14,765	
Policy & Finance - Property	1,207	1,266	
Environment - General	19,705	20,809	
Environment - Regulatory	2,535	2,618	
Environment - Planning	1,984	2,064	
Social Development	6,907	7,112	
Economic Development	2,212	2,283	
Strategic Housing	1,366	1,385	
Financing Adjustments	9,797	11,690	
Savings required to keep Council Tax at potential cap	(1,923)	(879)	
2006/07 Savings to be allocated to Programme Panels	-	(1,923)	

NET REVENUE BUDGET

195,221	205,194
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Appendix 1

to Cabinet paper for /11/2005

Appendix 5

Proposed capital programme 2006 – 09

	2006/07	2007/08	2008/09
	Budget	Budget	Budget
	£'000	£'000	£'000
Education	3,251	2,763	
Social Care	125	125	
Property	250	250	
Policy & Finance - ICT Services	2,233	1,933	
Environment	11,759	12,259	
Social Development	63	-	
Economic Development	245	-	
Strategic Housing	7,705	5,325	
Prudential Borrowing yet to be allocated	2,137	2,150	
	27,768	24,805	
Funded by:			
Supported Capital Expenditure (Revenue)	13,766	13,247	
Prudential Code Borrowing	5,000	5,000	
Revenue Contribution	-	-	
Capital Receipts Reserve	3,299	3,324	
Government Grants & Contributions	5,703	3,234	
	27,768	24,805	

Glossary TO BE FURTHER UPDATED, including the LAA and the new Senior Management Team

<i>The Herefordshire Plan</i>	An overarching and unifying framework that acts as the Community Plan, a Local Agenda 21 Plan and a Regeneration Strategy. The Plan sets out the vision for Herefordshire and key priority areas are set out in ten 'ambitions'.
<i>Local Public Service Agreement (LPSA)</i>	An agreement with the Government, containing targets, which covers a 3-year period. These targets demand a higher level of performance than the Council would otherwise have achieved, in return for additional finance for achieving the enhanced targets and some relaxation in regulation.
<i>Service Improvement Programme (SIP)</i>	A programme focusing on improving Council processes to achieve better services for the same or less cost.
<i>Comprehensive Performance Assessment (CPA)</i>	an overall assessment of a Council's current performance and its capacity to improve. It comprises three main components: self-assessment; corporate assessment by an external team and service assessment based on an analysis of recent service reviews and performance indicator results.
<i>Delivering Efficiency in Local Services</i>	A publication from the Office of the Deputy Prime Minister setting out proposals for the contribution of local government to the Government's public spending review.
<i>Corporate Management Board (CMB)</i>	The strategic management board of the Council, comprising the Chief Executive, Directors and the Head of Human Resources.
<i>Local Transport Plan (LTP)</i>	A long-term strategy to develop an integrated and sustainable transport system for Herefordshire
<i>Office of the Deputy Prime Minister (ODPM)</i>	The UK Government department with responsibility for, amongst other things, policy for local government and relations with local authorities
<i>Joined-Up Programme (JUP)</i>	The complete programme of routine, reactive and planned work undertaken by the Herefordshire Service Delivery Partnership (Herefordshire Council, Herefordshire Jarvis Services and Owen Williams) covering highways, property and related work

LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

17TH NOVEMBER, 2005

Wards Affected

County-wide

Purpose

To agree a first draft Local Area Agreement (LAA) for submission to the Government Office West Midlands (GOWM) by 25th November 2005.

Key Decision

This is not a Key Decision.

Recommendation

THAT consent be given for a first draft Local Area Agreement to be submitted to Government Office West Midlands (GOWM) by 25th November 2005.

Reasons

On the 19th May 2005 Cabinet gave consent for interest to be registered with GOWM in obtaining an LAA. Herefordshire Council duly registered interest in being one of the second round LAAs. On 22nd June 2005 Herefordshire Council was advised that it had been successful in securing an LAA, and that Herefordshire was to be one of thirteen areas to have a Single Pot LAA. On the 22nd September 2005 Cabinet approved outline LAA proposals to be submitted to GOWM by 30th September 2005. We are now required to submit our first draft LAA to GOWM by the 25th November 2005.

Considerations

1. The submission of our first draft LAA, by the 25th November 2005, is the next stage in agreeing Herefordshire's LAA. A second draft LAA needs to be submitted by the 3rd February 2006, and the final LAA has to be signed off by the 24th March 2006.
2. Officers have begun a series of meetings with GOWM personnel to discuss our outline LAA proposals, which were submitted on the 30th September. These bilateral Service block meetings will continue over the coming months, leading to the successful negotiation of the final LAA. In addition agreement needs to be reached on proposed Governance and Performance Management arrangements.
3. The LAA has to be jointly signed off by the Herefordshire Partnership and Herefordshire Council. The Herefordshire Partnership Board will meet on the 18th November 2005 to consider the first draft LAA.

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

4. The LAA work continues to run in parallel with the re-launch of the Herefordshire Plan and is being jointly project managed.
5. The initial outline LAA proposals will be refined to reflect GOWM requirements. In particular, we are seeking to considerably reduce the number of outcomes and indicators in the LAA.
6. Cabinet will have regular opportunities to provide an input to the LAA development, as well as approving the second draft and final LAA documents.

Alternative Options

We must submit first draft LAA by the 25th November 2005. Cabinet may wish to suggest some alterations to the first draft LAA, but the submission will continue to be amended in the coming months, and Cabinet comments will be regularly sought.

Risk Management

There are continuing capacity issues, which will have to be addressed at peak times during the negotiations and, to a lesser extent, the implementation phase.

Consultees

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

Background Papers

Outline LAA proposals (available on request)

First draft Local Area Agreement (to follow).

HEREFORD CITY COUNCIL SERVICE LEVEL AGREEMENT WITH HEREFORDSHIRE COUNCIL

PROGRAMME AREA RESPONSIBILITY CORPORATE STRATEGY AND RESOURCES

CABINET

17TH NOVEMBER, 2005

Wards Affected

Aylestone; Belmont; Central; St. Martins and Hinton; St. Nicholas; Three Elms; Tupsley.

Purpose

To note potential changes in the Service Level Agreement (SLA) with Hereford City Council and of the longer-term interest of Hereford City Council in acquiring the Town Hall.

Key Decision

This is not a Key Decision.

Recommendations

THAT (a) the position in relation to the Service Level Agreement be noted and that the Budget Panel be requested to address the issue as part of its deliberation on the 2006/07 revenue budget;

and

(b) the approach received from the Hereford City Council in relation to the purchase of the Town Hall be addressed in principle.

Reasons

The proposed change in the terms on which the Hereford City Council will participate in the Grounds Maintenance Service Level Agreement will require addressing as part of the 2006/07 budget. The Council faces the possibility of either having to resource the difference between the current SLA and the proposed new arrangement and/or reducing the specification of the existing contract in order to contain the contract within the budget.

In relation to the Town Hall, then the disposal of the Town Hall at market value and/or its retention with the associated revenue stream had been assumed as part of the Accommodation Strategy.

Further information on the subject of this report is available from
N.M. Pringle, Chief Executive on (01432) 260044

Considerations

Service Level Agreement

1. It is important to an understanding of the Service Level Agreement with Hereford City Council to fill in the history of this matter briefly. When the Council was established in 1998 the efforts of the predecessor authorities to secure the parishing of the City had been unsuccessful. This meant that in contrast to the five market towns there would be no ability to reflect in the case of City council tax payers the equivalent precept levied in the market towns and many other parishes which would potentially result in the Hereford City council tax payer receiving the same or better services for a lesser sum in council tax. Herefordshire Council therefore decided in 1998 to levy a special expenses levy for the unparished area which levy was set at the average of the precepts being levied by the market towns. This appeared to be an equitable approach to the differentiation which otherwise would have existed between the residents of the City area and the market towns.
2. Subsequently Herefordshire Council was successful in obtaining parish status for the City area and in setting budgets following the obtaining of parish status it was no longer possible to levy special expenses. Instead, the Council entered into a series of Service Level Agreements with the City Council covering initially Grounds Maintenance, Street Cleansing, Christmas Lights, CCTV and the City Centre Partnership. That list has been amended over the period and the Service Level Agreements now cover only Grounds Maintenance and CCTV. The provision in relation to Christmas Lights has been reversed with the City Council taking responsibility for the provision of Christmas Lights in conjunction with the City Centre Partnership whilst Herefordshire Council continues to make the contribution at the same level from its budget and to offer technical support.
3. Hereford City Council has, however, always been concerned to contain its budget to under £500,000 based on the explanation that if its budget is set above that figure it would face a more rigorous audit regime.
4. There have been a series of discussions through the course of the current financial year about the extent of the Service Level Agreement for Grounds Maintenance. The City Council initially accepted responsibility for a continuation of the Service Level Agreement for the financial year 2005/06. In June 2005, the Town Clerk wrote to the Chief Executive indicating that, subject to confirmation by the City Council, it would be the intention to extend the contract for 2006/07. Subsequently, at a joint meeting between the two authorities on 18th August, 2005, whilst confirming the quality of the service now being secured through the Grounds Maintenance Contract, the City Council indicated they were reviewing their future support under the Service Level Agreement. On 16th September, 2005 the Town Clerk made available a press release issued by the Leader of the City Council which questioned the continuation of the Service Level Agreement and on 19th October provided a copy of the unconfirmed Minute of the City Council meeting held on 13th September. That Minute indicated that the City Council would seek to reduce their contribution to the Service Level Agreement by circa £80,000 for the financial year 2006/07. At a subsequent joint meeting between the two authorities on 25th October that decision was confirmed. The Council therefore needs to decide how to address the issue as part of the consideration of the revenue budget for 2006/07.
5. The difficulty that the Council faces in seeking to address the change on the part of Hereford City Council is the equity of the situation where the Hereford City Council seeks to confine their expenditure to under £500,000 and the impact that has on the

council tax levels levied by the Hereford City Council within the City area and the respective levies made in the remaining market towns. To illustrate the point in the current financial year the Band D council tax level in respect of Hereford City Council is £31.58. The average in the five market towns is £54.86 with the actual level of council tax ranging from £39.99 to £70.95.

Hereford Town Hall

6. In late 2004 the City Council made enquiry about the potential transfer of the Town Hall to the Hereford City Council and that initial expression of interest was followed up in a letter from the Town Clerk dated 28th January, 2005 which stated “subject to contract the City Council is most definitely prepared to enter into negotiations for the possible transfer of the Town Hall. Please therefore let me have full details of the proposed Heads of Terms together with a site plan showing the extent of the land and buildings to be considered for such transfer. I believe that the District Valuer’s report will be a starting point to further discussion.” That initial expression of interest has been followed up by the City Council on a number of occasions and following a meeting on 18th August, 2005 in which that interest was confirmed the Town Clerk wrote again to advise “I am also instructed to seek the opening of formal negotiation with your Council relating to the possible sale of the Town Hall to the City Council subject to contract. In this regard perhaps we might now move to jointly instruct the District Valuer in the matter? I have authority to meet a proportion of his professional fees in this regard and therefore look forward to hearing from you accordingly.”
7. This position was followed up again at a joint meeting held on 25th October, 2005. Again it was agreed to provide certain further information and to proceed with instructions to the District Valuer. The difficulty being experienced in these negotiations however is that at the same time as agreeing to enter into negotiation individuals purporting to represent the City Council have been separately briefing the press as to the appropriateness of such a negotiation and challenging the title of the Council to the building. Both the press and other media have directly confirmed those briefings.
8. The Chief Executive has written directly to the Town Clerk confirming the willingness of Herefordshire Council to proceed with the negotiations but in the light of the separate press briefings issued by the City Council seeking confirmation that the City Council is serious in its intent to proceed on the basis of joint instructions to the District Valuer.
9. As set out in the Recommendations, Cabinet’s instructions are sought on the continued response to the request received from the Hereford City Council.

Alternative Options

Grounds Maintenance Contract

The alternative options as far as the Grounds Maintenance Contract is concerned, the alternative options are set out in the report i.e., for the Herefordshire Council to continue the contract within the current specification at additional cost to the Herefordshire Council or to reduce the specification so that expenditure can be contained within the existing budget.

Town Hall

So far as the Town Hall is concerned the alternatives in the short-term are to take no further action on the City Council’s request because Herefordshire Council has a continuing need to occupy the building.

In the longer-term the alternative options would be:

- To retain the building in the ownership of Herefordshire Council and seek to obtain an income stream from the letting of the building.
- Re-open negotiations with the Hereford City Council if they remain interested at that stage.
- To dispose of the building on the open market.

Risk Management

The financial risks and benefits are outlined in broad terms in the report but there is also a risk to reputation if Hereford City Council wish to continue to negotiate through the press.

Consultees

Hereford City Council as outlined in the report.

Background Papers

None.

POLICE RE-STRUCTURING IN ENGLAND AND WALES

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY

CABINET

17TH NOVEMBER, 2005

Wards Affected

County-wide

Purpose

To consider the Council's response to the West Mercia Police Authority following the publication of Her Majesty's Inspectorate of Constabulary (HMIC) report, "Closing the Gap" and the subsequent letter issued to Police Authorities by the Home Secretary.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet considers responding to the West Mercia Police Authority expressing:-

- (a) its support for the establishment of a West Mercia Strategic Police Service on the grounds set out in the report;**

and

- (b) if such a proposal is unacceptable to the Home Secretary then its reluctant acceptance that the only viable alternative in the context of the West Midlands would be that of a Strategic Regional Force. As currently understood, such an alternative would be wholly unacceptable to the population of Herefordshire unless they could be convinced that there was an associated real intent to delegate responsibility for policing outside the definition of Protective Services to the local command unit, namely the Herefordshire Division.**

Reasons

It is important that the Council should address the future policing of the area given the importance of effective policing to the local community.

Considerations

1. The Chief Constable attended the meeting of Council held on 4th November, 2005 to give a presentation on the issues. The majority of Members of the Council were present and a copy of the presentation is, therefore, attached to the report for ease of reference.

Further information on the subject of this report is available from
N.M. Pringle, Chief Executive on (01432) 260044

2. In outlining the considerations, therefore, this report does not seek to repeat all the points set out in the Chief Constable's presentation but summarises for Cabinet the principal issues.
3. The Home Secretary's letter of 22nd September, 2005 contained the following statement:

"I am clear that any proposals put to me by the end of year must be ones that design in capacity and resilience to deliver, through an integrated framework, both protective services and neighbourhood policing to national standards and in the quickest possible timescales."
4. Alongside that issue, the Home Secretary has also given an indicative size of a minimum force of 4,000 officers or 6,000 total staff. Other important features in the Home Secretary's design criteria are the need to recognise criminal markets, particularly the issues of cross-border criminality, geography, co-terminosity within existing regional boundaries, historical or regional identity, clarity of command and control and accountability, and costs and efficiency.
5. The first of the HMIC's reports was to examine the police services' capacity and capability to deliver what are termed "Protective Services". The broad conclusion was that bigger "strategic" forces are better able to deliver Protective Services and bigger "strategic" forces offer significant savings in organisational support costs. For these purposes, Protective Services are defined as major crime (homicide), serious organised and cross-border crime, counter-terrorism and extremism, civil contingency, critical incidents, public order and strategic roads' policing.
6. The attached presentation from the Chief Constable effectively covers the issues around the funding and efficiency of the current West Mercia Force and the current performance enjoyed by residents of the West Mercia Force. Those are clearly set out in the accompanying presentation and are not, therefore, repeated in this report.
7. The geography of the police forces in the West Midlands militates against a combination with Staffordshire although such a combination would meet the design criteria set by the Secretary of State in terms of size. Similarly, a combination with Warwickshire would offer no advantages in reaching the design criteria in terms of size and neither of those combinations would effectively recognise the pattern of crime within the West Midlands Region. There is, therefore, a stark choice between what in terms of the design criteria would be an "undersize" force based on the existing West Mercia policing area or what might be seen by some as an "oversize" force based on the region. Whilst it was accepted that some of the disadvantages of the size of the regional form could be mitigated by much more extensive devolvement to the Command Unit, i.e. Herefordshire Division, such devolution has always proved difficult to secure in practice.
8. There would also be concerns given the current pattern of resourcing of the respective police forces in the West Midlands that still further burdens might be placed upon the council tax payers of Herefordshire for no gain in service. That point was not made aggressively but given the respective crime statistics for the West Midlands' conurbation, it is difficult not to anticipate that resources would be drawn away from the rural areas such as Herefordshire to address the higher levels of crime within the urban conurbation of the West Midlands. That would accentuate the already higher percentage of spend by the council tax payer in Herefordshire when set against the overall policing bill.
9. Of 43 forces within England and Wales, West Mercia is almost at the median position

with over 20 forces being smaller in size. Although there was only limited time for discussion at the meeting of Council on 4th November, on the part of those who spoke, there was a clear preference for the retention of a West Mercia based strategic force. If such a force could not be retained, then the main emphasis was on securing the maximum devolution to the individual command base, i.e. the Herefordshire Division.

Alternative Options

The alternative options are set out in the Appendix containing the Chief Constable's presentation.

Consultees

The Council is a consultee on the police re-structuring in England and Wales.

Risk Management

The Council needs to take a strategic view on the risks or otherwise to the population of Herefordshire of the options for the future strategic policing of the area.

Background Papers

None identified.



**West Mercia
Police Authority**

Police Re-structuring in England and Wales

Presentation to Herefordshire Council 4 November 2005
by
Chief Constable Paul West



The Present Policing Landscape



- 43 Forces
- 141,000 Police Officers
- 79,000 Police Staff
- Police Officer numbers:
 - <1,000 1 Force
 - 1,001-2,000 18 Forces
 - 2,001-3,000 8 Forces
 - 3,001-4,000 9 Forces
 - 4,001-5,000 3 Forces
 - 5,001-6,000 1 Force
 - 8,001-9,000 2 Forces
 - 31,001-32,000 MPS



HMIC Report: "Closing the Gap"

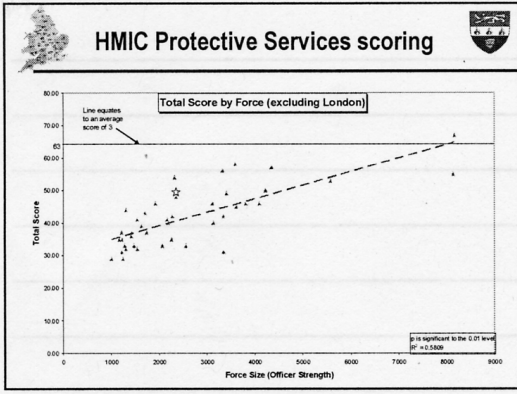


- Published 16 September 2005
- Examines the police service's capacity and capability to deliver "Protective Services"
- Identifies a gap between supply and demand
- Concludes that the current 43 force structure is no longer "fit for purpose"
- Offers a variety of future options
- Concludes that bigger (strategic) forces are better able to deliver protective services
- Considers that bigger (strategic) forces offer significant savings in organisational support costs

Protective Services - Definition

- Major Crime (homicide)
- Serious, Organised and Cross Border Crime
- Counter Terrorism and Extremism
- Civil Contingencies
- Critical Incidents
- Public Order
- Strategic Roads Policing

Source: Closing the Gap



Future Options Proposed by HMIC

- Operational Collaboration
- Lead Forces (either Regionally or Nationally)
- Federated Structures
- Strategic (larger) forces
- Home Secretary's guidance:-
 - Of sufficient size to achieve critical mass (4000 officers or 6000 total staff)
 - No splitting of existing forces
 - Within Regional Government Office boundaries
- Strong case required to depart from guidance



Extract from Home Secretary's letter



- *"I am clear that any proposals put to me by the end of the year must be ones that design in capacity and resilience to deliver, through an integrated framework, both protective services and neighbourhood policing to national standards and in the quickest possible timescales."*

▪ Home Secretary's letter of 22 September 2005

Home Secretary's Letter



Local (Neighbourhood) Policing



- **West Mercia Principles:**
- Named and identifiable Local Police Officers and Community Support Officers
- Resilient teams with dedicated supervisors and generalist and specialist support
- Clear links to other public and voluntary sector agencies (eg: Local/Unitary Authorities, Housing Associations, etc.)
- Primary and Secondary schools viewed as integral features of local communities

Strategic Options Considered

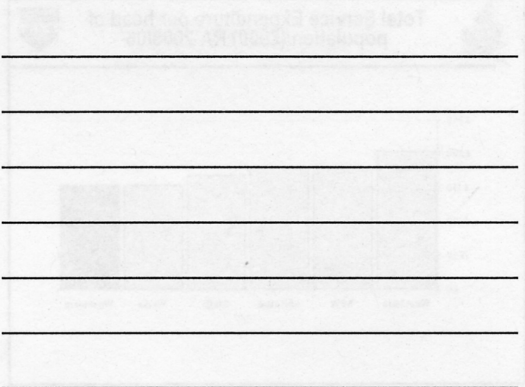
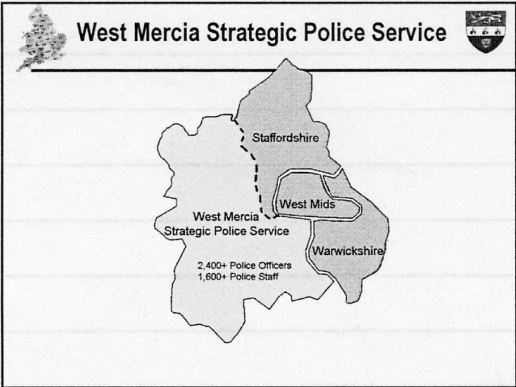


Local (Neighbourhood) Policing



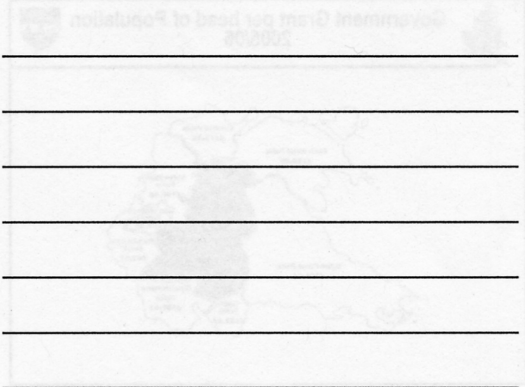
- **West Mercia Plans:**
- Built upon Electoral Ward boundaries
- Hierarchy of resourcing according to need and demand
- Formal links to locally elected councillors
- Most challenging Wards will receive dedicated local police officer plus CSO and other support
- Partner match funding will secure extra CSOs
- Community venues sought as local policing bases

Re-structuring Specialist Options



West Mercia Current Performance (1)

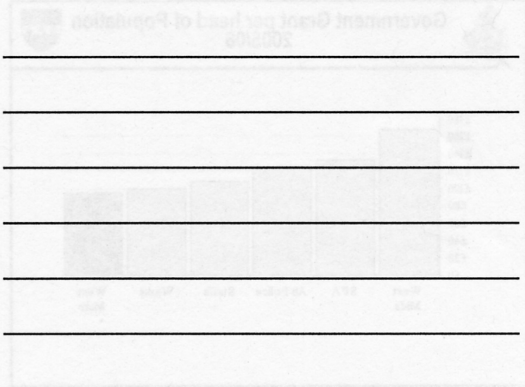
- HMIC Baseline Assessment - 26 activity categories
 - 3 Excellent, 19 Good, 4 Fair
 - Every category either improved or stable
- Policing Performance Assessment Framework - 7 domains
 - 2 Excellent, 5 Good
 - Every domain either improved or stable
- Best combined assessment in England and Wales

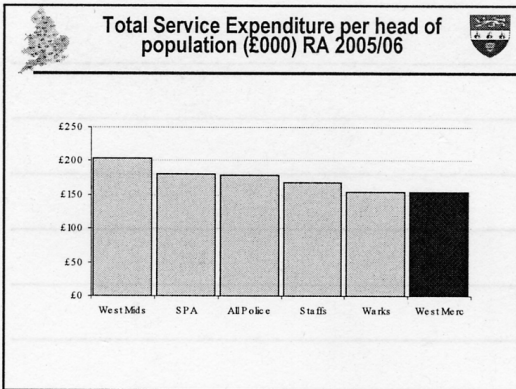


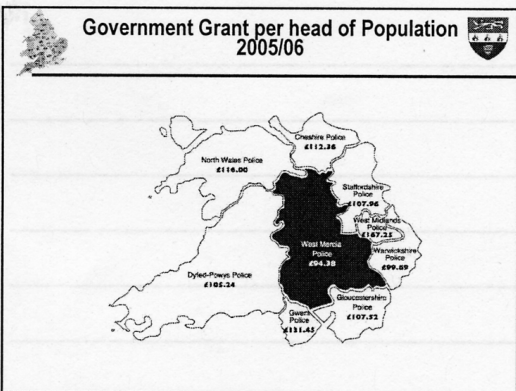
West Mercia Current Performance (2)

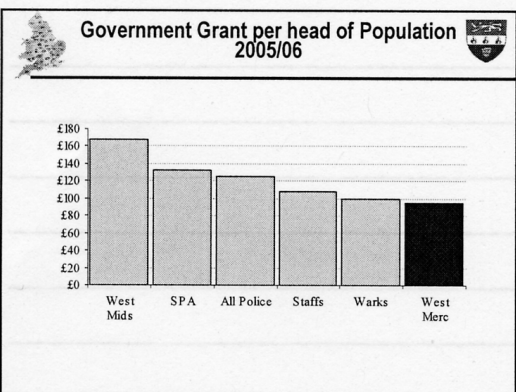
- HMIC Baseline Assessment
- Categories that broadly relate to 'Closing the Gap' Protective Services:

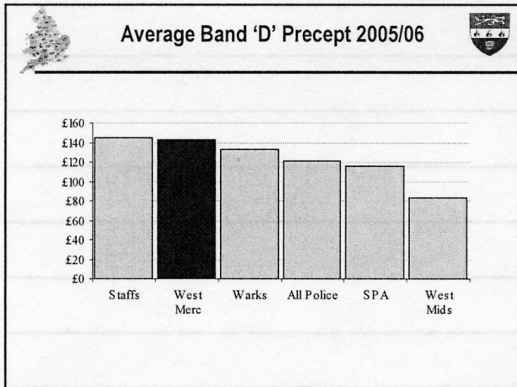
■ Investigating Major and Serious Crime	Good
■ Tackling Level 2 criminality	Good
■ Reducing Hate Crime	Good
■ Providing Specialist Operational Support	Good
■ Roads policing	Good
■ National Intelligence Model	Good
■ Leadership	Excellent



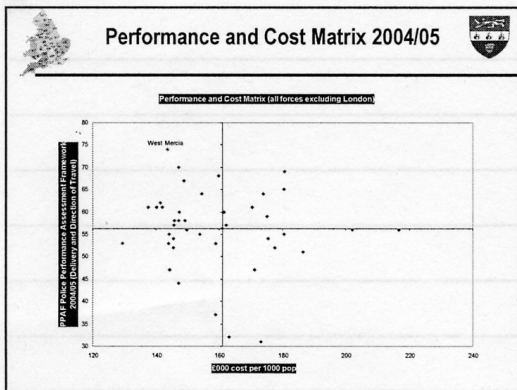




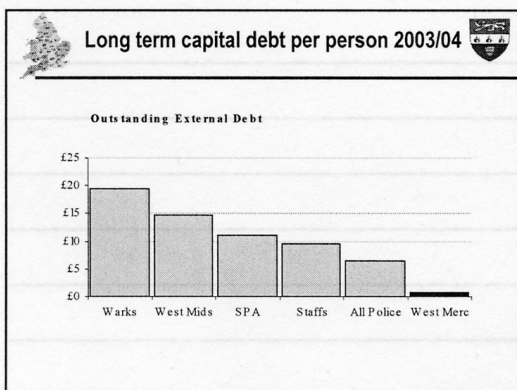






West Merc Strategic Summary



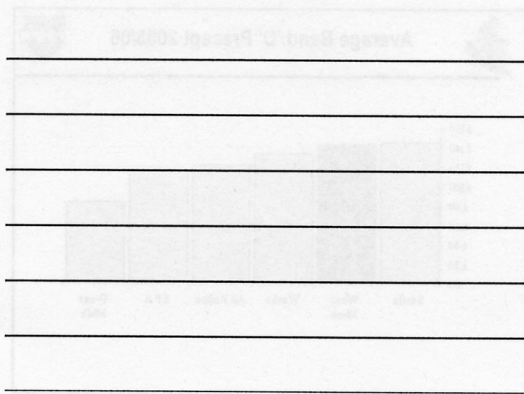
West Merc Strategic Police Service





West Merc Strategic Police Service

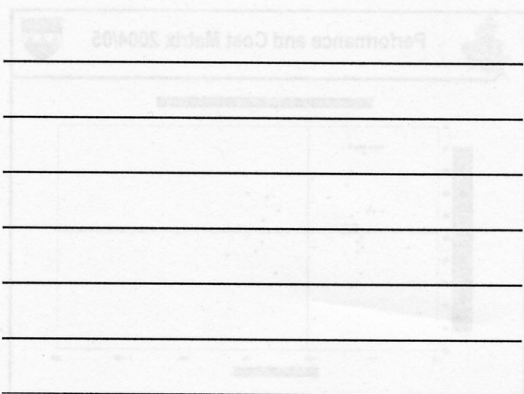
 **West Mercia Performance Summarised** 



- Best combined local policing, protective services and overall organisational leadership performance in England and Wales at present
- Third lowest (2005/06) expenditure per head of population, largely due to consistent Central Government underfunding
- Virtually debt free
- Significant contributor towards regional, national and international policing operations and events



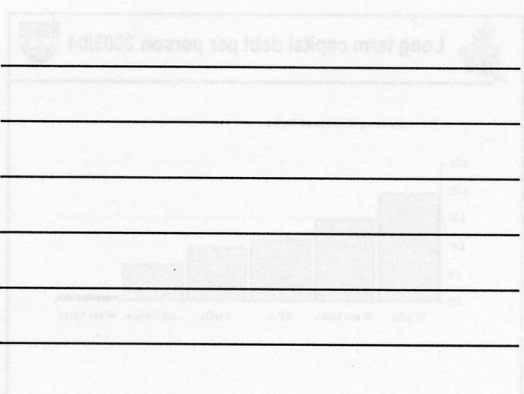
 **West Mercia Strategic Police Service** 

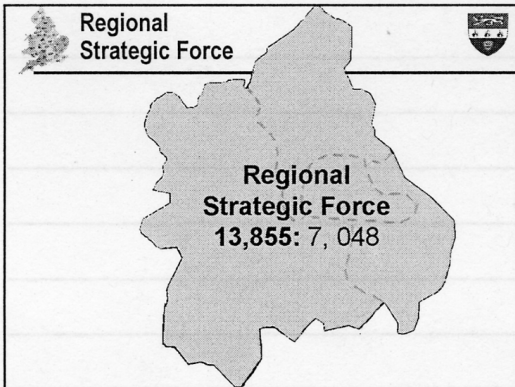
- Highest scoring using Home Office assessment matrix
- Existing West Mercia is already a top performing Force
- Incorporates 3 Counties and a Unitary Authority already
- Protective Services ranked highly in HMIC Report
- but
- Significant further investment in Protective Services capacity essential for this option
- Will require continuing operational collaboration with neighbouring forces in Region
- Does not meet Home Office design criterion on numbers



 **West Mercia Strategic Police Service** 

- Maintains existing governance and local accountability arrangements
- Maintains momentum and drive for performance excellence and senior management focus on delivery
- Maintains existing culture and policing style
- Avoids overstretch due to excessive geographic size
- Avoids initial restructuring costs
- but
- Limits potential efficiency savings gained through amalgamation
- How far is it "future-proofed"?





Regional Strategic Force

Regional Strategic Force



Police Officers*	13,855
Police Staff*	7,048
Population	5.3m
Policing Divisions (BCUs)	32
CDRPs	34
Budget	£909m
Precept	?
Counties/Unitary Authorities	14
Members of Parliament	59
	17 Con 37 Lab 3 Lib Dem 2 Other

* As at 31/05/2005



Extracts from Home Secretary's letter

- Regional Strategic Force**
- Meets all Home Office design criteria
 - Matches Regional Government Office boundary
 - Good match to West Midlands-based criminal markets
 - Simplifies operational collaboration arrangements
 - but
 - May be too big, both geographically and numerically, to manage effectively
 - An untested model in the British policing context
 - Raises governance and representational issues
 - May result in the redirection of resources towards the urban centre

Next Steps



 **Regional Strategic Force** 

- Over time will maximise available economy of scale cost savings
- Generates much greater capacity to deal with major incidents and large scale enquiries
- Supported by other forces in Region
- Scored highly using Home Office Assessment Matrix
- but
- Would be disruptive in the short to medium term
- Start-up costs may be substantial
- Raises precepting and Council Tax issues
- A major organisational and cultural change and something of a "leap of faith"

 **Extracts from Home Secretary's letter** 

- *"During November I would want you to conduct further critical analysis of the short listed options so that by the end of that month you are in a position to submit preliminary recommendations which can then be refined and finalised for incorporation in a final report to be submitted to me by 23 December."*

▪ Home Secretary's letter of 22 September 2005

 **Next Steps** 

- Consultation during November
 - Meetings, Survey, Web Site, Written submissions
- PA select preferred option - 29 November
 - in light of -
 - Survey results
 - Written submissions received
 - Community responses
 - Detailed technical and financial analysis of options
- Final preferred option report - 13 December
 - to be agreed by Police Authority

YOUTH MATTERS – GREEN PAPER

PROGRAMME AREA RESPONSIBILITY: ADULT AND COMMUNITY SERVICES AND CHILDRENS SERVICES

CABINET

17TH NOVEMBER 2005

Wards Affected

County-wide

Purpose

To note the Council's response to the Youth Matters Green Paper and consider the necessary consequential changes of the Green Paper to the Council's Constitution.

Key Decision

This not a key decision.

Recommendations

1. That cabinet notes the response to the Youth Matters Green Paper.
2. That the Councils constitution be amended to facilitate the transfer of the Youth Service to the Children's Services Directorate and is accountable to the Cabinet Member for Children's Services in line with Every Child Matters and Youth Matters.
3. That cabinet note the 'Youth Survey 2005' specifically the three highest issues identified by young people as needing the most improvement 1. Young peoples involvement in decision-making and democracy 2. Leisure facilities and 3. Access to transport.

Reasons

1. The Youth Matters proposals bring planning and commissioning of Connexions and the Community Youth Service in line with Every Child Matters through the Children and Young People's Partnership Board.

Considerations

1. The Change Management Team for Children's Services will need to ensure that the Youth Matters proposals are incorporated within scope of the change process.
2. Service delivery may be adversely affected during the reorganisation process due to consumption of staff time and resources.

Further information on the subject of this report is available from
Jon Ralph on 01432 383377

Risk Management

1. The Youth Service has indicated budget pressures of £184,406 for 2006 – 7 these pressures will be presented as part of the Children's Services budget considerations round.

Alternative Options

1. To retain the Community Youth Service within the Adult and Community Directorate within the Community Division

Consultees

Young people, Members, Connexions, Youth Service Staff, Voluntary and Community Sector.

Appendices

List Appendices

Background Papers

Youth Matters Exec Summary

Herefordshire Council Youth Matters Response October 2005

Youth Survey 2005 Herefordshire Council Research Team



Adult & Community Services

Head of Department: Geoff Hughes

Rt Hon Beverly Hughes MP
Minister for Children, Young People and Families
Department for Education and Skills
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Our Ref: JLR/adh
Please ask for: Jon Ralph
Direct Line / Extension: (01432) 383377
Fax: (01432) 383031
E-mail: jralph@herefordshire.gov.uk

09 November 2005

Dear Minister,

Herefordshire Council Youth Matters Consultation Response October 2005

This paper sets out Herefordshire Council's response to the proposals within Youth Matters the Youth Green Paper; responses have been grouped in the main headings identified within the consultation response form.

The Council has consulted with young people, partners, members and staff on the proposals many of whom will respond on behalf of their organisation or in their own right directly to government through the consultation mechanisms.

1. General

Herefordshire Council welcomes the Governments publication of the 'Youth Matters' green paper and the attention it focuses on young people as distinct from 'children' and the services and opportunities available to them.

The confirmation of the Children's Trust as the lead body for the strategic planning and commissioning of the proposed 'integrated youth support service' bringing Connexions in line with other services for children is welcomed and will lead to better coordinated services.

Herefordshire Council is positive about maintaining both the Connexions brand and maintaining the wider operating unit and will be seeking to align resources as part of the emerging Local Area Agreement (LAA).

The statement (paragraph 58) that 'Local Authority Youth Services are the only publicly funded and nationwide service focussed on the personal and social development of young people' is welcomed and combined with the stated intention to 'clarify local authorities responsibilities to secure positive activities for young people' (page 25) will ensure activities are of a more consistent quality both locally and nationally. However concern has to be expressed that new national standards do not increase



Putting People First Providing for our Communities **Preserving** our Heritage **Promoting** the County **Protecting** our Future
County of Herefordshire District Council

Youth Service, PO Box 4, Plough Lane, Hereford, HR4 0XH.
Main Switchboard (01432) 260000

bureaucracy (which the LAA is in part attempting to reduce) or disadvantage a sparsely populated rural unitary authority.

The capital funding programme of investment in 'youth facilities' over the next two years although welcome is inadequate if it is to address the long term under investment in youth facilities.

2. Empowering Young People: Things to do and places to go

Herefordshire Council fully supports empowering young people through participation in a wider range of positive activities however concern is expressed that many services in rural areas are not economically viable due the sparsity of the population, particularly the youth population. This coupled with cost differentials between activities eg leisure based activities being less resource intensive than educational outcome focussed programmes may lead to young people making decisions on cost and not a needs basis.

In the Herefordshire Council 2005 survey of 3,000 young people transport was indicated as the third most significant factor for young people due to the need, and frequently inability, to access facilities and services.

Viability of services in rural areas and access to transport are the major factors for young people in defining what opportunities are available to them and the adoption of a market forces approach may reduce options for young people in rural areas.

In principle support is given for the concept of opportunity cards: however, there is limited evidence that 'opportunity' or 'connexions' cards are a cost effective tool to improve young peoples behaviour. There is also unease that the punitive link to the card may prove unhelpful with more challenging young people by restricting their access to programs designed to change their antisocial behaviour. No doubt there will be much to be learned from the pilots should they proceed following the consultation. Concern is expressed that the ability of better off parents to 'top up' their children's cards will have a disproportionate affect on the market and reduce services for those young people from deprived areas or most in need. The implementation costs and reliability of the technology is not known. If a card is developed locally it should not duplicate other cards but should build on existing practice ie proof of age scheme.

An 'opportunity fund' would show commitment to the young peoples' agenda and will put spending power in young peoples' hands in a way that will not affect the viability of core services. It would also link directly to the active involvement of young people in decision-making and the responsibility of the Children's Trust to involve young people in the planning and delivery of services.

The proposed national standards for the range and type of positive activities are in principle supported they do however lack enough detail for a full response to be given on the appropriateness, deliverability and affordability. Concern has already been expressed on the bureaucratic burden of a new set of standards in the light of the governments intention to reduce the number of national targets and indicators. Therefore, if these are introduced it should be clear which targets they replace. The 'Youth Offer' and 'Activities Handbook' are welcomed and will build upon good practice already established.

The proposed local network of sports development 'managers' duplicates county sports partnerships that are already established; resources would be more affectively targeted through these partnerships

by providing resources and staff to deliver enhanced and targeted programs for this age range either within current provision or additional to.

3. Young people as citizens: Making a positive contribution

Herefordshire Council supports the intention to increase volunteering and peer mentoring and the Russell Commission recommendations, particularly the focus on longer-term opportunities for young volunteers. In the past funding has been short term leading to successful projects closing once funding has ended. The Chancellors pledge of additional funding is welcomed and should be channelled through specific youth volunteering infrastructure organisations (eg National Council for Voluntary Youth Services).

The outline proposals to reward young people for volunteering financially, or through credits, appears to move away from the traditional concept of volunteering and may make reduce the unique benefits that volunteering has and which the government is trying to harness.

4. Supporting Choices: Information, advice and guidance

Herefordshire Council agrees that all young people and their parents / carers should have access to good quality impartial information, advice and guidance (IAG).

Locally Connexions is achieving above national standards and has positive and improving feedback from schools, colleges and young people. The Herefordshire Association of Secondary School Heads (HASSH) and the local authority support the maintenance of the Connexions brand and will seek to align resources for IAG as part of the LAA.

Locally there are economies of scale to maintaining the two county approach to service delivery. This will need to be considered with our partner county, in light of this realistic timescales must be set for the implementation of changes agreed. Priority will be given to maintaining good quality IAG during the period of change while the new arrangements are phased in is essential.

Clear enforceable national quality standards will provide reassurance on key issues as impartiality and prioritisation of support.

The End-to-End review of CEG concluded that: 'schools (especially those with sixth forms) do not always provide impartial advice to 14-16 years olds on the full range of learning opportunities'.

Proposals that schools and colleges share the accountability for the progression of all their students is welcomed.

5. All Young people achieving: Reforming targeted support

In line with Every Child Matters (ECM) Herefordshire Council established a Children's Services Directorate in Jan 2005 and in March 2005 a Children's and Young People's Partnership Board. A Change Management Team have been established and there is a consultation paper on the integration of services for children which will inform the Children and Young People's Plan locally. This will address the proposals outlined in ECM and the further clarification in Youth Matters for teenagers.

The government is asked to address the current legal difficulties that are being encountered by services and agencies in sharing information as required to fully implement the integrated youth support service.

6. *Other*

Workforce reform and the new models of organisational delivery identified in Youth Matters must ensure that the 'specialist' skill sets of practitioners and managers are not overtaken by generalist knowledge skill set otherwise the quality of targeted support will be reduced.

Yours sincerely,

JON RALPH
HEREFORDSHIRE COMMUNITY YOUTH SERVICE MANAGER

VOLUNTARY & COMMUNITY SECTOR SUPPORT STRATEGY

PROGRAMME AREA RESPONSIBILITY: COMMUNITY SERVICES

CABINET

17 NOVEMBER, 2005

Wards Affected

County-wide

Purpose

To receive a progress report on the development of a Voluntary & Community Sector (VCS) Support Strategy for the Council and its relationship to the Local Area Agreement (LAA), and to approve of proposed actions for future implementation of the Strategy.

Key Decision

This is not a Key Decision.

Recommendation

- THAT (a) progress towards the development of a Council Strategy for Voluntary & Community Sector Support be noted**
- (b) the draft Strategic Framework be approved for consultation.**
- (c) the principle of maintaining existing funding arrangements to Age Concern, Community First, Community Voluntary Action Ledbury & District and Herefordshire Voluntary Action, pending final adoption of the Strategic Framework and agreement of the Infrastructure Consortium Business Plan be approved.**

Reasons

The 2004 Review of Council Support to the Community & Voluntary Sector highlighted the need for a Council Strategy for Voluntary & Community Sector Support.

Considerations

1. Consultants were appointed to work with a cross-sector project group to take this forward and the Project Report attached at Appendix A outlines the process adopted.
2. A draft Strategic Framework and Action Plan have now been produced. A summary of the Strategic Framework is attached at Appendix B. Cabinet should be aware that, following consultation with the VCS, it is proposed not to use the terminology of a 'Support Strategy' which was felt to be paternalistic, but rather that of a 'strategic framework defining the role of Herefordshire Council'.

Further information on the subject of this report is available from
Geoff Cole, Head of Service, 01432 260721

3. The draft framework identifies four areas within which the Council has a role. The first two, relating to the end user, are supporting community activity and opening up opportunities for the VCS to deliver services. The remaining two, those being investment in support and development services for the VCS and building a strong relationship with the VCS including the development of their representational role, relate to infrastructure support organisations and underpin the first two areas.
4. The development of this framework is particularly timely given the key role the VCS has to play in the planning and delivery of the LAA, and recent discussions with GOWM regarding potential resources to facilitate VCS delivery of this role.
5. It is proposed that the draft Strategic Framework is now issued for consultation. To be compliant with the principles of the national COMPACT, the consultation period should be a minimum of twelve weeks. Allowing for this, and taking into consideration the ongoing development of an Infrastructure Consortium Business Plan, it is proposed that existing funding arrangements with Infrastructure Organisations (those being Age Concern, Community First, Community Voluntary Action, Ledbury & District, and Herefordshire Voluntary Action) be maintained pending final adoption of the Strategic Framework, and agreement of an Infrastructure Consortium Business Plan.

Alternative Options

No alternative options have been identified.

Risk Management

Failure to progress the implementation of a Voluntary & Community Sector Support Strategy may result in damage to the credibility of the Council and hinder development of an open and effective relationship between the Council and the Voluntary & Community Sector.

Consultees

A list of those involved in the development of the draft Strategic Framework is included within Appendix A. External consultation will form the next step.

Appendices

Appendix A – Project Report

Appendix B – Summary of Draft Strategic Framework

Background Papers

Review of Herefordshire Council Support to the Community & Voluntary Sector – November 2004

Draft Strategic Framework “A Voluntary and Community Sector Fit for Purpose – Defining the Role of Herefordshire Council”

**A VOLUNTARY AND COMMUNITY
SECTOR FIT FOR PURPOSE**

**DEFINING THE ROLE OF
HEREFORDSHIRE COUNCIL**

PROJECT REPORT

**Report prepared by Alison McLean and Barbara Parkinson
September 2005**



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THE PROCESS

NATIONAL AND LOCAL CONTEXT

SUMMARY OF FINDINGS

ANALYSIS OF FINDINGS AND DEVELOPMENT OF THE STRATEGY

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Annex 2	Interviewees and attendees at workshop
Annex 3	References
Annex 4	Glossary of terms
Annex 5	Principle elements of Communications Plan

INTRODUCTION

Herefordshire Council recognises the important contribution made by the Voluntary and Community Sector (VCS) to the quality of life in the County. The roles of the sector are many and various and the nature of the organisations diverse in both scope and size. Given this diversity the relationship between the Council and the Voluntary and Community Sector is broad and complex. The VCS is a partner in developing policy and best practice, a supplier of services for the Council, a community builder, an employer of local people, a valuable source of information, advice, expertise, knowledge and resources.

There are currently a number of national and local drivers that make this a good time to re-examine and define more clearly the role of the Council in ensuring that the Voluntary and Community Sector can fulfil its potential in contributing to Herefordshire life.

These drivers include the government's often and clearly stated commitment to increasing volunteering and the proportion of public services delivered through the VCS and at a local level the new challenge presented by the Local Area Agreement to draw together resources across all sectors to meet local priorities.

PURPOSE OF THE PROJECT AND DEFINITIONS

In 2004 Herefordshire Council undertook a review of the support it gives to the Voluntary and Community sector. One of the key recommendations that emerged from this review was that the Council should develop and adopt a VCS support strategy:

The terms of reference for the project define two objectives for the work:

- 1. To draw together a strategic framework to guide Herefordshire Council's support to the Voluntary and Community sector over the next 5 years.*
- 2. To develop an Action Plan that will ensure that this framework is used to direct the nature and focus of support to the Voluntary and Community sector, while remaining responsive to changing needs.*

The benefits that were being sought were:

- Greater clarity of purpose and processes for the Council and for VCS organisations
- Greater transparency, greater consistency and a more level 'playing field' in the allocation of resources to the VCS.
- Higher standards in conducting the relationships between the Council and the sector, and encourage working as equal partners.
- Increased awareness among Council members and staff of the activities and contribution of the sector and among VCS organisations of Council expectations and constraints.

- Increased capacity of the Council and the VCS to work together to meet the needs of the community.

For the purposes of this project the Voluntary and Community Sector is defined widely as any not for profit organisation operating within Herefordshire. However, the focus of the work was on those organisations that are locally based and are of medium or small size. We did not for example include consideration of the specific role of registered social landlords.

THE PROCESS

Two independent consultants worked with a project group whose members were drawn from within the Council and from voluntary and community organisations (membership of the Project Team is attached at Annex 1). The role of the project team was to oversee the work and to contribute their expertise and advice to the development of the strategy.

The project consisted of the following key stages:

- a) Definition of terms of reference and development of detailed project plan.
- b) Information gathering including a desk study of national and local documents, a series of semi-structured interviews and a half day workshops with wider representation from the Council and VCS. (Annex 2 lists the names of the people who were interviewed and those who attended the half-day workshop).
- b) Analysis of findings and evaluation of options
- c) Development of Strategy and Action Plan

Communications and reporting ran throughout the project, with the project team meeting four times while the work was underway.

It was agreed that the strategy should be developed with Compact principles in mind, and contribute to the development of the partnership based Compact in Herefordshire, that it should be informed by and linked to national policy and programmes, and it should build on good practice already in place.

NATIONAL AND LOCAL CONTEXT

The strong Government commitment to working with the voluntary and community sector as partners is evidenced by the number of policies giving clear directives to involve the sector in building stronger communities and modernising service delivery. The desk study covered a range of policies and guidance (list of research material at Annex 2).

The principles and commitments of the Compact and the proposed Compact Plus are fundamental to the process of strengthening the relationship between the sector and public bodies. Locally the Alliance for voluntary organisations in health and social care has an agreed Compact with public sector partners. Development of the wider Compact is currently in hand.

Herefordshire has been designated Local Area Agreement (LAA) status, which requires all public bodies to improve co-ordination between themselves and their

partners to plan and provide the very best services for local people. The Government has clearly stated that they must empower and encourage the voluntary and community sector to be involved and requires a Statement of Involvement, which describes how the sector is involved in the planning and delivery of LAA activities.

Local Public Service Agreements are the reward element of the LAA and the sector's participation in the stronger communities element of LPSAs within the themes of community engagement, community cohesion and volunteering is strongly encouraged.

The launch of ChangeUp following the Treasury's 2002 Cross-Cutting Review of the voluntary and community sector's role in public service delivery sets out the government's strategy for the provision of infrastructure services to front line voluntary and community organisations. The funding programme to deliver co-ordinated support is available through Government Offices who are responsible for commissioning services through county wide consortia developing Infrastructure Investment Plans.

Think Smart.... Think Voluntary Sector was launched in June 2004 by the Home Office and provides good practice guidance on the procurement of services from the voluntary and community sector and is intended to open supply opportunities to voluntary and community groups.

SUMMARY OF FINDINGS

1. *Purpose and Functions of the Voluntary and Community Sector*

Interviewees and attendees at the workshop identified the following menu of roles that VCS organisations play in Herefordshire. These are consistent with the roles identified in national best practice guidance and reflect the wide variety of types of organisations that are operating within the County.

- **Community builder:** VCS organisations provide the 'invisible glue' of communities of place, interest and identity, which is essential for sustainable communities. They build social capital and provide meaning and purpose to peoples' lives, providing a wide variety of opportunities for activity. They promote civic pride, community harmony, community safety and entrepreneurial activity and celebrate diversity. They provide community leadership.
- **Service Deliverer:** VCS organisations provide an essential part of service delivery in rural areas, engaging with service users and extending the range of services available.
- **Resource Captor:** They harness masses of resources, both human and financial.
- **Income generator and entrepreneur:** Through charity shops and other trading activities.
- **Employer and training provider:** The VCS is an important source of jobs and training and provides opportunities and support for volunteers.

- ***Contributor to policy creation, design and commissioning of services and review:*** This is a role that is increasing with latest government directives.
- ***Challenger and lobbyist:*** VCS organisations act as a critical friend of the Council (and others).

- **Identifier of needs:** VCS organisations provide a wealth of evidence, experience and information about local needs and aspirations.
- **Champion, advocate:** Especially for the most excluded groups.
- **Expert advisor and Innovator:** VCS organisations often discover new ways of doing things and so inform best practice.
- **Translator/Intermediary:** VCS organisations assist the communication between public sector, service users and communities.
- **Smoke detector :** They are often able to identify issues early and to respond with preventative action.
- **Catalyst for changing attitudes:** They can access community networks to change attitudes – e.g. towards recycling and healthy eating.
- **Distributor of funds:** They administer grants.

2. *The distinctive characteristics of the Voluntary and Community Sector*

Many of the roles above are also the roles of public sector bodies. The desk study and interviewees identified a number of characteristics of voluntary and community organisations that are distinctive to the sector and can add value to the activities they undertake.

Voluntary and Community Sector organisations are often:

- In touch with the needs and aspirations of users of services.
- Approachable and trusted by users, particularly the most disadvantaged.
- Innovative and inventive, good at testing out new approaches.
- Fast moving, flexible and responsive
- Able to achieve a lot with little cash.
- Able to access a wide variety of funding.
- Very diverse and so able to meet diverse needs.
- Driven by the purpose for public good rather than by profit – are highly motivated and committed.
- Independent, impartial and non political.
- Closely in touch with particular networks (e.g. age, interest, geography).

3. *What does a brilliant Voluntary and Community Sector look like?*

Interviewees and workshop attendees were asked to paint a picture of a VCS in the best possible shape. They said it would be *self-confident, robust, diverse and independent* and would:

<i>Be characterised by lots of dynamic community-based activity</i>
Plenty of organisations well supported in the local community, looking after their own interests. Lots of people contributing, volunteering and being involved in many different types of activity. Local people identifying their own needs, people feeling that their voice is being heard and they can influence decisions. Community leaders and activists ensuring the diversity of community based activity.
<i>Be professional, efficient and effective when they are delivering public services</i>
Expert and professional organisations, working to agreed priorities and quality standards and focussed on outcomes. Skilled staff and leaders (able to deal with ambiguity and partnership working) Organisations that are outcome focused and clear about what impacts they are having, using resources efficiently and targeting them where they will have most impact. Monitoring and evaluation in place that encourages improvement and best practice.
<i>Have a strong and co-ordinated services that support VCS organisations</i>
Streamlined infrastructure support for the sector that is easily accessible and inclusive, well informed, linked to the national resources, and responsive to local needs (including small and start up organisations). Specialist and generalist infrastructure organisations would be working well together, with clarity and transparency about their roles. They would act as an honest broker and be driven by the needs of the VCS organisations they serve.
<i>Be well networked and co-ordinated</i>
Organisations working well together with little or no duplication of services and efficient use of resources. Achieving a balance between competition and collaboration that provides the best outcomes for local people. Well connected to regional and national networks and well represented and participating fully in local partnership arrangements. Frameworks in place that encourage good relationship management.
<i>Be adequately resourced</i>
Financially stable organisations with a variety of income sources. Rich in capital assets and resources, including skilled and experienced people.
<i>Be focused on Herefordshire needs</i>
Predominantly locally based organisations tuned to the needs of a rural area. Larger (national) organisations contributing where they are best placed to do so. Responsive to local needs and aspirations - meeting the diversity of needs across in the County. Responding to need on the basis of evidence.

4. *What needs to change in order to move towards this vision?*

Interviewees felt that Herefordshire Council should:

a) *Be much clearer about what it wants Voluntary and Community Sector organisations to do.*

In particular to be clear about the different purpose of grants and service level agreements, undertake proportionate monitoring arrangements and recognise good practice. Be clearer about the role of members in relation to individual organisations.

b) *Be more open and courageous.*

Herefordshire Council should be more transparent about their decision-making processes. It should be prepared to take hard decisions and cuts in services should not necessarily fall outside the Council first. It should encourage the VCS to deliver more public services and be willing to share the risks.

c) *Be more consistent*

Have a consistent funding and procurement process for VCS organisations involved in service delivery across all departments. Be consistent about the in kind support that is available to VCS organisations.

d) *Involve the VCS more appropriately and communicate better.*

Involve the sector early in service planning as well as blue sky thinking to reach solutions. Consult the sector before launching initiatives and exchange best practice more often.

e) *Understand the VCS better.*

Find out what the VCS does and what it has to offer. Use secondments and job swaps to build greater awareness of the way the sector works and the added value it brings. Understand better what full cost recovery means and adopt it throughout the Council when dealing with VCS organisations.

Interviewees felt that the Voluntary and Community Sector should:

a) *Have clearer and more effective collaboration between organisations.*

This relates particularly to the delivery of infrastructure support. The Herefordshire Infrastructure Consortium is seen to be in a good position to put in place a single vision and implementation plan for infrastructure support in the County. The Voluntary Sector Assembly could work more effectively.

b) *Be clear about their purpose and stick to it.*

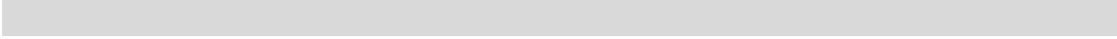
VCS organisations need to be clear about their role and not be diverted from their original purpose. They also need to make a clear distinction between organisational needs and the needs of their users.

c) *Be more business like (particularly larger organisations with paid staff).*

This relates to those organisations involved in delivering public services. VCS organisations should also be looking at the opportunities for efficiency savings from combining back office functions.

d) *Understand Herefordshire Council's agenda better.*

VCS organisations need to understand the Council priorities and constraints and be willing to recognise Council contributions to their activities where appropriate.



ANALYSIS OF FINDINGS AND DEVELOPMENT OF THE STRATEGY

Using the information from the desk research, interviews and workshop, the consultants worked with the Project Team to develop a strategic framework to guide the Council's support of and investment in the Voluntary and Community sector. They also developed an Action Plan, which maps out the next steps in implementing the strategy.

The idea is to put in place the building blocks that will define more clearly the role that the Council has in ensuring that Voluntary and Community Sector organisations are able to make the fullest contribution to the quality of life in the County. This framework will act as a guide to the Council in its dealings with Voluntary and Community Sector setting out the direction of travel. The Action Plan indicates the next steps along this road, but further work will be needed to ensure that the journey stays on track.

The project team identified a single aim and four objectives for the strategic framework.

Aim – Herefordshire Council is committed to contributing to a dynamic Voluntary and Community Sector that plays its full role in improving the quality of life in Herefordshire.

Objectives – the Council will do this by -:

1. Supporting community-based activity that builds strong and self-reliant communities.
2. Opening up opportunities for the sector to delivery more public services
3. Investing in support and development services that build the capacity of the sector.
4. Building a strong relationship with the Voluntary and Community Sector and assisting the sector to engage fully and equally in developing partnership based policy, service planning, service delivery and review.

These four objectives reflect four different types of relationship with Voluntary and Community Sector organisations.

Objective 1 – Supporting community-based activity

Most community based activity in the County will and should continue without any intervention by the Council or other public bodies. The role of the Council here is to support this activity and to help create the environment where the richness and diversity of community based activity can flourish. This calls for a light touch and straightforward mechanisms that recognise that this activity is often dependent on small organisations and on volunteers.

Objective 2 – Opening up opportunities for the sector to delivery more public services

The focus here is on extending the opportunities for VCS organisations to be deliverers of public services. Here the Council and other partners are 'buying' services from VCS organisations to deliver the priorities they have identified in their

service plans (whether Council plans or joint commissioning plans). Clear, consistent and modern procurement and contracting arrangements need to be in place. Capacity issues in terms of negotiating and implementing these arrangements need to be addressed (in both the Council and VCS organisations).

Objective 3 – *Investing in support and development services that build the capacity of the sector.*

Strong infrastructure support for VCS organisations will help deliver both stronger communities and better public services. The Council’s role here is to invest in this infrastructure support. It can do this by providing services itself, offering resources in kind or investing in other organisations to provide those services to the sector. This is a long-term relationship where the focus should be on achieving outcomes that build the strength and sustainability of the sector.

Objective 4 – *Building a strong relationship with the Voluntary and Community Sector and assisting the sector to engage fully and equally in developing partnership based policy, service planning, service delivery and review.*

The Council is committed to putting in place a strong partnership-based Compact with the Voluntary and Community Sector, which will guide the future development of the relationships with VCS organisations. At the same time VCS organisations are being asked to be involved in many different partnership arrangements from deciding priorities to designing and delivering particular activities. The Council has a role in building a strong partnership with the VCS in the County, strengthening its own capacity to relate to the sector and in supporting the VCS in undertaking its role as full and equal partners.

Key Principles

A set of key principles has been identified to underpin the strategic framework. These will be added to and amended in the light of the discussions around the development of the Compact in due course.

Key Principles – the Council will pursue these objectives by:-

- Respecting the independence of the sector
- Providing clarity about what the Council expects
- Ensuring communications are effective
- Fostering respect and honesty between the sectors
- Building on best practice already in place
- Ensuring consistency with national policies and programmes
- Raising awareness of what the sector does within the Council
- Ensuring consistency and transparency
- Promoting full cost recovery
- Developing this work in the spirit of the Compact principles
- Using Plain English

Key risks and barriers

a) Leadership

The strategic framework and action plan provide a road map for a change process that should result in better outcomes for VCS organisations and the communities they serve. Like any change strategy it will need to be led not just managed. The issue of leadership is a matter for both the Council and the VCS.

b) Defining the priorities for community based support

Herefordshire has a rich tradition of community based activities. This diversity is a huge strength, but creates a problem for the Council in trying to decide where and

how to define priorities for support. Communities of place (specific geographic areas), interest (including sports and arts, young and old etc) and identity (ethnic and other minorities) all contribute to the strength and vibrancy of Herefordshire life. Mechanisms for deciding priorities between these very diverse groups are difficult to define and can be politically complex.

c) Achieving the balance between competition and collaboration

There appears to be a consensus that infrastructure support should be delivered collaboratively. The place of competition in the delivery of other forms of activity is not clear.

d) Defining the role of generalist and specialist infrastructure support

There is a danger that specialist infrastructure bodies will duplicate the work of the generalist organisations, or on the other hand generalist organisations may not have the capacity to meet all the needs of VCS across the board.

e) Vested interests

The experience of establishing the national hubs as part of the Change Up programme, which has been delayed by trying to negotiate sharing up of the funds among national organisations, may be replicated at a local level. Also allegiances to individual organisations could stand in the way of change.

f) Financial and human resource constraints

Both the Council and VCS organisations have considerable pressures to deal with in terms of the demands on their time and finances. That said there is much that can be achieved through changes in culture and processes.

These findings have been used to draw together the Strategic Framework (consultation draft) and the Action Plan, which are the companion documents to this report.

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GLOSSARY

Key definitions:

▪ **VCS (voluntary and community sector)**

For the purposes of this document the voluntary and community sector is not tightly defined. It is intended to be wider in scope than general charities or the voluntary sector, inclusive of organisations reflecting the characteristics of social enterprise, but narrower in scope than not for profit or third sector

▪ **Voluntary and Community sector infrastructure**

Voluntary and community organisations whose primary purpose is the provision of infrastructure functions, (support and development, co-ordination, representation and promotion) to frontline voluntary and community organisations

▪ **Generic Infrastructure**

Infrastructure organisations who provide support to all front line organisations within a particular geographic area

▪ **Specialist Infrastructure**

Infrastructure organisations that provide support to a particular “sub-sector” of the voluntary and community sector, or offer a specific area of expertise

▪ **Infrastructure**

The physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote front line organisations thus enabling them to deliver their missions more effectively

▪ **Front line organisations**

Voluntary and community organisations that work directly with individuals and communities in order to provide services, offer support and campaign for change

▪ **Social enterprises**

Businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community rather than being driven by the need to maximise profit for shareholders and owners

▪ **Public services**

Services that are wholly or partly publicly funded and are delivered by public, voluntary and community or private sector agencies

▪ **Resources**

Includes physical, financial, human and in-kind resources

▪ **Capacity Building**

A working definition is “empowering activity that strengthens the ability of voluntary and community sector to build their structures, systems, people and skills so that they are better able to:

- define and achieve their objectives
- engage in consultation and planning
- manage projects
- take part in partnerships, social enterprises and service delivery

PRINCIPLE ELEMENTS OF COMMUNICATIONS PLAN

Central to the successful implementation of the Strategy and Action Plan is open and effective communications for all concerned, at all stages, to establish the wider knowledge, understanding and agreement of the Council's approach and the key objectives and activities being proposed and implemented.

Principle Elements

The Communications Plan has three main elements:

1. Herefordshire Council agreeing an internal process both immediately and in the longer term to embed the aim and objectives of the Strategy across the Council and the full implementation of the Action Plan.
2. Consultation with the voluntary and community sector and other stakeholders – to engage views and consensus for taking the Strategy forward.
3. On-going communications both within the Council and with the voluntary and community sector and other organisations to ensure transparency and understanding at all stages

Lead

The Corporate and Customer Services Directorate has overall responsibility for taking the Strategy and Action Plan forward and will ensure that communications both within the Council and with external stakeholders are carried out.

The strategic framework and key activities as identified in the Action Plan, significantly cross-refer with the emerging structures, principles and activities of the Local Area Agreement. This will be further developed with the consultation period being aligned to take this into account.

A VOLUNTARY AND COMMUNITY SECTOR FIT FOR PURPOSE

DEFINING THE ROLE OF HEREFORDSHIRE COUNCIL

Herefordshire Council is committed to contributing to a dynamic Voluntary and Community Sector that plays its full role in improving the quality of life in Herefordshire.

The Council’s contribution has four building blocks.

<p>SUPPORTING COMMUNITY ACTIVITY</p> <p><i>What the Council is trying to achieve:</i></p> <ul style="list-style-type: none"> ➤ A single gateway for small, mainly one off grants, which is easily accessible to local communities and groups. ➤ Community groups well supported with the advice and information they need to thrive. ➤ Community buildings and other facilities used flexibly to meet the needs of local people and generating enough income to run independently. <p><i>Links to government’s policy on building community capacity - Firm Foundations</i></p>	<p>OPENING UP OPPORTUNITIES FOR THE VCS TO DELIVER PUBLIC SERVICES</p> <p><i>What the Council is trying to achieve:</i></p> <ul style="list-style-type: none"> ➤ Voluntary and Community Organisations delivering services that are in service delivery and commissioning plans of Council and other public bodies. ➤ Consistent and agreed procurement and contracting processes that comply with Compact principles operating across the Council <p><i>Links to government policy on modernising delivery of public services – based on 2002 Treasury cross cutting review and subsequent guidance.</i></p>
<p>INVESTING IN SUPPORT AND DEVELOPMENT SERVICES FOR THE VCS</p> <p><i>What the Council is trying to achieve:</i></p> <ul style="list-style-type: none"> ➤ A single cross sector delivery plan for infrastructure support to include all information, support and advice services including training for local VCS organisations. The plan would spell out roles, responsibilities and resources over a 3-year period and be clear about how generalist and specialist infrastructure bodies worked together. ➤ VCS infrastructure organisations co-located and sharing back office functions where this makes sense. <p><i>Links to government policy on building the capacity of the sector – Change Up</i></p>	

BUILDING A STRONG RELATIONSHIP WITH THE VCS

What the Council is trying to achieve:

- **Partnership based Compact and Codes of Practice agreed and being implemented.**
- **Strong VCS representational structures.**
- **Excellent collaborative working with good understanding in both Council and VCS about respective functions, culture and constraints.**

Links to government policy in relation to VCS involvement in planning and commissioning public services and to the development of local Compacts.

CONCESSIONARY FARES SCHEME

PROGRAMME AREA RESPONSIBILITY: HIGHWAYS AND TRANSPORTATION

CABINET

17TH NOVEMBER 2005

Wards Affected

County-wide

Purpose

To approve a revision of the Concessionary Travel Scheme for elderly and disabled persons following an anticipated change in the regulations governing the operation of such schemes.

Key Decision

This is a Key Decision because it is significant in terms of its effect on communities living or working in an area comprising one or more wards and will involve a significant increase in future expenditure over current budget provision. It was included in the forward plan.

Recommendation

- THAT (a) the Concessionary Fares scheme be revised to increase the level of discount to pass holders from 50% to 100% of the adult fare and that no other changes to the scheme be made;**
- (b) consideration be given to introducing an improved system of financial control and audit of the scheme; and,**
- (c) the budget pressure arising from the changes to the Concessionary Fares Scheme be considered by the Council's Budget Panel in relation to budgets for 2006/7 onwards.**

Reasons

1. The operation of a concessionary fares scheme for the elderly and disabled is a requirement of the Transport Act 2000.
2. The new statutory requirement for free travel will increase expenditure on the scheme significantly to a figure between £800,000 and £1M, compared to the current cost of approximately £350,000.

Considerations

1. The Council is required, under the Transport Act 2000, to operate a Concessionary Travel Scheme for elderly (over 60 years of age) and disabled persons. Regulations made under this and the 1985 Acts require the Council to provide at least a 50% discount on ordinary single and return bus fares within its administrative area to eligible persons, subject to the following exceptions

Further information on the subject of this report is available from
Jim Davies, Public Transport Manager on 0948

a) not before 09.30hrs on Mondays to Fridays

b) not after 23.00hrs

The Council's current scheme complies with the minimum requirements of the regulations and also provides concessionary travel before 09.30 on Mondays to Fridays and after 23.00hrs. The scheme also allows travel into neighbouring authorities' areas on through buses at concessionary rates using powers conferred under the Transport Act 1985.

2. The Government has announced that with effect from 1st April 2006, local authorities will be required to increase the discount to concessionary travellers under the statutory minimum scheme from 50% to 100%. The change will require amendments to the regulations in the form of an Order made under section 147 of the Transport Act 2000. The Order has not yet been made but under section 150 of the Act the Council is required to notify bus operators of any changes to reimbursement arrangements four months prior to their taking effect, i.e. by 30th November 2005.
3. The Scheme requires the Council to reimburse bus operators for revenue lost through providing discounted travel. The budgetary provision for this in 2005/6 is £310,640 although, as actual expenditure is determined by the level of use of the Scheme, the current estimated cost is £353,000. This cost is based upon the current passenger discount of 50% and the introduction of a 100% discount will automatically more than double the cost. The cost of providing the concessionary fares scheme in 2006/7 and future years could therefore increase to between £800,000 and £1M per annum. However, following recent discussions with neighbouring authorities, we will seek to achieve a common reimbursement methodology through joint negotiation with bus operators, which will seek to contain the cost to within the lower end of this range.
4. Administration of the existing scheme is designed to minimise the requirement for staff resources from the Public Transport Team. Pass issue is undertaken by Post Office Counters Ltd and financial control and auditing of claims for reimbursement from bus operators is restricted to the checking of invoices for arithmetical accuracy. The change in the statutory level of concession will increase expenditure by over 100% and consideration should be given to the introduction of a system of ensuring claims from bus operators accurately reflect pass usage. The Scheme already includes provision for the Council to undertake on-bus checking of pass use as a benchmark against claims but this is not currently resourced or undertaken. There are approximately 51,000 people currently eligible to hold a concessionary fares pass by virtue of age or disability. Under the present scheme 15,000 passes have been issued which represents some 28% of those eligible. It is likely that the provision of a free travel concession will increase the proportion of those people that are eligible who decide to obtain a pass.
5. The Government have indicated that additional funding will be made available as part of the Local Government Financial Settlement but details of this settlement will not be available until December.
6. The requirement to introduce free travel, and any available Government funding, extend only to the statutory minimum scheme. The existing level of concession could be maintained for all journeys before 0930 on Mondays to Fridays, after 2300 hours and for journeys that cross the county boundary. Whilst the use made of the extra-statutory features of the current scheme is relatively small, withdrawal of the facility would bring significant disbenefits to passholders. In particular:

- a) The introduction of a cut-off point at 0930hrs for free travel would lead to confusion and potential disputes over eligibility, particularly where it occurred part way through a bus journey.
- b) Passholders who currently use their pass to travel to paid or voluntary work would be disadvantaged.
- c) In areas with limited services, if free travel were not allowed before 0930 hrs there might, in effect, be little or no opportunity for passholders to take advantage of the concession. Examples where this might occur are:

Fromes Hill to Ledbury; Bishops Frome to Bromyard; Ivington and Upper Hill to Hereford; Bromyard to Leominster; Bodenham and Risbury to Leominster; Bosbury to Ledbury.
- d) Failure to extend free travel to cross-boundary journeys would disadvantage residents living near the county boundary whose nearest shopping and medical facilities are in adjacent counties

The extent of extra-statutory concessionary travel is small. Approximately 15% of current pass usage is before 0930hrs and not extending free travel to this time would theoretically save approximately £70,000, although this figure assumes no change in behaviour by passholders. In practice, passholders can be expected to change their travel patterns in response to changes in the cost of travel. Many journeys made by passholders are unlikely to be time-sensitive and can therefore be expected to be transferred from before 0930 to after that time to take advantage of the greater level of concession. Because reimbursement of bus operators is calculated differently (based on an average fare rather than relating to the number of half fares collected by the operators) under a free travel scheme to under a half-fare scheme, those passholders who continue to travel before 0930 will actually cost the Council more by way of reimbursement for each journey made. The likely saving to be made by maintaining half-fare before 0930 is estimated as follows, based on the following assumptions.

- Half of all passengers travelling before 0930hrs currently purchase return tickets, which offer a discount of 25% over the cost of two single fares, and hence a saving in reimbursement costs to the scheme.
- Passengers currently buying half-fare return tickets at before 0930hrs (and making the return journey after this time) will change to buying half-fare single tickets and make their return journeys under the statutory free scheme.
- In addition, annually:
 - a) There are 117,300 passengers travelling before 0930hrs
 - b) 58,650 passengers will transfer to post-0930 travel
 - c) 29,325 passengers use single tickets at an average cost of approx. £0.36 (Total cost to the Council of approximately £21,000)
 - d) 29,325 passengers use return tickets at an average cost of approx. £0.54 (Total cost to the Council of approximately £31,000)

The net effect of the changes in behaviour by passholders can be estimated as shown in the table below:

Net Effect of Behavioural Changes

Theoretical saving assuming no changes in behaviour take place	£70,000
Less extra cost to the Council due to 50% of current passengers travelling before 0930 changing their time of travel	- £35,000
Less extra cost to the Council due to 50% of remaining passengers travelling before 0930 using two single tickets rather than one return.	- £16,000
Possible estimated saving that could arise by maintaining half-fare before 0930	£19,000

7. Cross-boundary journeys account for 3% of current travel and the saving to be achieved by not extending free travel to such journeys is estimated at £24,000 per annum. However, further compensatory changes in behaviour patterns could be expected whereby half-fare cross-boundary journeys are replaced by passholders deciding to make different journeys to take advantage of free internal journeys at additional cost to the scheme that will reduce this figure.
8. Concessionary fares schemes in most neighbouring authorities currently allow concessionary travel outside the statutory minimum and the current intentions of those authorities for post-April 2006 has been established, as indicated below.

Authority	Do you currently offer a Half Fare concession before 0930?	Do you intend to offer Free Travel before 0930 and after 23.00 from April 2006?
Malvern Hills (and other Worcestershire Districts)	YES	YES
South Shropshire	NO	NO
Powys	YES	YES
Monmouthshire	YES	YES
Forest of Dean	YES	YES

9. From the information currently available it appears possible that any additional funding would cover the cost of amending the concessionary fares scheme to provide for free travel for passholders without the need to further amend the scheme. Clearly, it will be necessary for this funding to be allocated to the Concessionary Fares budget to avoid cuts in other transport services. The budgetary effects of such a change has been identified as a Budget Pressure for 2006/7 onwards and it is recommended that this issue be considered through the Budget Panel process in relation to the Council's budgets for 2006/7.
10. In the light of the above information the Cabinet is asked to approve the necessary changes to the Concessionary Fares Scheme to increase the level of discount to passholders from 50% to 100% of the adult fare and that no other changes to the scheme be made.

Alternative Options

Alternative Option 1

1. The level of discount be maintained at 50% for the extra-statutory elements of the scheme in respect of travel:
 - a) before 0930hrs on Mondays to Fridays and after 2300hrs
 - b) for journeys across the county boundary

This would achieve a marginal reduction in the overall cost of the scheme but would result in the disadvantages outlined in paragraph 6 above.

Risk Management

1. The provision of free transport is a statutory requirement and this is no choice but to implement the Scheme.
2. The Scheme requires bus operators to be reimbursed for revenue foregone by participation in it. Estimates and future costs of the Scheme are therefore dependent upon the level of demand and use made by concessionary pass holders. Costs will depend upon the method used to reimburse bus operators for lost revenue and guidance on an appropriate method is currently awaited from the Department for Transport.
3. Payments under the Scheme are made in response to claims from bus operators. The lack of any system of checking that such claims reflect accurately the amount of travel undertaken by passholders could result in higher costs than necessary.
4. Risk will be managed by:
 - a) Following Guidance and best practice on reimbursement methods.
 - b) Establishing a Scheme to meet legal requirements
 - c) Monitoring costs to ensure early identification of increasing costs
 - d) Additional checking of claims from bus operators.

Consultees

Bus operators, through the Bus Operators' Forum

Background Papers

None identified

WEST MIDLANDS REGIONAL HOUSING STRATEGY

PROGRAMME AREA RESPONSIBILITY: SOCIAL CARE ADULTS AND HEALTH

CABINET

17TH NOVEMBER, 2005

Wards Affected

County-wide

Purpose

To receive a report on the West Midlands Regional Housing Strategy 2005 and Strategy for Allocating the Regional Housing Pot for 2006-08 which form the basis of regional housing policy and investment priorities across the West Midlands Region.

Key Decision

This is not a Key Decision.

Recommendations

- THAT (a) the contents of the West Midlands Regional Housing Strategy 2005 and the Strategy for Allocating the Regional Housing Pot for 2006-08 be noted;**
- and**
- (b) the development of increased partnership working between Herefordshire Council and the Shropshire local housing authorities identified within the West Housing Market Area (HMA), as proposed by the Regional Housing Strategy, be endorsed;**
- and**
- (c) it be noted that there may be additional revenue and staffing costs associated with supporting the development of co-operative working across the West Housing Market Area and a further report for consideration identifying such costs, once these have been evaluated, be submitted to a future meeting of Cabinet.**

Further information on the subject of this report is available from
Richard Gabb, Head of Strategic Housing, on 01432 261902

Reasons

The West Midlands Regional Housing Strategy (RHS) provides the framework for setting directions and priorities for action to address identified housing issues within the West Midlands Region up to 2021. The Regional Allocations Strategy (RAS) describes the public investment from the Regional Housing Pot (RHP) which will be invested during 2006-08 against the priorities set by the RHS. Taken together, the strategies directly impact on the resources available to the Council and its partners, in future years.

Considerations

1. The Sustainable Communities Plan, published in 2003, proposed the establishment of Regional Housing Boards who would be specifically responsible for the preparation of a Regional Housing Strategy.
2. Within the West Midlands, the Regional Housing Board created a Regional Housing Partnership comprising officers and representatives from local authorities, voluntary and statutory agencies to steer the creation of the RHS.
3. The first West Midlands Regional Housing Strategy entitled 'Putting Our House in Order' was issued in July 2003 and identified a need to undertake a comprehensive process of funded research and consultation in contributing to the development of a more robust and evidence-based Housing Strategy for the region in 2005. Cabinet considered and noted the first Regional Housing Strategy at its meeting on 25th September 2003.
4. The West Midlands Regional Housing Strategy 2005, entitled 'Delivering a Housing Vision for the West Midlands in the 21st Century: Pathways of Choice', has now been completed and has been endorsed by the Regional Housing Board for submission to the Minister. Covering the period 2005 – 2021, the strategy has been developed with the benefit of a wide range of technical research into housing issues and trends within the West Midlands region. A comprehensive programme of consultation has been undertaken in the course of developing the Regional Housing Strategy within which the Council has been actively engaged. Most specifically, the challenges faced within rural areas have been championed by the West Midlands Rural Housing Network, which is currently Chaired by the Head of Strategic Housing Services.
5. An Executive Summary of the West Midlands Regional Housing Strategy 2005 has been prepared to support this report and is attached at Appendix A for information. A copy of the full Strategy, as approved by the Regional Housing Board, is available in the Members' Room.
6. The Strategy for Allocating the Regional Housing Pot for 2006-08 (the Allocations Strategy) represents a further departure from the formulaic approach to the allocation of resources to Local Authorities and Registered Housing Associations as had existed in previous years. The strategy sets out the amounts of Single Regional Housing Pot (RHP) funding to be provided for investment under the Housing Investment Programme (HIP) and Annual Development Programme (ADP), within the region, against the key priorities. By way of background, HIP allocations fund local authorities investment in activities such as investment in renewal activity in private and public sector stock and the funding of discretionary elements of the Disabled Facilities Grant. The ADP funds affordable housing development activity by Registered Social Landlords within the region.

7. A copy of the Allocations Strategy is attached at Appendix B.
8. Summarised below, is a range of key issues and headlines taken from the Regional Housing Strategy and Regional Allocations Strategy which are of specific note as they affect Herefordshire.
 - The identification of four sub-regional Housing Market Areas within the West Midlands region (North, Central, South and West) following an analysis of the way the housing market operates on a sub-regional basis. Herefordshire is located within the West Housing Market Area alongside South Shropshire, Bridgnorth, Oswestry, North Shropshire, Shrewsbury and Atcham.
 - The strategy recognises issues of high demand within the West HMA where income to house prices ratios are high and identifies the West HMA as the homelessness 'hotspot' of the West Midlands Region, outside the core of the conurbation.
 - The strategy proposes that local authorities within each Housing Market Area (HMA) will work in partnership on the identification and addressing of priorities as they affect each HMA. This is expected to include the shared exploration of housing needs and housing market assessments with closer working between neighbouring local housing and planning authorities to secure the balanced housing market outcomes required by the RHS.
 - The Regional Housing Board expects to see Local Authorities working with the Housing Corporation and Registered Social Landlords to see where additional pitches may be needed and how they might be delivered. ADP has not been available previously to fund the provision of sites for caravans. The RHB will be prepared to support new sites and refurbishments where suitable evidence of need is supplied with £4m available over two years.
 - The Allocations Strategy identifies an increase in ADP funding for the West Housing Market Area and South Housing Market Area in supporting the development of affordable housing. However, the Allocations Strategy proposes the overall level of HIP available to the West HMA will be less as a result.
 - ADP investment will not be considered in schemes providing exclusively for homeless families or individuals.
 - The focus of development will follow the principles of sustainability, leading to the majority of housing development in the West HMA being focussed on Shrewsbury and Hereford and rurally on market towns and larger rural settlements. Development in smaller settlements will be considered for ADP funding only where it can be shown to contribute to regeneration and community sustainability.
 - The RHB expects Local Housing Authorities to maximise the gain in affordable housing when writing Local Development Framework (LDF) policy.
 - The Strategy refers positively to the role of Rural Housing Enablers in driving affordable housing development in rural communities and encourages the extension of the Rural Housing Enabler programme within the region.
 - The RHB will enhance, as appropriate, the resources to local authorities for renewal activities where good evidence is presented of the needs to be addressed. This emphasises the importance of the current Private Sector House

Condition Survey for Herefordshire in identifying the extent to which vulnerable households are occupying non-decent housing.

- In their disposals of land, local authorities are encouraged by the RHB to do so with the presumption that it will be used to address affordable housing needs.

Alternative Options

There are no alternative options

Risk Management

The Regional Housing Board has not received or identified the provision of any additional revenue funding to resource the demands implicit in increased sub-regional co-operation between authorities within each Housing Market Area. An appraisal will therefore have to be undertaken to assess the associated budgetary and staffing implications of this approach for Herefordshire Council and its sub-regional partner authorities within the West HMA. Furthermore, consideration will have to be given to what form any partnership approach should take, whether through, for example, building on existing cross authority groups at officer level, with appropriate engagement of members and stakeholders, or through arrangements involving increased co-operation between Local Strategic Partnerships.

The increase in ADP for the West HMA from £12.5m for 2004/06 to £18.3m for 2006/08 has been balanced by a reduction in the HIP allocation from £10.0m for 2004/06 to £4.3m for 2006/08. The Allocations Strategy recognises that the change in funding approaches and levels may lead to some local authorities experiencing 'changes' in their funding. Whilst a 'safety net' for HIP of 40% of the 05/06 allocation in the first year and 30% in the second year is designed to reduce the impact on local authorities, this represents a risk to the funding of HIP related private sector renewal activities in Herefordshire. The implications will only be fully understood when allocations to local authorities are announced.

Consultees

The development of the West Midlands Regional Housing Strategy and Allocations Strategy have been developed through an extensive process of research and consultation.

Background Papers

None identified.

**WEST MIDLANDS REGIONAL HOUSING
STRATEGY 2005**

**DELIVERING A HOUSING VISION FOR THE WEST
MIDLANDS IN THE 21ST CENTURY:
PATHWAYS OF CHOICE**

EXECUTIVE SUMMARY

June 2005

Purpose of the Strategy

The Purpose of the Regional Housing Strategy is to:

- apply the principles of urban and rural renaissance
- secure mixed and balanced communities
- unite the efforts of public and private sectors
- provide a coherent platform for local housing needs and market assessments
- give leadership by example and encouragement in Housing, Planning and Economic Development working together
- provide a core unifying tool for Regional and sub-regional housing research

In addition the Regional Housing Strategy seeks to be socially, environmentally and technologically engaged, and legislatively up to date.

Core Aims

The core aims of the Strategy are consistent with and supportive of the vision of the WMRSS issued in June 2004:

“The overall vision of the West Midlands is one of an economically successful, outward looking and adaptable Region which is rich in culture and environment, where all people, working together, are able to meet their aspirations and needs without prejudicing the quality of life for future generations.” WMRSS paragraph 2.2

Thus the Strategy aims to:

- Create mixed, balanced and inclusive communities
- Assist in the delivery of the WMRSS policies of Urban and Rural renaissance
- Influence the future development of new housing provision to facilitate and enhance the

economic development of the Region

- Address the variety of needs across a range of specific sectors of housing circumstances
- Work toward the success of the two ODPM sponsored Housing Market Renewal Area Pathfinders in Birmingham/Sandwell and North Staffordshire/Stoke and the Regionally identified housing restructuring areas of East Birmingham/North Solihull and North Black Country/South Telford
- See that Government’s Decent Homes standards are met in the municipal, social sectors, and for those in vulnerable circumstances in the private sector
- Achieve social and other affordable housing
- Achieve sustainable access to minimise environmental resource consumption and traffic and improve the quality of the environment

The evidence based policies developed to achieve these aims are on pages 10 – 28 of this executive summary.

The Key Issues, the Main Goals

The Regional Housing Strategy owns for itself the challenging aims set by its counterpart Strategy, the Regional Spatial Strategy, together with the regeneration policies contained in the Regional Economic Strategy. Publication of this strategy is a key event in driving further into the Region’s investment processes, both public and private, the framework of understanding and policy required to achieve urban and rural renaissance.

The Regional Context

Although close to UK average figures in some areas the Region has a larger dependent population and an economy skewed towards manufacturing and low value added employment. Unemployment is higher and earnings lower than the UK average.

Macro trends towards smaller households, an ageing population and a consolidation of the services economy lie beyond the power of fundamental change for any individual region. However, the Strategy identifies as a key issue the materialisation of these trends in new housing investment, economic activity and improved life chances across the diverse communities of the West Midlands.

The West Midlands Region: Four Housing Market Areas

Building on extensive analysis of the way the housing market operates, and the distinctive features of sub-regional Housing Market Areas, a robust understanding of the Region's housing markets has been developed based on data including..:

- Migration data (2001 Census)
- Travel to work statistics (2001 Census)
- House prices and affordability (Her Majesty's Land Registry, 2003)
- Second Homes (Census 2001)
- Indicators to develop a classification of different types of neighbourhoods each of which share different characteristics including: dwelling type, socio-economic characteristics, tenure, social class, concealed households and sharing (2001 Census)
- Continuous Recording data on RSL lettings (CORE, Housing Corporation, 2003)

ped.

Illustration of the most important findings of the above analysis is available in:

- Table 1: *Local Authorities in Housing Market Areas* (page 6)
- Table 2 : *Net Intra and Inter Regional Migration by Housing Market Area* (page 6)
- Table 3: *Household Forecasts in West Midlands Regional Spatial Strategy* (page 6)
- Table 4: *Average House Price to Income Ratios* (page 7)
- Table 5: *Affordable and Social Housing Requirements by Housing Market Area* (page 7)

Based on this substantial research and analysis, empirical evidence and after wide consultation, the Strategy identified four Housing Market Areas have been identified: **Central, North, South and West.**

People and Communities

The Strategy considers the specific needs and requirements of some of those who have distinctive housing issues warranting separate attention. These are:

- Black and minority ethnic groups
- People who are homeless or at risk
- Those requiring Supporting People assistance
- People with disabilities
- Asylum seekers and refugees
- Gypsies and other travellers

The Strategy draws upon separately available reports prepared for the Regional Housing Partnership and its member bodies for each of these groups, bringing together a variety of evidence and including results from original quantitative and important qualitative research.

Illustrations of homelessness presentations, location of asylum seekers and numbers and distribution of gypsy caravans are available in **Tables 6 and 7** and **Figure 1** on pages 7 and 8.

Decent Homes

The Strategy promotes the meeting of Decent Homes Standards through the achievement of design excellence, energy efficiency and the reduction of fuel poverty and approaches the promotion of environmentally sustainable homes through improvements to existing housing stock and better design and construction of new homes.

The Government's definition of a Decent Home is one that:

- Meets the current statutory minimum standard for housing (dwellings below this standard are unfit)
- Is in a reasonable state of repair
- Has reasonably modern facilities and services
- Provides a reasonable degree of thermal comfort

Within this context all social housing (owned by Local Authorities and Housing Associations) should meet the Decent Homes Standard by 2011.

Affordable Housing

The provision of affordable housing is essential to meeting the diverse needs of sustainable communities, and affordability is a significant problem across the Region. The Strategy identifies co-ordinated action by local authorities, developers, housing associations, English Partnerships, Housing Market Renewal Pathfinders, Rural Pathfinders and other stakeholders as vital to achieving affordability.

Sustainable Communities

The Regional Housing Strategy aims to create a flourishing, diverse and stable Regional economy which, through the provision of 'pathways of housing choice' enables people to live near their work and other activities in pleasant affordable

homes within sustainable communities with healthy and pleasant local environments and minimum resource consumption.

The main thrust of the Strategy is for housing strategists to work with the private sector, Registered Social Landlords and planning authorities to deliver the new range and types of housing which the market left to itself has been unable or uninformed enough to deliver.

Priorities, Implementation, Review, Investment and Monitoring

The Regional Housing Strategy identifies key priorities, methods of implementation, monitoring methods, and gives an overview of the approach to investment processes. The latter approach is particularly complex given the range of resources that come into play, a resource inventory that changes over time and the need to match appropriate resources mixes to issues as they change in priority over the life of the Strategy.

Funds are not available to address everything immediately, and some actions must precede others to achieve a better housing market operation in the longer term future. **Figure 2** (page 9) illustrates changes in investment priorities over the life of the Strategy.

Working in Partnership

Joint working will be critical to the successful delivery of decent, affordable, sustainable housing for the people of the West Midlands. The Strategy proposes and presents the development of Partnership working through:

- Preparing for the merger of the Regional Housing Board and the Regional Planning Body

- Developing partnership arrangements with the four Housing Market Areas
- Themed Working Groups
- The relationship between sub-regions in the West Midlands Regional Spatial Strategy and the Regional Housing Strategy
- The role of the County Planning Authorities in framing and delivering Regional Housing Strategy
- Private Sector Housebuilders
- The development of Regional Housing Allocation Strategies every two years to prioritise those schemes which delivery this Strategy
- Joint local housing market assessments in support of both the planning process and (joint) Local Housing Strategy
- Closer work between Planning and Housing authorities and with private and RSL sector partners to maximise the relevant supply of affordable housing, indeed whatever type of housing required to deliver choices which until now have been missing or inadequate

Next Steps

Finally, a series of next steps are identified including:

- The development of Partnership working to address priorities on a joint basis between authorities on a Housing Market basis

Table 1 Local Housing Authorities by Sub-Regional HMA

Central	North	South	West
Birmingham	East Staffordshire	Bromsgrove	Bridgnorth
Cannock	Newcastle-Under-Lyme	Malvern Hills	Herefordshire
Coventry	Stafford	Redditch	North Shropshire
Dudley	Staffordshire Moorlands	Stratford on	Oswestry
Lichfield	Stoke	Avon	Shrewsbury
North Warwickshire		Warwick	South Shropshire
Nuneaton		Worcester	
Rugby		Wychavon	
Sandwell		Wyre Forest	
Solihull			
South Staffs			
Tamworth			
Telford & the Wrekin			
Walsall			
Wolverhampton			

Table 2 Net intra- and inter-regional migration by HMA

Origin	Destination			
	Central	North	South	West
Elsewhere within WM Region	-5,773	+904	+4,326	+543
Outside the WM Region, but within the UK	-6,079	-49	-1,460	+1,165
Net UK migration	-11,852	+855	+2,866	+1,708
International Migration	+15,728	+2,082	+4,499	+1,831
Overall Net Migration Total, excluding international moves from the UK	+3,876	+2,937	+7,365	+3,539

Source: 2001 Census Special Migration Statistics.

Table 3 Household forecasts in the WMRSS in comparison to current migration trends

HMAs	WMRSS/Policy CF3 (Net)					Share of growth 2001-21	
	2001-2006 hholds	2006-2011 hholds	2007-2016 hholds	2016-2021 Hholds	Total hholds	WMRSS projections %	Current migration trends %
Central	38048	39359	39581	39581	156569	63.0	51.2
North	6457	5791	3614	3614	19476	7.8	5.6
South	14120	10279	7980	7980	40359	16.2	24.9
West	10150	7750	7150	7150	32200	13.0	18.2
Totals	68775	63179	58325	58325	248604	100.0	100.0

Table 4 Average House Price to Income Ratios by HMA (2003)

HMA	Multiplier: (Average price: income ratio)	New households unable to purchase on market at 4.25 income	New households unable to purchase on market at 3.5 income
Central	6.9	52.8	62.4
North	5.9	42.5	50.0
South	9.0	62.2	73.9
West	8.8	57.5	68.2

Source: CURS analysis of CACI Paycheck, Land Registry, and Survey of English Housing data.

Table 5 Affordable and Social Housing Requirement by HMA 2001-21

	2006/08	2006-11	2011-21	2001-21	% share 2001- 21
<i>Affordable (including Social rented housing)</i>					
Central	8874	22184	15163	45584	58.5
North	812	2031	131	3053	3.9
South	2246	5617	5145	16686	21.4
West	1530	3826	4698	12598	16.2
Totals	13464	33659	25137	77921	100.0
Of which Social Housing					
Central	6020	15048	10330	30711	66.0
North	612	1528	78	2196	4.7
South	1132	2830	2622	8434	18.1
West	634	1583	1933	5206	11.2
Totals	8396	20989	14963	46547	100.0

Table 6 Homelessness Presentations and Priority Acceptances 2001-2003 for the West Midlands

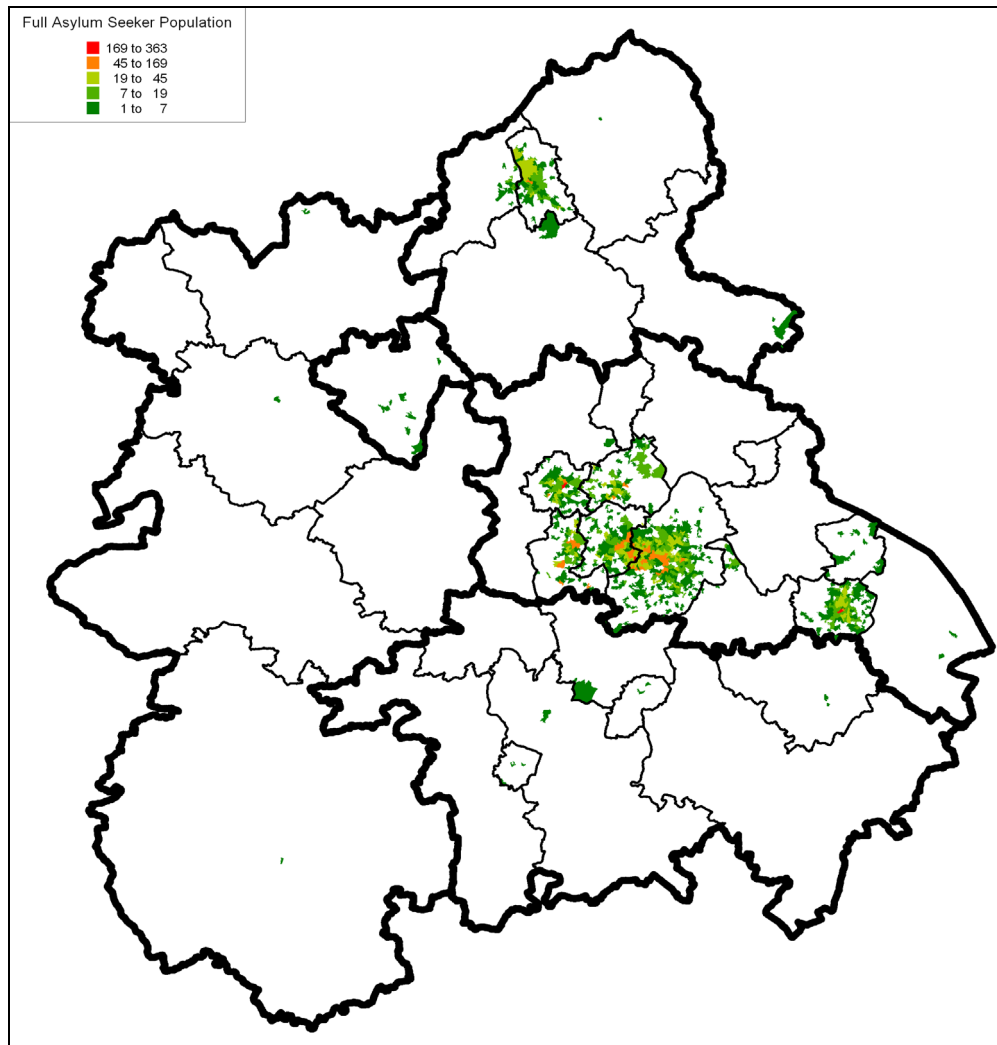
Year	2001	2002	2003
All Presentations	24968	24359	25336
Priority Need Acceptances	14166	14454	15321

Table 7 Number and Distribution of Gypsy Caravans 2004

	All sites		Unauthorised sites		Council sites		Private sites	
	Jan	July	Jan	July	Jan	July	Jan	July
North	195	184	34	21	100	93	61	70
Central	595	621	145	147	204	243	247	231
West	289	288	168	93	110	116	11	79
South	387	512	66	157	224	231	97	124
Region	1,466	1,605	413	418	638	683	416	504

Source: ODPM Gypsy Caravan Counts

Figure 1 Locations of asylum seekers across the West Midlands, 2004 (CURS, 2005)

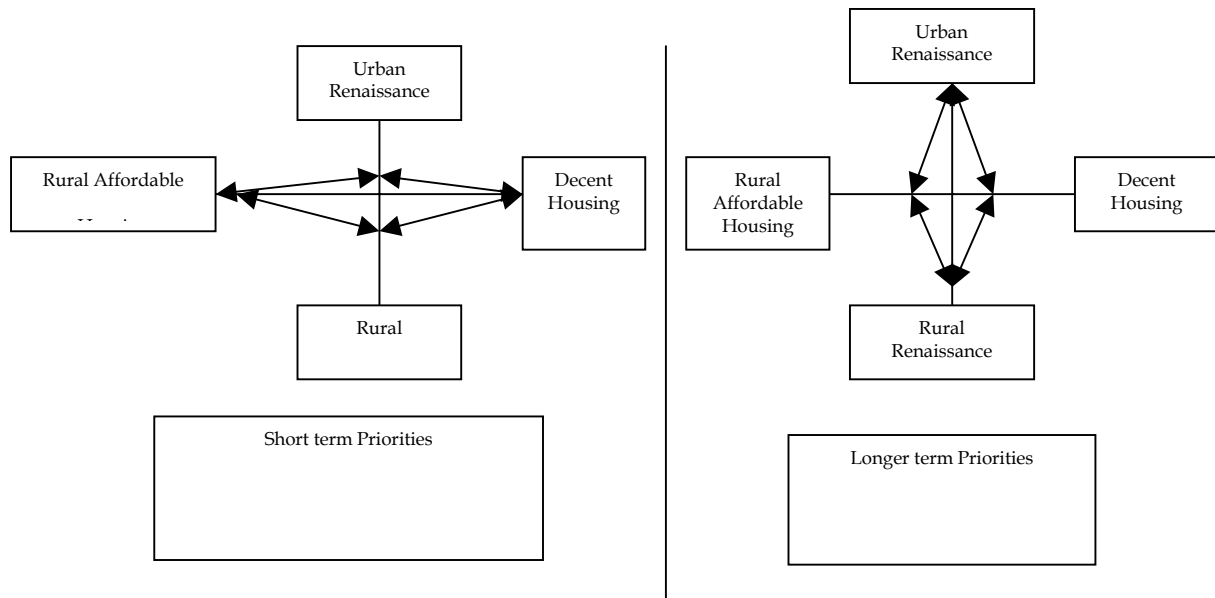


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Estimating the size of the refugee population

There are significant gaps in the data regarding the number of refugees both across the UK and in the West Midlands Region. One of the challenges for monitoring refugees is the recording of refugee status and move-on address when an asylum seeker receives the right to remain. Based on available data the Centre for Urban and Regional Studies (CURS) at the University of Birmingham estimates that at the end of 2004 there were a total of 44,260 refugees in the West Midlands and that this figure will increase to 69,865 by the end of 2007.

Figure 2 Diagram to illustrate the change in investment priorities over the life of the Regional Housing Strategy



In the above diagram the left hand reflects the balance of financial allocation in the short run. The right hand side represents the longer term balance of investment.

The policy and investment priorities are set out on the opposite ends of the poles or axes. On the horizontal axis these are the immediate balance of choice facing the RHB between spend on affordable housing (which can be styled as the bottom up Regional priority issue) and Decent Homes (which can be styled as the Government's and RHB's priority). On the vertical axis the longer term areas of spend are set as Urban and Rural Renaissance. Here too choices need to be made. The result is such that, in the short run the immediate pressures must be addressed hence the arrows pulled out to their fuller extent on this axis. Once these are substantially, but never totally, addressed then the pull on spend can move out on the vertical axis to address the real long term change that will deliver the sustainable Region for the future, as in the right side of the diagram.

Figure 2 depicts the change in investment emphasis over time on the part of the RHB assuming the initial investment in rural affordable housing and towards delivering decent homes especially in the public sector by 2010 will have fundamentally addressed those issues. That should then allow a switch of emphasis over to increasing the rate of investment into the key long-term priorities Urban and rural renaissance. Addressing immediate rural affordability problems is but one aspect of developing sustainable rural communities and the main centres of population in the rural areas.

Regional Housing Strategy 2005: Policy Extract

Number	Policy
2.1	Working with and through its four Housing Market Areas, the RHB will develop improved information on the changing mix of households and their housing aspirations to inform future housing and spatial strategies at the regional and local level.
2.2	Private house builders are encouraged to provide a wide range of dwellings in all types of location, and which offer different styles of living for smaller and single person households subject to 2.3 below.
2.3	Where market intelligence identifies the pathways of choice for the diversity of BME communities and their individual communities particular patterns of search in residential markets then the private housebuilders should positively aim to understand the housing size, type, design, function and required orientation of new housing so that appropriate new build provision can be made.
2.4	The full range of affordable housing options should be available to single person and other small households as well as for families and other larger households.
2.5	Public, RSLs and private providers, including private house builders are encouraged to provide sheltered and extra care accommodation and other types of housing suitable for older people, and to respond positively to the cultural traditions and requirements of elders from ethnic minorities. To make such schemes financially viable, LPAs will need to identify suitable sites within their Local Development Frameworks.
2.6	Social landlords are encouraged to develop products and incentives which encourage older people occupying family homes for rent to move to smaller accommodation which meets their needs.
2.7	Financial institutions across the range from banks to social enterprises are encouraged to offer imaginative schemes to allow those who wish to do so to mobilise capital tied up in their home. Local authorities are encouraged to develop a role in working with funding institutions to help develop suitable products.
2.8	Local authorities and business should continue to develop quality assured services to assist older people to maintain the fabric of their homes in the private sector. Demonstration projects should explore ways of offering a wider service and benchmark with other authorities in order to spread best practice in meeting the needs of older households.
2.9	Schemes to identify and assist vulnerable older households in fuel poverty should be vigorously pursued by local authorities and RSLs.
2.10	The RHB will seek to work with adjoining Regions in finding ways to stem destabilising pressures of retirement migration into the housing markets of the West Midlands.
2.11	In fulfilling the strategic objective of pathways of future housing choice: <ul style="list-style-type: none"> • housing pathways need to be developed that re-invigorate declining centres experiencing de-industrialisation processes and re-establish them as focal point for housing, retail and employment and that • the need of householders to access work is recognised, including the: <ul style="list-style-type: none"> needs of low income workers; stock adaptation matching the changing role of centres; sustainable housing choices based on commuting distances that support regeneration, particularly of the Major Urban Areas coinciding with the Regeneration Zones and High Technology Corridors (see WMES and WMRSS for definitions and policies).

2.12	<p>The role of the home as a location where work tasks will be undertaken will be supported and social landlords are therefore expected to operate policy and practical measures which are consistent with this, especially to have</p> <ul style="list-style-type: none"> • Sympathetic stock management policies in the social sector; and • Design policies that account for the needs of home workers e.g. broadband connectivity. <p>Where planning consent is required this should not be unreasonably withheld.</p>
2.13	<p>Consistent with the West Midlands Regional Economic Strategy, the RHB expects priority access to social and affordable housing to be given to people on low incomes who either have been, or who are at risk of being, displaced from their local community due to the pressures of migration or economic change as these impact upon the housing choices available to them.</p>
2.14	<p>The trend towards home based working will be monitored and the implications for housing markets tracked to inform policy on encouraging, directing or reinforcing economic growth where this is in sustainable community locations.</p>
3.1	<p>In order to ensure development serves local needs the RHB will expect to see full cooperative and detailed integration of the LHAs housing development policy and planning policy utilising all measures the regulatory regime permits to secure the balanced housing market outcomes required by this Strategy.</p>
3.2	<p>The RHB will monitor, as part of the joint monitoring of WMRSS/RHS (policy 3.16) and report upon the extent of use of the following powers in securing local housing for local people</p> <ul style="list-style-type: none"> • Development of more social and other affordable housing • Sites to be identified where a high proportion (up to 100%) can be allocated for affordable housing • Use of site acquisition, voluntarily or compulsorily to bring forward schemes where the LA as vendor can stipulate the housing mix in favour of affordable housing • Use of local occupancy clauses • Use of 'in perpetuity' clauses to keep affordable housing in that use <p>Encouraging a programme of smaller '2 bedroomed' property with the permitted development rights to extend removed. (The regional and local evidence to support this policy must be clear and robust and meet the requirements of paragraphs 87-88 of DoE Circular 11/95 'The Use of Conditions in Planning Permissions').</p>
3.3	<p>Where insufficient housing land supply remains in the planning system to meet affordable housing needs via negotiated standard proportions though Section 106¹ policy, meeting local housing needs must be seen to be the priority use of housing land resources and delivered in Local Development Frameworks and development control decisions. This may mean specifically allocating site for affordable housing and certainly not relying on the Sec 106 style of thresholds and percentages negotiation.</p>
3.4	<p>If insufficient land exists to meet identified social and affordable housing need and it is unreasonable to decide such need can reasonably be met elsewhere in the Housing Market area, consideration should be given to the need to allocate additional land in the LDF process specifically and solely to address this inadequacy.</p>
3.5	<p>Local Housing Authorities are strongly encouraged to work with their Local Planning Authorities to identify the best mix of tenures and property types for all types of social and other affordable housing including starter homes for sale. These requirements are expected to be clearly conveyed to developers through site briefs, public land sales particulars and local development plan policy and</p>

	followed through in the development control process where Section 106 agreements are to be negotiated. The RHB will monitor these processes on an annual basis as part of the joint monitoring.
3.6	In view of the changes to the concept and measurement of housing 'unfitness' in the Housing Act 2004 the newly approved hazard rating system will need to be built into Regional measures of housing stress. The RHB will work with partner LHAs and other stakeholders to develop contemporary measures of housing stress, which it is hoped will be informed by future research as outlined in Chapter 10.
3.7	The RHB will support the Shared commissioning of revised household projections at HMA level and below to take into account latest headship and household formation rates published by ODPM in summer 2005. This will be shared by the regional planning and housing sectors working together.
3.8	The RHB will fund the update and sub-regional updates based on the new ONS data. The latter will be subject to joint working being agreed between local authorities in the new HMAs as defined here in the RHS 2005.
3.9	A revision -in whole or part - to the RHS 2005 will be supported in the light of these projections and the outcome of WMRSS Partial Review or any adopted significant technical work undertaken towards the WMRSS Partial Review.
3.10	At sub-regional level affordability monitoring to be carried out by consortia of LHAs commissioning jointly local housing need studies and integrated housing strategies. Each sub regional housing market area should have regionally consistent approaches to dealing with migration and any risks of double counting.
3.11	The strategy in the North Central part of the Central Housing Market Area should be to deliver sustainable social housing provision meeting local need and to restrict the expansion of owner-occupation that would attract households out of the conurbation. Intermediate housing such as LCHO should be delivered sensitively by regulating the staircasing of shared ownership and implementing equity sharing or other shared - covenant arrangements that help in retaining a pathway into owner occupation for lower-income households. This will need to be monitored and reviewed to ensure the long term creation and maintenance of mixed and balanced communities.
3.12	Given the established commuting and migration patterns between the conurbation and the adjoining settlements to the north and north east of the MUA conurbation, affordable market housing is required to take pressure off these destination areas. Emphasis should therefore be placed on developing pathways of choice and investment in LCHO and other intermediate tenures within designated renewal areas within the conurbation. Some provision of housing for lower income households within the Central HMA where it extends into the South Staffordshire and North Warwickshire authorities should also be made, enabling residents originating from these areas to remain within their communities.
3.13	The RHB encourages the East Birmingham-North Solihull Area of Housing Market Restructuring to continue to identify its full range of housing and regeneration requirements and to build on best practice and experience of intermediate housing provision, especially for BME communities where relevant.
3.14	Coventry as an MUA (within the central HMA) is set for growth under the Regional Spatial Strategy and the RHS therefore needs to enhance its role in meeting strategic housing needs and supply requirements and in turn, to the wider success of housing and economic activity in the West Midlands as a whole and especially the eastern part of the central HMA.
3.15	The RHB supports the range of regeneration programmes and especially the Black Country Study as phase 1 of the WMRSS Partial Review by the RPB in

	securing deep rooted change in the housing offer available in the Black Country.
3.16	The RHB expects to see all other regeneration initiatives in the Black Country operate strategically in support of the WMRSS Review.
3.17	The RHB will wish to consider the merits of supporting the major housing market restructuring programmes of change alongside the funding commitments to these from Central, and local government sectors and the private sector. In addition, strategy coherence will need to be demonstrable in support of implementation programmes as will evidenced, positive indicators of scheme delivery within required timescales.
3.18	It is important that both the Pathfinder areas in the Region, when carrying out their housing development and interventions, ensure that they consider adjacency issues and fully understand the impact they may have on other areas to ensure they do not undermine already weak or vulnerable areas.
3.19	Individual major schemes presented to the Housing Corporation for funding approval will need to be compatible with the long term proposals of the sub-regional Black Country study.
3.20	The RHB recognises the need for the Black Country Study to develop policies and proposals which attract higher paid professional and managerial households especially by the provision of executive homes at appropriate, lower densities.
3.21	The RHB will require the WMRSS / RHS joint monitoring indicators to track, monitor and analyse outputs and outcomes especially within the Major Urban Areas from the various regeneration initiatives and that timely feedback is provided either if these are not as anticipated or there are unforeseen unfavourable adjacency effects on adjoining areas.
3.22	Areas that have relatively low levels of homelessness, affordability problems and lack diversity of private sector investment should be stimulated to provide increased pathways of choice to lower income households who move as a result of restructuring other parts of the Black Country.
3.23	The urban areas of Worcester, Warwick and Stratford should be the focal point for social housing investment in the short-term. Those parts of Solihull that are in the South Housing Market Area and meet WMRSS criteria may also be the location for the development of additional affordable housing.
3.24	The strategic housing policy for that part of the Central HMA which functionally operates in north Redditch and Bromsgrove is founded upon the strategic aim that housing development should achieve good pathways of choice into the future. However the starting point for both Districts is different. In Redditch there is a need to improve the stock and mix of housing on offer in its older areas of predominantly social housing. Overall a rebalance of tenure should be achieved which redresses the higher representation of social housing in this area and improves its least attractive neighbourhoods as a priority.
3.25	In Bromsgrove the adjoining housing areas to the north in South West Birmingham are predominantly social housing, set to undergo a process of rebalancing and improvement of the range of choices available. It is important therefore that in future Bromsgrove achieves a balanced continuity with the conurbation housing markets by sustaining that range of housing choices throughout its own housing market.
3.26	Further to the changes introduced by the Housing Act 2004 to the operation of Right to Buy scheme, the RHB encourages the Rural Housing Network of the West Midlands Regional Housing Partnership to alert its Local Housing Authority members to consider whether they should request that their area be designated by ODPM as 'rural', as Stratford as done. Local authorities wishing to do this should discuss with the RHB and the West Midlands RHP any anticipated budgetary implications as well as identifying the long term

	cumulative nature of any market effects which the RHS and WMRSS should account for.
3.27	In general the principles of sustainability will lead the majority of development to focus on Shrewsbury and Hereford, the larger market towns and larger rural settlements”.
3.28	The RHB considers that the strategic housing policy for that part of Bridgnorth which lies functionally within the Central HMA should be one of complimenting the housing offer in Telford and not adding unnecessary quantities of affordable housing. Rather than expand housing supply, restraint in developing and maintaining a balanced market for local needs is needed consistent with the RSS policy. It is considered that there is sufficient social housing in Telford and additional development in Bridgnorth must not cause destabilisation of Telford’s housing market.
3.29	In areas where large-scale clearance and re-provisioning of stock is proposed the mix of housing provided must create balanced and mixed communities with pathways of housing choice and raised levels of housing satisfaction with post intervention outcomes.
3.30	The process should be managed to ensure there is a smoothness of intervention to minimise stress and disruption, and a phased and targeted rehousing strategy that is agreed with the local community, planning, the RHB / Housing Corporation, RSLs and other partners.
3.31	The RHB wishes to see the impact of new housing development fully evaluated so that the consequences in the local and sub regional housing markets are managed for their adjacency effects elsewhere in the MUA particularly as the Pathfinder restructuring of the housing stock impacts within the sub region.
3.32	Wherever in the Region rehousing, clearance, redevelopment or refurbishment takes place the RHB expect to see trained people employed, sensitive to community needs on rehousing through to site clearance, and rehousing coordinators to make relocating into new or existing development happen efficiently.
3.33	In addition to other criteria for the use of ADP/ NAHP as set out in this RHS and the accompanying up to date Regional Allocation Strategy, the RHB may approve the allocation of ADP /NAHP to <ul style="list-style-type: none"> • area based housing regeneration strategies, • housing renewal interventions • housing schemes in mixed use regeneration strategies, and • areas of housing action in adopted LDDs • government initiated , implemented or managed areas of housing intervention, provided these comply with the strategic objectives of achieving mixed and balanced communities, and redress deficiencies in local housing choices.
3.34	In the short run the RHB will increase in the ADP support for new affordable housing in the rural areas of the region, particularly in the south and west HMAs, as justified in the RHS and set out in the Allocations Strategy.
3.35	The RHB will seek the RPBs guidance on the places where the requirements for new affordable housing are to be located in the most <u>sustainable</u> locations, and seek the RPBs guidance as to how LHAS and LPAs are to evaluate such locations, but avoiding simple prescriptions for them such as settlements size or only the presence of ‘key services’.
3.36	The RHB will work with the RPB, through the WMRSS, to pay specific attention to how to provide pathways of housing choice which reflect the functional roles of settlements in networks in <i>rural</i> areas. The RHB will wish to see to how strengthening pathways of choice can deliver wider social and economic benefits.
3.37	The RHB acknowledges the importance of up-to-date local housing needs

	assessments for the evidence base for joint, and local District Housing Strategies and LDFs.
3.38	The RHB supports the concept of a region-wide standardised approach to local housing needs assessments and will wish to see any further ODPM guidance on this subject used within the Regional and sub regional policy framework as presented in this RHS.
3.39	The RHB acknowledges the excellent work done in the West Midlands by Rural Housing Enablers to deliver good quality well located affordable housing. The RHB will positively review the Rural Housing Enabler programme and encourage its extension within the Region.
3.40	The RHB will support the RPB to ensure these rural housing issues are reviewed as appropriate in the WMRSS at the Partial Review.
3.41	In general, the principles of sustainability will lead to the majority of housing development in rural areas being focused on market towns and larger rural settlements (in line with WMRSS policy principles). In some circumstances, it will also be appropriate to consider meeting identified local housing needs in smaller settlements provided this can be shown to contribute directly towards regenerating the rural economy or to sustaining a local community by meeting proven local housing needs and where the impact on the environment and the landscape is acceptable.
4.1	In the context of new development, major regeneration and restructuring initiatives the RHB expects all involved in strategic development (Local Housing Strategies and other associated planning and strategy development), to establish and address the needs and aspirations of all the communities affected.
4.2	The RHB will wish to see explored in more depth the views, experiences and competing demands on housing resources in the inner cities from new and established communities where these are competing for the same accommodation. The Policy intention is to create the positive conditions for extending the areas of residential search for those households who currently live in those more concentrated communities, and to ensure sufficient appropriate homes and services are available to new migrants and asylum seekers / refugees as they become established and enter the mainstream housing market.
4.3	The RHB will wish join with other Regional partners (e.g. West Midlands BME Housing Network, AWM, RPB) to see inclusive work, involving the community and with the private sector, planning, housing and BME housing organisations, on specific proposals to achieve Urban Renaissance so that the detailed and particular housing aspirations of each ethnic group resident in the MUAs is addressed. This work will need to achieve more than one off 'pilots' and 'flagship' schemes, but be comprehensive and radical to accommodate all in these communities where new homes are needed and to maximise the opportunities that are being created.
4.4	The RHB will wish to see LHAs and LPAs together actively creating and promoting policy related to the BME communities as follows: - Increasing pathways of housing choice i.e.: extending choice of tenure and dwelling type within areas that BME communities have traditionally exercised search patterns and supporting BME communities in making choices beyond these established areas of housing settlement - Addressing harassment and securing safety - Meeting the needs of diverse and fragmented communities
4.5	The RHB will work with the Regional Planning Body and LPAs to ensure the application of Urban Renaissance strategy does not lead to gentrification at the expense of the BME communities in the MUAs.
4.6	The Regional Housing Partnership, on behalf of the RHB, will seek the advice of the BME Housing Network and the Regional Housing Partnership on the issue

	of tools available to remove discriminatory barriers to housing choice.
4.7	The RHB will seek to ensure the housing requirements, and in the context of long term change, aspirations of BME communities, in both MUAs and outside the MUAs, are being addressed, by the local housing strategies, working with planning, the private sector and BME stakeholders.
4.8	The RHB supports the principle of capital investment in social rented general needs housing to improve access to permanent, secure affordable housing areas where there is a supply gap in order that local authorities can meet Government targets to reduce by half the number of households in insecure accommodation by 2010.
4.9	The RHB supports the principle of capital investment in supported housing for the Supporting People programme, being linked to meeting homelessness needs, ensuring both catch up and forward investment in accommodation and support services to tackle and prevent homelessness.
4.10	The RHB will support efforts of the LHAs working together to improve the use of existing data in monitoring and Strategy development. Similarly efforts to extend the quality and type of data collected will be supported.
4.11	The Regional Housing Board supports the approach to addressing homelessness as set out in the Regional Homelessness Strategy, and in particular: <ol style="list-style-type: none"> 1. In order to ensure a better linkage between homelessness intelligence on areas of priority and capital funding programmes, the RHB will have regard to the level of priority homeless acceptances and the supply of social housing lettings in assessing the requirement for capital investment from 2006 onwards. 2. Capital investment in supported housing: <ol style="list-style-type: none"> a) In the short term for improvement, remodelling or reprovision of supported accommodation for vulnerable people including those homeless or at risk b) In the medium term ,subject to a better link up between revenue and capital through a coordinated approach with Supporting People Commissioners, schemes may be supported that meet 'homelessness needs gaps', in particular those that support prevention initiatives
4.12	In all areas of clearance the RHB expects to see care taken to address the specific housing needs of; <ul style="list-style-type: none"> *vulnerable and socially excluded groups, *the development of housing pathways for diverse groups including young people, and * those who will need short and longer term support subject to resources.
4.13	The RHB will require partners drawing on its funds in any housing market redevelopment, clearance, or other disruptive, interventionist activity, to demonstrate the highest standards of community and individual sensitivity in their treatment of residents, and especially those who are vulnerable, elderly, disabled, with mental health problems or where there are language or other communication difficulties.
4.14	The RHB will expect the cooperation of LHAs and LPAs in sharing information which demonstrates compliance with this and associated policies especially at times when funding is being sought either in principle for the range of a programme or for specific schemes. The RHB may seek the assistance of the RHP in reviewing service delivery on these matters.
4.15	The RHB encourages the principle of a Cross-Sector Strategy Homelessness Implementation Group reporting to the Regional Housing Partnership and working in partnership with the Regional Implementation Group (Supporting People) to champion the Regional Homelessness Strategy.
4.16	The RHB will encourage this Homelessness Implementation Group advising, through the RHP, on policy, resource issues, to promote good practice and cross sectoral working, monitoring and review.

4.17	<p>The RHB encourages the setting up of sub-regional partnerships (based on existing networks) to coordinate activities and pool budgets for a wide range of cross-sector and cross-authority work on homelessness prevention and support including:</p> <ul style="list-style-type: none"> *building strategic capacity *joint training programmes *common needs analysis and resource priorities *provision of specialist prevention and support services to meet the needs of several authorities *Access to health care and health promotion *Employment and training for people who are homeless *Drug treatment after care and accommodation *Education on homeless prevention and access to education for temporary accommodation residents *Crime reduction and homelessness prevention <p>This will need to be agreed with all the authorities and agencies who wish to be involved.</p>
4.18	<p>The RHB supports the improvement in data collection as referred to in the Regional Homelessness Strategy</p>
4.19	<p>The RHB urges that the issues identified in the Health Impact Assessment and the research undertaken by Shelter, should be progressed as a priority by the Regional Implementation Group (Homelessness) with all the agencies and organisations who contribute to these issues.</p>
4.20	<p>Where RHB funds are used the RHB will require its partners engaged in any housing market redevelopment , clearance , or other disruptive interventionist activity, to demonstrate the highest standards of community and individual sensitivity in their treatment of residents, and especially those who are vulnerable, elderly, disabled or with mental health problems.</p>
4.21	<p>The RHB recognises that there may be additional, priority support needs attached to the implementation of such schemes and programmes within areas of market intervention, which it will endeavour to meet, or where relevant encourage other funding agencies to meet according to remit and responsibility.</p>
4.22	<p>The RHB requires an assessment of the support needs of people living in areas scheduled for renewal that may include hostel provision or supported housing schemes. The results relevant to the phase or stage of the redevelopment process from these assessments should accompany programme, phases or parts of programme submission or scheme proposals to demonstrate clear linkage between housing needs, (and preferences), and programme or scheme details when submitted for approval or for funding.</p>
4.23	<p>The RHB encourages close working relationships to be formed between the HMA housing market area partnerships and the Supporting People structures within the Region to enable greater access to services in the Region, maximise the use of resources, share good practice and gain consistency.</p>
4.24	<p>The RHB requires the delivery of services across the West Midlands Region undertaken in a coherent, interrelated, planned, rational manner, which immediately addresses any uneven distribution of services given the current disposition has a negative effect on the movement of people between rural and urban areas, and cities and surrounding towns.</p>
4.25	<p>The RHB has accepted the West Midlands Supporting People Strategy 2005 and will have regard to that Strategy in addition to the priorities set out under Supporting People in this RHS for the development of services, development of understanding needs, service provision and addressing any gaps, service development and funding priorities.</p>
4.26	<p>The RHB requires Rural Supporting People authorities to work in partnership with surrounding authorities to obtain a clear understanding of the numbers of</p>

	people moving to access services elsewhere and the reasons why, and to consider suitable policy responses, including the provision of local services nearer their homes.
4.27	The RHB strongly supports the efforts of the RPB and LPAs to deliver mixed and balanced communities, which in the face of a need to provide accommodation for any Supporting People need category will expect to see good practice in community participation and mediation being used to facilitate scheme acceptance and where necessary be robust in asserting the delivery of these schemes in the communities where they are needed.
4.28	The RHB will expect proposals for Supporting People capital schemes to be well supported by sufficiently detailed option appraisals for the Housing Corporation to be able to evaluate the alternatives and demonstrate that appropriate investments are being made, including on the grounds of value for money.
4.29	The RHB will support the Housing Corporation in making capital grant commitments for Supporting People schemes in order to facilitate obtaining the necessary revenue funding.
4.30	The RHB encourages the role of the <u>Supporting People RIG</u> <ul style="list-style-type: none"> • to provide strategic advice to the RHB on both general SP issues and supported housing investment decisions • to provide advice to RHB on the regional allocation of SP funds – exploring where Local Area Agreements are being developed to seek improved strategic fit • to raise the profile of Supporting People and seek engagement with associated organisations (i.e. health family - PCTs and SHAs, Social Services) • to gain support and enthusiasm for the RHB and Regional Supporting People Strategy from all Administering Authorities, ensuring needs and requirements are reflected in local investment decisions. • to co-ordinate the implementation of the Regional Supporting People priorities of the Regional Housing Board and • to strengthen its links with the Housing Corporation
4.31	The RHB encourages issuing by the SP(RIG) for Supporting People administering authorities: <ul style="list-style-type: none"> • Action plans that build on the existing Regional working • Information sharing to take the RHB and RSP Strategy forward • An overview of provision across the Region to include; <ul style="list-style-type: none"> - Supply maps highlighting the distribution of services between rural and semi-Rural areas and the major urban conurbations; • A directory of Supporting People provision for service users across the Region; • Develop good practice models • Identify information gaps to develop the RSP strategy further
4.32	The RHB expects Local Authorities to establish Disability Housing Registers so that disabled people have access to available housing opportunities and to also improve the quality of the data on the needs and characteristics of people with disabilities, in order to more effectively meet their needs.
4.33	The RHB supports the targeting of resources to deliver wheelchair standard homes where the need is evidenced and delivery assured.
4.34	The RHB supports specific consideration in the Black Country Study, and in research in other restructuring areas, being given to the long term trends and policy responses necessary to achieve social and economic integration of asylum seekers and refugees.
4.35	The RHB expects RSLs to work together and with National Housing Federation to explore the extent to which they can assist refugees and how they can make themselves more accessible to this group.

4.36	The RHB supports the development of a monitoring process to establish as accurately as possible, the rate of absorption of the ASR population into the general housing market and the development of policy sensitive to the needs of ASR households which are at risk of becoming socially excluded.
4.37	The RHB requires all housing providers and agencies to review their policies to ensure refugees can access suitable move-on accommodation in which they can live for the long-term, rather than short-term temporary accommodation. Any barriers identified are to be removed promptly.
4.38	The RHB recognises that the needs of vulnerable asylum seekers and refugees should be understood and that their needs,- <ul style="list-style-type: none"> • be included as core to all service planning including neighbourhood renewal, housing, social services, education and health and therefore encourages the most effective and sensitive approaches to service provision, including <ul style="list-style-type: none"> • specific measures to inform Asylum Seekers and Refugees of the services available and that • appropriately trained and briefed staffs deliver these.
4.39	The RHB expects all LHAs to develop a consistent set of policies across HMAs for developing bond schemes with private landlords which will be of benefit to both private rented housing suppliers and tenants, especially asylum seekers and refugees.
4.40	The RHB encourages LHAs to issue all new refugees with a guide to locating move-on accommodation, explaining the relevant procedures and processes that a refugee needs to follow.
4.41	The RHB encourages the work of organisations who are delivering on key integration initiatives such as access to employment, adult education to work together so that a holistic approach is taken in resettling refugees.
4.42	The RHB supports the existing multi-agency forums established in key dispersal and resettlement areas, and refugee networks to advise, guide and deliver initiatives for ASRs as are encouraged in Policy 4.38.
4.43	The RHB will work with regional agencies and organisations to research and examine the success of initiatives in the areas referred to above and the ways in which they might be applied elsewhere across the West Midlands.
4.44	Further research into the housing needs of Asylum Seekers and Refugees within the Region has also been identified, to provide local authorities with a steer on how to place, manage and monitor Asylum Seekers most effectively in the future.
4.45	The RHB expects to see Local Authorities working with the Housing Corporation and the RSLs to see where additional pitches may be needed and how they might be delivered.
4.46	The RHB will consult with Local Authorities through the joint WMRSS/RHS monitoring system on the process of updating Regional household needs information, data on pitches required and of trends.
4.47	The RHB requires local authorities' integrate their strategies take account of Gypsies and Travellers and especially pitch provision.
4.48	The RHB expects local authorities to ensure there is good coordination, liaison and consistency of housing advice, on accommodation matters for Gypsies and Travellers.
5.1	The RHB expects to see the development of sustainable communities incorporated into all LDDs across the Region. When in the production of their LDDs, LPAs wish to consult the RHB in compliance with the 'PPS12 consultation' provisions, LPAs will be directed to this RHS, and the requirement to ensure pathways of housing choice are being provided within the overall objective of achieving sustainable communities.
5.2	To promote housing that minimises greenhouse gas emissions, car travel and

	car dependence
5.3	To promote residential development and improvements to the housing stock which protect and enhance the quality of the natural and built environment; and which maintains and enhances biodiversity in urban as well as rural areas.
5.4	The RHB supports the promotion of opportunities for the renewal of existing stock in areas of historical and architectural significance where appropriate.
5.5	To promote development and improvements to the housing stock which utilise good design to reduce crime and fear of crime and increase 'passive security' and physical activity through encouraging utilisation of pleasant public spaces.
5.6	To promote development and improvements to the housing stock which support healthy lifestyles, which reduce the need to travel and encourage the use of more sustainable forms of transport for example by ensuring that journeys on foot or by bicycle are safe, easy and attractive as well as practicable.
5.7	To advocate incorporating land within housing development for community services where appropriate, such as open space and recreation facilities, in the interests of creating sustainable, well managed and properly resourced communities.
5.8	Set a target for all social housing (owned by local authorities and housing associations) to meet the decent homes standard as a minimum by 2010.
5.9	In refurbishments for Decent Homes Standard, raise energy efficiency to current Building Regulations standards, or as near as practicable, not only to Decent Homes minimum
5.10	Accept the demolition of homes incapable of being brought up to acceptable thermal standards where practicable.
5.11	Link the delivery of decent homes clearly with wider neighbourhood renewal and Urban and rural renaissance agendas.
5.12	Work with the West Midlands Public Health Group to better understand the needs for Affordable Warmth in the Region
5.13	Aim to eradicate fuel poverty for vulnerable households by 2010 and for all households by 2016.
5.14	Local authorities to demonstrate both that they have a robust assessment of the extent to which vulnerable households in the private sector are housed in non-decent stock within their area and that they have a clear and effective strategy, within the context of their overall neighbourhood renewal strategy, to deal with this. All possible sorts of funding sources should be explored in order to establish the most effective means of obtaining sustainable improvements.
5.15	Local authorities should benchmark and share good practice in meeting the Decent Homes standard.
5.16	The RHB will enhance ,as appropriate, the resources (where available) to local authorities within the Region to give greater prominence to private sector housing renewal programmes within their local housing strategies, where good evidence is presented of the needs to be addressed.
5.17	The RHB will encourage the development of a learning environment, consolidating the training programmes likely to be established by central government, to bring the main elements of the Housing Act 2004 into practice and ensure the development and dissemination of good practice over the implementation of private sector housing renewal programmes as a whole between local authorities in the Region.
5.18	The RHB will continue to facilitate the development of the loans agenda. This continues its support for the Kick-start initiative, extending the scope of the project in a subsequent phase to other authorities in the Region; in seeking to attract increasing levels of private finance into the equation.
5.19	The RHB, mindful of the change in legislation, the government's adoption of an enabling role for local authorities, the RHB will encourage the exploration of different local delivery mechanisms in order to sustain and increase the scale of

	repair and improvement activity.
5.20	The RHB will encourage a shift in the nature and scale of activity as far as energy efficiency and fuel poverty initiatives are concerned. The RHB will wish to see these programmes more effectively targeted than hitherto on 'vulnerable households' and on 'hard to heat' homes. These programmes should be more closely integrated to repair and improvement programmes under the Regulatory Reform Order (RRO), so that investment on improved energy efficiency is more effectively protected by repairs to the fabric of dwellings;
5.21	The RHB encourages local authorities in the Region to continue to pursue and designate area based approaches.
5.22	Support the procurement of affordable housing supply where needed through both new building and acquisition of the existing stock and support the wide range of affordable housing types being used to meet needs including social rented, shared ownership and other forms of low cost home ownership housing.
5.23	Require LHAs which under most pressure to provide more affordable housing to consider whether their plan policies can be strengthened (e.g. through the inclusions of a wider range of development sites) and how affordable housing policies can be implemented more robustly.
5.24	In supporting the use of Section 106 agreements to maximise opportunities to obtain affordable housing, the RHB considers that where there is insufficient means to secure all the internal cross subsidy needed to deliver the quantity of affordable housing required, then the LPA jointly with the LHA may present a case to the Housing Corporation for additional funding. However before such an approach can be successful all other potentially available sources of finance should be evaluated for their applicability and their sources exhausted, including recourse to the LAs own funds and borrowing approvals.
5.25	Public funding for affordable housing schemes on Section 106 sites will only be available where a viability study shows this is necessary or where public funding can be shown to add value by improving the quality and mix of affordable housing provided so that it more accurately meets local needs.
5.26	The RHB supports improvements to the clarity and consistency within and between authorities, at HMA level, in securing affordable housing through planning and Section 106 Agreements.
5.27	The RHB adopts the same definition of social and affordable housing in the RHS as used in the WMRSS.
5.28	The RHB expects LHAs to maximise the gain in affordable housing in writing LDF policy, if necessary going below the thresholds set out in national guidance in areas where the LPA/LHA can prove that needs would otherwise risk being unmet and that low income households have particular difficulty in affording local house prices (see WMRSS policy CF5).
5.29	The RHB will work with the RPB to consider the need for a WMRSS policy supporting the provision of affordable housing without subsidy in rural areas through development controlled by planning conditions and legal agreements.
5.30	The RHB encourages local authorities at HMA level to undertake joint research into the financial viability of different tenure options when provided as newbuild or purchase of existing properties. The RHB supports making use of commuted sum payments, or mechanisms such as PFI in order to enhance their ability to support the provision of a range of affordable housing options.
5.31	The RHB wishes LHAs within HMAs to begin the process of operating Common housing registers between local authorities and if possible RSLs operating in the area. Local authorities and RSLs should positively market the range of affordable housing options and should keep a common register of affordable housing demand for different tenure and housing options. (See also Choice Based Lettings at RHS Ch7 para 7.34)
5.32	Local authorities should use their full range of planning powers, including

	<p>where appropriate compulsory purchase orders (CPOs) to facilitate an adequate supply of land for affordable housing. In their disposals of land public sector landowners should release underused and surplus land with the <u>presumption that it be used to address affordable housing needs</u>. Land should be released at prices which may be below the market value where that is 'artificially' inflated by inter or intra - migration pressures, and that allows the use of the site to genuinely address affordability requirements, by affordable housing suppliers, subject to scheme compositions reflecting the proper principles of sustainable development and mixed and balanced communities.</p>
5.33	<p>The release of a site for affordable housing should not unnecessarily require a set mix of type or tenure if the surrounding housing mix addresses the needs of some sections of the market. <u>Site release should be used to prioritise the meeting of gaps in choice and provision</u>. The judgement on whether a scheme satisfies the criteria for contributing to mixed and balanced community must be made in relation to the site in its strategic and local context, including any overall phasing proposals that will come forward in the near future. The variety of tenure and type of housing to be made available or that already is in situ in the surrounding vicinity should be weighed in the consideration of the particular mix to be brought forward on any one site.</p>
5.34	<p>LPA and LHA together should consider agreeing with developers in Sec 106 schemes whether it is preferable to have fewer more expensive properties that match the housing needs priorities rather than accept a greater quantity of less useful inappropriate property on offer. Continued bias in supply outcomes can lead to serious discriminatory outcomes which must be avoided.</p>
5.35	<p>The RHB encourages local authorities to require developers to meet the Housing Corporation's Scheme Development Standards and Eco Homes ratings on the affordable housing element.</p>
5.36	<p>The RHB (through the Regional Housing Partnership) will convene a working group to develop templates for local policies and legal agreements, and monitoring and management arrangements for such development bearing in mind the need not to prejudice locally generated, creative policy solutions, and to avoid a 'one size fits all solution'.</p>
5.37	<p>The RHB supports the acquisition of existing houses by RSLs through ADP in circumstances where new build is unlikely to provide sufficient affordable houses. The RHB supports the use of CPOs (under Planning, Housing or other legislation as appropriate) by local authority or other public agency so empowered, to secure sites for affordable housing where RSLs or other providers are otherwise finding this intractable. Local authorities and other public agencies should not postpone taking CPO action indefinitely. If privately owned sites fail to be brought forward for development, especially for affordable and /or social housing, Authorities should commence Orders as soon as attempts at negotiations have been unsuccessful and there are reasonable grounds for considering further attempts would remain unsuccessful.</p>
5.38	<p>The RHB supports the use of CPOs (under Planning, Housing or other legislation as appropriate) by local authority or other public agency so empowered, to secure sites for affordable housing where RSLs or other providers are otherwise finding this intractable. Local authorities and other public agencies should not postpone taking CPO action indefinitely. If privately owned sites fail to be brought forward for development, especially for affordable and /or social housing, Authorities should commence Orders as soon as attempts at negotiations have been unsuccessful and there are reasonable grounds for considering further attempts would remain unsuccessful.</p>
5.39	<p>In the event that the Government Policy introduces affordability targets at national, and regional level, and if these are to be applied sub regionally the RHB will hold to the following policies;</p>

	<p>a) RHB will work with the RPB to determine the implications of the regional affordability target for the West Midlands, for Spatial planning, residential land release and the pattern of investment in affordable housing,</p> <p>b) the WMRSS overall strategy of delivering reduced migration from the MUAs to the non - MUA areas will be maintained</p> <p>c) urban renaissance will remain the strategic goal for the MUAs</p> <p>d) the rural renaissance must be enhanced by the application of new policy</p> <p>e) where tariffs on new build development or a development based tax is introduced and the funds are collected by local authorities, the RHB expect the funds raised to be used in the following order of priority,</p> <p>i) the production of affordable housing in the local authority</p> <p>ii) the production of affordable housing in the Housing Market Areas (on the basis this meets needs arising in whole or part from the local authority's area)</p> <p>iii) other works required to secure sustainable communities.</p> <p>The RHB would not support the use of such funds a programme unrelated to addressing affordable housing and sustainable, mixed and balanced communities.</p> <p>The RHB would not support a unilateral departure from the WMRSS. Until such time as the WMRSS itself has been modified through the Partial Review Process the RHB will continue to invest in line with the adopted and approved WMRSS (RPG11).</p> <p>In the event the planning reform proposals go beyond the issues addressed here the RHB will consider whether supplementary guidance for LHAs is necessary in their dealings with LPAs and the RPB conformity process.</p>
5.40	In the event the planning reform proposals go beyond the issues addressed here the RHB will consider whether supplementary guidance for LHAs is necessary in their dealings with LPAs and the RPB conformity process.
5.41	The RHB encourages the minimisation of use of energy and natural resources in residential development and improvements to the housing stock .This objective applies to the design and construction of dwellings, the performance of the housing stock when occupied, and travel to and from housing.
5.42	The RHB encourages the drive for excellence in the design of new housing and in the improvement and adaptation of the existing housing stock.
5.43	The RHB encourages sustainable construction methods in residential development in the West Midlands, and encourages developers to reduce waste arising from construction, by ensuring that principles of efficient waste management are used (e.g. site waste management plans, re-cycling of materials in house building) and that waste management schemes for subsequent occupiers are built into the overall design (i.e. waste separation in homes).
5.44	The RHB encourages new residential development and improvements to the housing stock that adapt to the predicted effects of climate change.
5.45	The RHB will expect to see the RHS monitored jointly with the RPBs Regional Monitoring Officers Group (RMOG), and together with LHAs this process is expected to identify appropriate interventions in a timely manner. This will require close liaison between the Private housebuilders, the Private Rented Sector, LHAs, Environmental Health Officers, RPB/RMOG, the Regional Housing Board, and GOWM, all via the RHP, in order to track this potential impact.
5.46	Support the development of the West Midlands Regional Design Stakeholders Forum, together with the four key components of the Regional Design Framework: * Development of a Regional Design Charter – a vision which captures the

	<p>imagination and commitment of local partners to jointly pursue quality design</p> <p>* Benchmarking and setting of best practice through a 'design panel' to provide an informed and multi-professional peer review, providing advice to design and development teams in the Region</p> <p>* Improved greater co-ordination between all those involved in the design process through support - signposting and advice, co-ordination - accessible consolidated information, networking - developing enhanced practitioner links - bringing experience and expertise together</p> <p>* Skills - Enhancing design awareness and promotion of design skills in local agencies. To support CABE (Commission for Architecture and the Built Environment) and the Region's two Architecture and Built Environment Centres in piloting a "Design Stakeholder Forum.</p>
5.47	To support CABE (Commission for Architecture and the Built Environment) and the Region's two Architecture and Built Environment Centres in piloting a "Design Stakeholder Forum.
5.48	The RHB will support best practice in housing design as formulated through the Regional Design Framework mechanism.
5.49	The RHB will support work on an initiative to enhance the Region's Planning, Architecture and Design Skills - and in its response to the Egan Skills for Sustainable Communities Agenda.
5.50	The RHB requires that where ever possible housing developments and improvements to existing housing in the West Midlands should be designed to standards that will minimise energy use, water use, waste, reuse and reclaim waste where possible, incorporate water efficiency measures and sustainable drainage, reduce CO2 emissions and be fit for future anticipated climate change, including extremes of weather and taking into account the need to avoid building in areas prone to flood. Housing developers will be expected to consider the issues thoroughly and adopt the best practicable option(s).
5.51	In order to produce a safer environment the RHB expects to see Secure by Design principles continue to be used in the creation of new residential development.
5.52	The RHB requires that new affordable housing built should continue to be built to the Lifetime Homes standard.
5.53	Housing should promote positive health, in particular by enabling and encouraging people to walk and cycle as part of their normal daily routine, and providing good access to open space.
5.54	The RHB welcomes a closer understanding of the inter relationship between Housing and Health, and will support joint working on those areas of mutual benefit between Health and Housing at the Regional level and where either Health or Housing functions have a policy impact on the other.
5.55	<p>To this end, subject to resources and the assistance of other Regional and local organisations, the RHB will support the Regional Health Partnership, Department of Health, Strategic Health Authorities, other NHS departments and health providers and their constituent bodies will aim to:-</p> <ul style="list-style-type: none"> • Estimate the impact of new housing development and population migration on the local health services; to assist the NHS in ensuring services are appropriate to meet changing needs; • Support the use of planning gain and to fund local health services or necessary enhancements, where appropriate within large scale developments, to achieve mixed, balanced and sustainable communities; • The NHS to consider the impact of its investment and land-use decisions as part of wider neighbourhood renewal;

	<ul style="list-style-type: none"> • Work with the Regional Health Partnership, Department of Health and Local Authorities to support and encourage better design of new developments to provide safe access to work and services and encourage healthier lifestyles (improved footpaths and cycle routes for example); • Work with the Regional Health Partnership, Department of Health and Local Authorities to support measures to combat the risk of accident and hazard in the home, especially relating to young people and older residents; • Work with Local Authorities and other housing providers, health providers and the voluntary sector to achieve the shared outcomes of reducing homelessness, improving the health of homeless people and improving access to primary care for homeless people, by providing health outreach services. Asylum seekers and refugees to be included as core parts of service planning, including health; • Encourage Local Authorities and local housing providers to integrate work between homelessness and mental health practitioners, developing effective support in hostels and day centres; • Work with Local Authorities and voluntary sector to provide clear pathways to services and information, making better access to existing care and support options.
6.1	The RHB will oversee with the RPB the development of a comprehensive joint regional housing monitoring system. This will be consistent with the WMRSS and RHS policies and housing environment with the express purpose of informing on policy impact, policy review and to support the ongoing maintenance and development of the Shared Evidence Base. This will be maintained for the duration of the RHS period to 2021.
6.2	In developing the RPB / RHB combined monitoring system will make best use of existing data and will only request additional information when this is critical to an assessment of progress in meeting RHS aims and objectives.
6.3	The RHB will set up appropriate arrangements via the WMRHP to seek the cooperation of LHAs to establish the monitoring system and to see this is integrated with that already in being under the RPB for the WMRSS.
6.4	Notwithstanding the RHS use of the RSS definition of affordable housing the RHB wishes to establish a Region-wide protocol for the definition of affordable housing and it's monitoring to achieve a clear accurate and reliable picture of the quantity, type and location of provision will be sought between all relevant stakeholders.
6.5	Reports on progress will be prepared annually and reviewed by RHB. Each year RHB with the RPB will prepare a joint annual monitoring report to include and enhance the statutory WMRSS Annual Monitoring Report.
6.6	The RHB will require data to be presented for the joint monitoring process in terms of the four HMAs, to include data collection and collation from the local level tracking progress in each of the HMAs. The RHB will work with each of the four Regional Housing Market Areas to identify consistent and appropriate mechanisms to contribute to the joint monitoring process.
6.7	The monitoring regime will seek to develop a better understanding of the impact and results of the RHB's and others investments, including the expenditure against RHS policy targets by Local Housing Authorities.
6.8	On behalf of the RHB, the joint WMRSS/RHS monitoring regime will seek the help of LHAs to assist in providing data that informs the RHB/RPB on the

	delivery of mixed and balanced communities with the development of pathways of housing choice by housing market area. To this end data on tenure, the types of properties being provided, origin of housing movements into new homes, and continued understanding of affordability will need to be reported upon and inform policy review and further strategy development, regionally, sub-regionally and with local authorities.
6.9	Subject to resources and the extensive cooperation of the relevant organisations, bodies and authorities, the RHB will welcome integrated annual reports on Supporting People, and other thematic policy topics. These reports will demonstrate performance against strategic themes.
6.10	Wherever a new call upon the Single Regional Housing Pot may arise from the operation of the Housing Act 2004, local housing authorities will be expected to identify each category of action, quantify the extent or scope of the intervention and enter into Regional protocols for monitoring the incidence and impact of the provisions concerned.
6.11	The RHB will work with the RPB to develop RPB and the draft monitoring regime for MKSM impacts on the West Midlands and will seek to join with the East Midlands Regional Housing Board and RPB to conduct joint cross border research if the trends suggest this is necessary for the securing of the Strategic agenda for the West Midlands Region.
6.12	The RHB will support in whole or part the costs of further joint LHA working where this involves researching a closer understanding of the dynamics and issues within the sub-regional housing markets, their neighbourhoods, towns, villages and parishes. The RHB will particularly wish to encourage such joint working with LPAs.
6.13	The RHB strongly urges LHAs and LPAs to proceed jointly with the development of Housing and Planning policy for housing, on the basis of the understanding of housing markets presented in this RHS, the RHS policies designed to address these, and the supporting suite of Research. The RHB does not wish to see local housing policy developed in isolation from the understanding given in this RHS 2005.
6.14	The RHB will continue to engage in a regular dialogue with the representatives of the private housebuilding, and urban regeneration sectors to develop mutual understanding and to facilitate the achievement Regional Strategy objectives by drawing upon the insight, understanding and expertise of the Sector.
7.1	The RHB Will encourage other Public Bodies to release surplus land for affordable housing where planning consent is obtainable.
7.2	The RHB Supports the principle of increasing choice of access to social housing through Choice Based Lettings schemes. The RHB may consider the advantages of a regional or sub-regional approach to Choice Based Lettings once research and evaluations on the scheme have been received.
7.3	<p>The RHB will determine when the RHS is to be reviewed in consultation with the RPB and G:OWM, in line with:</p> <ul style="list-style-type: none"> ○ The development of the Shared Evidence Base, ○ The development of policy in the WMRSS ○ The results of new research findings which warrant a Review and ○ The results of the enhanced monitoring of the RHS and WMRSS together <p>However, short run cycles in the housing market would not of themselves warrant a review of the RHS. Consideration will be given to the potential merits of a review in the three to five year period. Such review of the RHS may be in whole or part.</p>
7.4	The RHB will have regard to the prevailing Regional Economic Strategy t the

	time the RHS is reviewed and similarly will expect any revision to the WMES to reflect the RHS of the time.
8.1	In the event of such advice or direction being received, implementing a substantially different Strategic Spatial policy on housing numbers then the RHB reserves the right to thoroughly review the RHS in consultation with its stakeholders.
8.2	The RHB will determine its research strategy, in consultation with stakeholders, in the light of changing trends, government policy requirements, the identification of needs as yet not properly understood, unidentified or emerging at some future stage, or where the complexities of attempting strategic policy alignment require further understanding of processes and the necessary policy tools to deliver.
8.3	The RHB will commission and fund in whole or part the following programme of research, subject to briefs, satisfactory project management arrangements and the availability of funds.
8.4	The RHB will support and fund the above work on updating the Shared Evidence Base for the review of the RHS and to ensure this is consistent with the needs of the WMRSS Partial Review.
8.5	The RHB requires local authorities (and housing alliances, groups of RSLs or other housing partnerships)undertaking household surveys for housing strategy or planning purposes to use the appended questionnaire in whole or in part, as relevant, and to share the resultant data with the RHP/ RPB for collation and analysis at the Regional and sub regional level. Where the funding for such surveys is, in whole or part, funded by the WMRA, RHB, or GOWM, then this will be expressed as a condition of funding.

**WEST MIDLANDS
REGIONAL HOUSING BOARD**

**STRATEGY FOR ALLOCATING
THE
REGIONAL HOUSING POT
FOR
2006-08**

30th June 2005

Executive Summary

The approach to allocation of resources to local authorities and registered social landlords (RSLs) and other delivery agents for the period 2006/08 is significantly different to the formulaic way it has been done in the past. This allocation strategy should not be considered in isolation, but rather alongside the Regional Housing Strategy (RHS) for which it provides the first stage of implementation. It takes account of responses to both the RHS draft strategy and the allocations draft strategy.

The Regional Allocation Strategy clearly targets large amounts of Single Regional Housing Pot (RHP) funding to the key priorities, both thematic and geographic, in line with the RHS and Office of the Deputy Prime Minister's (ODPM) policy. Local housing authorities will need to consider the use of other resources available to them for the funding of other areas of activity.

Overview of proposed housing allocations

The Regional Housing Board has particularly recognised that:

1. Funding is required to meet the local authority Decent Homes standard across the region where stock retention is the agreed option, and £63m has been put aside for LAs for this purpose over the 2 year period
2. Funding is required to help achieve the Decent Homes standard for vulnerable people living in private sector properties across the region. It has allocated £23m in 2006/07 for this purpose and £30m for 2007/08 when it is hoped more information will be available on the extent of the problem across the region.
3. Funding is required, primarily in the Central and North Housing Market areas, to assist actions to address the low demand issues and to a lesser extent, the worst private sector stock conditions and the particular needs of coalfield communities. Funding of £87m is allocated in 2006/07 for renewal and growth activity and £ 93m in 2007/08, when more evidence of need and availability of other resources is available. The Approved Development Programme(ADP) will also give priority to the two pathfinder areas and the two areas of market restructuring.
4. There is a need for more funding for affordable housing particularly in the South and, to a lesser extent, the West Housing Market areas than has traditionally been provided. The funding needs to take into account the fewer opportunities to provide additional affordable housing through, for example, s106 agreements in certain rural areas. It is recognised that as a result of stock transfers there is less of a stock condition problem in rural areas than there has been in the past. Funding via HIP and ADP have therefore been rebalanced to better meet the needs of these areas. In rural areas there needs to be a move from HIP to ADP and in MUAs there needs to be funding to reflect the relatively poor housing stock.
5. A further £6m has been put aside so that no local authority receives less than 40% in 2006/07 and 30% in 2007/08 than the amount it received in HIP in 2005/06, to ensure that essential activities can continue, for example, contributions to Disabled Facilities Grant
6. There is a need to address the low level of funding for Supporting People schemes. 10% of ADP (£20m) is earmarked for this purpose over the 2 year period.

The Regional Housing Board has taken the following factors into account when putting together this allocations strategy:

- Affordable housing allocated on a Housing Market Area (HMA) basis is in line with the Shared Evidence Base and the Regional Spatial Strategy, taking into account;
 - the balance between the need for social housing and low cost home ownership in each HMA
 - the needs arising from Housing Market Renewal Area (HMRA) Pathfinder and housing structuring
 - high levels of families in temporary accommodation, where existing stock cannot be utilised better
 - supporting people, either new provision or remodelling and particularly taking into account the needs of areas of low demand/restucturing, and the need to address the under provision of recent years, but only where revenue funding is available
 - the possible demand for assistance for gypsy and travellers site provision
- The amount put aside for local authority Decent Homes is in line with the figure agreed/estimated in Option Appraisal exercises (If the actual figure when all Option Appraisals have been completed by July differs from this figure, any surplus will be provided for renewal and growth, particularly in the HMRA Pathfinders and areas of market restructuring, through HIP or ADP).
- Resources for Decent Homes occupied by vulnerable people in the private sector will be allocated for 2006/07 on the basis of the amount local authorities targeted on this category in 2004/05. It is anticipated that better data and LA strategies will allow a more precise targeting of resources for 07/08.
- Renewal and growth – based on estimates of HIP funding required to support the major areas of housing low demand and market restructuring, mainly to be targeted in the Major Urban Areas (MUAs). A lesser amount is included to address the areas most in need of private sector renewal outside the major low demand areas and to address the particular problems of ex coalfield areas.
- For 2006/7 whilst account has been taken of the need for funds for housing market restructuring activity, this need has been estimated in the absence of prospectuses for those areas.
- For 2007/8 further resource has been provided for restructuring authorities which will be allocated once prospectuses have been produced, when evidence of need and the availability of other resources is available
- The board recognises the potential housing problems in Coventry and Nuneaton and Bedworth and will encourage these local authorities to work together to research the nature of the problems in these areas
- A small amount is put aside to support research that will support future allocation and regional housing strategies.

Strategy for Allocating the West Midlands' Single Regional Housing Pot in 2006-08**Contents**

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Aims and Purpose of the Regional Allocations Strategy

- 1.1 A growing evidence base has allowed the identification and analysis of a wide range of housing issues across the West Midlands, which are reflected in the Regional Housing Strategy. The primary motor for change in the region is investment and other activities by the private sector within the commercial market, and these will be a key factor in how housing issues can be addressed. The role of the public sector is to complement, supplement and generally influence this through interventions in the market. Public control, policies and investment can thus be aimed at securing the greatest benefit in addressing the housing issues. The Regional Housing Strategy (RHS), published at the same time as this document, is creating a framework for setting clear directions and priorities for action to address these housing issues over the next 15-20 years. In summary the core aims of this RHS are: -
- to create mixed, balanced and inclusive communities,
 - to assist in the delivery of the WMRSS policies of Urban and Rural renaissance,
 - to influence the future development of new housing provision to facilitate and enhance the economic development of the Region,
 - to address the variety of needs across a range of specific sectors of housing circumstances
 - to work towards the success of the two ODPM sponsored Housing Market Renewal Area Pathfinders in Birmingham /Sandwell and North Staffordshire/Stoke and the Regionally identified housing restructuring areas of East Birmingham /North Solihull and North Black Country/ South Telford,
 - to see that Government's Decent Homes standards are met in the municipal, social sectors, and for those in vulnerable circumstances in the private sector
 - to achieve social and other affordable housing, and
 - and has sustainable access to minimise environmental resource consumption and traffic and improve the quality of the environment
- 1.2 Against the backdrop of the RHS, this Regional Allocations Strategy (RAS) seeks to provide clear guidance and accountability for public investment from the Regional Housing Pot (RHP) during the next investment programme period of 2006-08. In so doing, it reflects as far as practicable the priorities set by the RHS, taking full account also of the plans, capacities, opportunities and other factors that already strongly determine the environment for investment during this period. It also seeks to indicate the direction of travel of future likely investment so that partners, in particular HMA partners, RSLs, and other delivery partners can be considering investment for the medium and longer term
- 1.1 There is another key factor which needs to be acknowledged by stakeholders. The currency of the RHS is various types of housing need, and how best to address them.

For the RAS, the issue is the need for housing investment from the RHP, not the need for housing itself. This distinction must be drawn because many needs can be better addressed – certainly more cost-effectively – by the use of other sources of investment, and/or by policy measures and activities other than investment. For example, in private sector renewal, loans might be appropriate rather than grants. There can therefore be no simple or automatic presumption that any particular housing need automatically translates into a need for investment from the RHP.

- 1.2 Consequently, the Strategy must be seen as a means of rationing limited resources to best effect – i.e. in line with the objectives and priorities set out in the RHS. This also identifies two further consequences: a premium is put on the use of policy and other non-investment measures; and it implies the need to take maximum advantage of all potential non-RHP resources for investment in housing.
- 1.3 Investment from the RHP can only be made on the basis of evidence. This should ideally cover: evidence of the housing need to be addressed, evidence of what outcomes are therefore required from investment, evidence that resources are needed from the RHP to achieve the outcomes, and evidence that arrangements are in place to ensure that the investment and outcomes can be delivered. This expectation will be passed on to those making investment decisions on the use of RHP funding for individual projects. In terms of the broad allocations covered by this paper, the nature of the evidence may be less specific, and surrogate evidence may have to be used; however, the principle will still apply that decisions are evidence-based.
- 1.4 In drafting the strategy, the RHB has sought to strike the most appropriate balance of investment between competing uses across the region, taking into account all appropriate factors, and seeking the best value for money in terms of outcome from the investment. With this goes the responsibility of transparency for, and accountability to, the stakeholders across the region, and this document is being published accordingly.
- 1.5 The pattern of allocations set out in this strategy is not directed at specific projects but at geographical areas and investment themes which reflect the broad factors of strategic planning output set out in the RHS. RHP allocations are therefore set out as target levels of resource for investment in particular housing market areas. Subsequently, those managing and receiving the allocations will be charged with translating them into investment in housing projects which deliver the intended outcomes in line with the strategy, and the RHS underlying it.

Background

The Regional Housing Pot (RHP)

- 2.1 An innovation introduced by the Government's Sustainable Communities Plan of February 2003 was the creation of 2-year investment programmes to replace the traditional one-year funding cycle and to link into the Government's cycle of spending reviews. This strategy has been drafted in the middle of the first, 2004/06, programme.
- 2.2 The capital resources provided to the West Midlands in the form of the RHP for 2006/08 amount to £378.9 million, split between the two years as follows:

2006/07 £185.559m

2007/08 £193.373m

This represents a 2% increase on the 2005-06 allocation for 2006/07 and 6.5% for 2007/08 programme. In addition, the current more strategic approach to planning and delivering the programme should ensure that the value of the outputs from investment can exceed those of the present programme.

Ministerial guidance

- 3.1 In providing the RHP resources, Ministers set out broad expectations with regard to how these should be used. The overriding expectation on the RHB from Government and regional stakeholders alike is that it will adopt a significantly more strategic approach in allocating funding for 2006/08 from the RHP than was possible in the circumstances of preparing the 2004/06 programme. Specifically, this more strategic approach must be underpinned by the revised RHS, and this has been a primary aim in the West Midlands.
- 3.2 A further overarching expectation in guidance from Ministers is that strategic allocations should seek to maximise the contribution which housing makes to the creation and maintenance of sustainable communities within the resources available.
- 3.3 More specific strategic guidance has been provided to regional housing boards with regard to the outcomes to be achieved through their use of investment resources made available in the RHP:
- Satisfactory progress towards local authorities' achievement in 2010 of the Decent Homes standard for their stock must be achieved.
 - Similar progress towards the 2010 decent homes target must also be achieved for housing in the private sector which is occupied by vulnerable people.
 - Increase in the level of output of additional social rented housing. Nationally, increase in the RHP needs to be used on additional social housing to turn round the growth in homeless households in temporary accommodation. However, it is recognised that local authorities must be able to demonstrate they are effectively utilising other sources, e.g. empty homes, lettings policies etc, rather than relying exclusively on increased public investment.

- Investment from the RHP must be used to help address imbalance in the region's housing markets reflecting evidence of how they are operating and support the activities aimed at Housing Market Renewal Pathfinders.
- Allocations of funding must take full account of geographic priorities.
- Investment should be used to enhance community cohesion. It must therefore take account of the needs of households from black and minority ethnic (BME) communities. Gypsies and travellers are mentioned specifically as a group which will need specific consideration, addressing a history of being generally sidelined in past strategies for housing.
- A target for new rural housing is no longer set by the Government, but RHBs are instead required to put forward proposals for dealing with rural housing needs.
- Investment in supported housing must take full account of strategies throughout the region for the future use of revenue funding from Supporting People budgets.

Experience in 2004-06

- 4.1 The West Midlands' Allocations Strategy for the 2004/06 investment programme embodied an essentially conservative approach, with stress on a high degree of continuity with the past. This reflected partly the value attributed to continuity for continuing delivery of on-going investment programmes, but also the lack of a robust, evidence-based regional housing strategy to support a more radical departure.
- 4.2 The two principal funding streams for investment of the RHP are: (1) social housing grant (SHG) into new affordable housing via the Housing Corporation's Approved Development Programme (ADP) and capital allocations for local authorities managed by the Government Office for the West Midlands. The RHP was created through merging these two streams.
- 4.3 The 2003 RHS provided only broad objectives for investing the ADP, and no real basis for detailed geographical or thematic targeting or prioritisation. Similarly, HIP resources were distributed between local housing authorities primarily on the basis of a formula, as in the past, with a small part being allocated on competitive bidding.
- 4.4 One area in which the RHP was used more radically was in the funding of research for the future. This has proved to be a sound investment, since its results are now forming the foundation for the revised RHS, and hence for this allocations strategy.
- 4.5 The quantitative distribution of RHP resources in the 2004/06 allocations strategy is set out in Appendix 1.

The Regional Housing Strategy

- 5.1 The current RHS is being extended to the same time horizon as the Regional Spatial Strategy (RSS). More significantly, it is becoming much more radical in its aspiration to develop a new approach to intervention in housing markets to bring about a renaissance in the region. This confidence is built upon the new base of evidence on housing issues which has emerged since the first strategy was produced in 2003.
- 5.2 Most pertinently for the Allocations Strategy, the new RHS goes much further than its forerunner in informing the decisions by those responsible for investment

decisions. It indicates the scale of the region's various needs for housing investment, and much more clearly the objectives to be pursued in using investment resources. It also sets out the geographical and thematic priorities for using scarce resources to address these objectives. Reference is made throughout this document to relevant provisions in the RHS, as the basis for allocations in this strategy.

The RHS can be accessed on the Internet at the West Midlands Regional Assembly website at www.wmra.gov.uk.

Consultation

- 6.1 Consultation on the issues to be dealt with in the RHS has provided considerable input to the formulation of the Allocations Strategy. Specifically, there was consultation under the heading of "funding" which was aimed directly at informing the decision making regarding allocations. Consultation on the drafts of both strategies was conducted in parallel to ensure sufficient synergy between how individual issues are handled in the two processes.
- 6.2 Separate consultation exercises were held on the methodological options available for drawing up the Allocations Strategy, and then the draft RAS. Feedback from consultees has been very valuable in forming the final RAS.
- 6.3 Responses were received from a relatively small number of consultees. These were broadly supportive of the RHB's direction in moving towards a more strategic use of resources. Some responses suggested a degree of nervousness regarding the possibility of a large and swift deviation from funding patterns of the past, and this has been taken into account in providing a "safety net" for LA funding. Respondee also queried whether sufficient priority had been given to HMRA pathfinders and areas of restructuring, and the overall resources available to the Western HMA. This document and the final allocations shown at Appendix 2 take these comments into account.

Key factors

Decent Homes - Local Authority

- 7.1 The funding guarantee to all local authorities which was made in the ODPM Sustainable Communities Plan for the first 2 years has now gone. In its place, however, is a commitment to ensure appropriate funding is made to them to meet the Decent Homes standard. This level of funding thus establishes a baseline for HIP funding to LAs individually and in aggregate. The aggregate figure for the public sector stock for 2006/8 is expected to be of the order of £63 million, i.e. nearly 34% of the RHP. This therefore represents the first definitive allocation from the SRHP.

Decent Homes - Private Sector Vulnerable Households

- 7.2 Ministers have tasked local authorities to achieve decency standards in 70% of private sector stock occupied by vulnerable households by 2010.

The RHB therefore targets resources to local authorities through the HIP route to enable them to meet this priority. For 2006/07, the estimate of the level of funding is based on spending on this work in 2004/5. Further work is needed to obtain an

updated baseline and research will be undertaken in 2005/6 so that funding for 2007/8 can be better targeted. A total of £30m is earmarked for this targeted funding.

- 7.3 No direct allocation is being made, via the Housing Corporation, to fund works to RSL stock to meet the decent homes standard, since RSLs are required to make sufficient investment available from their own resources. Should the need arise exceptionally among very small RSLs, this would only be on a very minor level, and the Housing Corporation would, if justifiable evidence were available of there being no alternative, consider making provision from the ADP.

Affordable Housing

- 7.4 The need for additional affordable housing in the region emerged as a key issue throughout the region to be addressed through the RHS. Research for the RHS, reflecting the overall growth in housing provided through the Regional Spatial Strategy, pointed to the need for 58,796 net additional affordable dwellings over the period 2006 to 2021. The research shows the need for the 2006-08 period as 13,464 dwellings.
- 7.5 Various factors will determine how much subsidy from RHP investment will be required to facilitate the match of affordability with need. However, an important feature of the RHS and Allocations Strategy is an acknowledged imperative of achieving significant improvement in the cost of procurement for affordable housing.
- 7.6 The successful delivery of affordable housing in the region funded through the ADP depends upon building up a pipeline of schemes which will be able to be delivered in the region across a number of years. Currently, the pipeline has been built up by the Housing Corporation in collaboration with RSL partners and local authority stakeholders. The Housing Corporation will continue to undertake commissioning of the pipeline to reflect the priorities which are identified in the RHS and as directed by the RHB and Government ministers.
- 7.7 Preliminary analysis of the pipeline of affordable housing schemes coming forward for inclusion in the Housing Corporation's programme suggests it might be possible to see the average unit grant cost fall to, say, £35,000 for which investment would be sought from the RHP. The actual figure to be used must, however, reflect the mix of different product types emerging from the targeting of investment in section 10 below. Equally, average procurement cost to the RHP can be reduced further if maximum opportunities are taken to provide non-RHP subsidy from planning gain through s106 agreements and from other sources of capital funding.
- 7.8 Even if average grant costs for new affordable housing fell as low as £30,000, the total cost of meeting the region's estimated need during 2006-08 would be £403.92 million – i.e. well in excess of the total RHP. This has two obvious consequences: firstly it is necessary to recognise that local authorities and their partner stakeholders must take measures to facilitate production of new affordable housing without recourse to the RHP, and/or to reduce grant costs further; secondly, to plan strategically to predict and deal with the consequences of not satisfying the need. In both of these respects, it will be necessary for the RHS to be referred to for guidance, but exclusive reliance on the use of the RHP to deliver the strategy is not an acceptable option.

- 7.9 The pipeline of schemes referred to above also throws a perspective on the capacity to deliver the volumes of affordable housing required during 2006-08. The logic of this reflects the timescale for preparing investment schemes: those to be started during 2006-08 would normally be expected to already be in preparation, and hence identifiable. The current volume of the known pipeline is around 2000 units of affordable housing. A proportion of these may not be ready to be delivered in the 2006/08 programme, highlighting the need for enablers within the HMA s to be working closely with the Housing Corporation to build up a strategic pipeline for future delivery, and deliver on the vision set out in the RSS, Regional Economic Strategy (RES) and RHS. The RHB has agreed that if a HMA is unable to bring forward sufficient good quality schemes in 06/08, resources can be transferred to another HMA on the condition that it is returned in subsequent years.

Priority Areas

- 7.10 The evidence base, combined with national and regional policy initiatives, has created a relatively clear picture of areas in which the housing situation requires particular attention and action to deal with specific problems and challenges. These are identified in the RHS as priority areas for action. These actions include public investment, and hence a demand on the RHP. However, there is not a direct correlation between the need for action and the demand on the RHP or its individual funding streams.
- 7.11 The RHB has recognised its priorities between the HIP route and ADP must to a great extent be complementary to each other in order to achieve the goals set in the RHS. Achieving the decent homes standard in local authority stock and meeting the need for vulnerable households in the private sector is clearly within the remit of local authorities and will be reflected by the Board through allocations of HIP. The creation of new and additional social and low cost housing can be reflected through allocations in the ADP. The need to meet the demand for renewal and growth as a significant element in the pursuit of Urban Renaissance can in part be met by investment through both HIP and ADP.
- 7.12 The RHB is proposing that local authorities which are intending to develop the agenda for renewal and growth, centred on the MUAs, should receive additional funding. Part of this HIP in 2006/07 will be for early actions to enable new brownfield sites to be made available for redevelopment from 2007/08 and beyond. This will allow advance commissioning of redevelopment of these sites to take place and where appropriate ADP can be targeted to these sites. These include the two national Housing Market Renewal Pathfinder of North Staffs [RENEW] and Birmingham/Sandwell [Urban Living], the two regional areas of market restructuring of Black Country/Telford and East Birmingham/North Solihull and ex coalfield areas. A further part of the funding will be for targeting on areas with particular problems with unfitness in private sector stock.
- 7.13 For 2006/7 whilst account has been taken of the need for funds for housing market restructuring activity, including the HMRA Pathfinders, it is felt that the amount of funding local authorities have indicated they need has been estimated in the absence of prospectuses for those areas. For 2007/8 £25m has been provided for restructuring authorities which will be allocated once prospectuses have been produced, when evidence of need and the availability of other resources is available

- 7.14 It is considered that in terms of resources from other bodies, eg EP, the balance between the need for land remediation is likely to be for need in the N Black Country/Telford area.

The Strategy

Split between funding streams

- 8.1 The only element of the RHP which is predetermined is effectively that for meeting the LA Decent Homes standard, to be invested through the HIP funding route. The remainder is therefore entirely subject to discretionary judgement on the basis of relative value for money.
- 8.2 Given the importance attached to increasing the supply of affordable housing in the region, this represents a suitable starting point and benchmark for considering further allocations. Since the need for additional affordable housing is far in excess of the likely investment available from the RHP, every allocation of £30-40,000 funding that is not invested through the ADP is one fewer affordable home. This does not, of course, mean that the RHP should not be invested otherwise; but it does provide a ready measure to evaluate other forms of expenditure in terms of the opportunity costs of the choice. Additionally, this focuses attention on the need to ensure (a) that there is clarity on what value will be derived from each allocation of RHP resources, and (b) that this is greater than the alternative use for additional affordable housing.
- 8.3 On this basis, the RHB has considered the options and delivery capacity for investing to meet various investment themes, and has decided to allocate funding between the different funding streams as indicated in the table below. The considerations and proposals under the various themes are set out in the following sections.
- 8.4 A small part of the RHP is to be reserved to fund a continuation of the funding of research for future review and development of the RHS, from which substantial advantage was gained in the 2004/06 programme. However, the residual need for research should be substantially less, and therefore a sum of £0.5 million has been allocated for this purpose.

Table 1: Allocations to Funding Streams

	HIP funding to LAs	ADP funding to RSL schemes	Research on housing issues	Total
2006-07	87	98.31	0.25	185.56
2007-08	93	100.12	0.25	193.37
Total	180	198.43	0.5	378.93

Allocating HIP resources to local authorities

- 9.1 Unless rules change, the allocations to local authorities will be in the form of approval to borrow. Since local authorities intending to remain debt free are unlikely to use a borrowing approval, this raises questions over the efficacy of the HIP funding route for achieving strategic ends in their areas. Allocating credit approvals to debt-free local authorities therefore carries the risk (in principle) that some of the RHP resources could go unused, and the intended outcomes would not be achieved. The RHB has questioned the merits of giving an allocation to debt-free local authorities

on the grounds that the resource could be used more certainly and effectively to support the achievement of other objectives in the region.

- 9.2 On balance it has been decided that funding should not be denied debt free authorities as it is clear that use can be made of this approval to borrow in many cases. The RHB secretariat needs to know if they are not intending to make use of any allocation made so that resources can be allocated elsewhere.

Decent Homes

- 9.3 The responsibility for meeting the Decent Homes standard in their own stock lies in the first instance with the local authorities themselves; however, use of the RHP to support this is justified as being in pursuit of a national and regional strategic objective. In line with Ministerial requirements, £63 million has been allocated to the HIP funding stream to meet the expected level of need for investment by local authorities in their own stock to meet the Decent Homes standard. The actual amount of funding can clearly only be finalised when the results of the appraisals have been signed off, after the deadline for prior options appraisals in July and may result in adjustments to the proposed level of funding for renewal and growth work.

The level of investment needed to meet the Decent Homes standard for vulnerable people in the private sector stock is less easy to determine. Most local authorities do not have the results of proper surveys, and are therefore not in a position to demonstrate the value and deliverability of any HIP allocations for this purpose. Some of the money available for research in 2005/06 will be used to assist in obtaining reliable data elsewhere. Data on the level spending on this work in 2004/5 has been collected from local authorities. The allocation of around £23m in 2006/7 will be allocated where local authorities have been able to demonstrate to us that they are already targeting resources on private needs homes occupied by vulnerable people. £30m is earmarked for targeted funding for 2007/8 based on the outcomes of the research.

Housing Market Renewal & Growth

- 9.4 After Decent Homes work for both local authority stock and Private Sector homes occupied by vulnerable people, the next key priority for the region funded via HIP is addressing renewal and growth activities centred on the MUAs. Dealing with this area of work will have a telling impact on urban renaissance. Specific areas for funding are the two national Housing Market Renewal Pathfinders of North Staffs (Renew)] and Birmingham/Sandwell (Urban Living) and the two regional areas of market restructuring of North Black Country /Telford and East Birmingham/North Solihull. The RHB asked that details of funding needs for these four groups be provided to inform allocations. Plans are still at an early stage, for 2006/07 £24m is allocated for this work and for 2007/08 £25m is held pending further detail of need and resources being available. For this second year, consideration will be given to this funding being allocated to a lead authority in a partnership of authorities Funding of £6m is also provided to other local authorities with a particular problem with levels of unfitness in private sector dwellings. Ex coalfield areas will also receive, in total, funding of £3m to address their long standing renewal and growth needs.

SafetyNet

- 9.5 As the 2006 -08 allocation moves from being previously based on Needs Indices to being based on priorities emerging from the RHS, local authorities may experience changes in their funding. A safety net of 40% of the 05/06 allocation in the first year and 30% in the second year will reduce any adverse effects from this change in funding mechanism.

Thematic Targeting of ADP resources

- 10.1 The general prioritisation for investment of RHP resources through the ADP is set out in the RHS. It is important to note, however, that the allocations strategy relates to the investment over a short period 2006/08, and therefore that the priorities it will need to address must equally be for that period. In other words, the short-term priorities in implementing the RHS are not necessarily exactly the same as priorities for longer-term action. Where there is deviation, it is because of restrictions on capacity to use the investment and deliver the desired outcomes. Nevertheless the priority areas for funding for 2006/08 should be a general steer for early work to develop schemes for the 2008/10 programme.

Rural Housing

- 10.2 The evidence base for the RHS has identified that the rural renaissance of the region, particularly in the South and west HMAs is of a complex nature. This will require further strategic work by local authorities and other regional stakeholders to ensure that future interventions are moving in the direction of the aims and objectives of the RHS. The amount of public investment available will be unlikely to meet the demand for the foreseeable future. It is therefore important for other interventions including the use of planning powers, alternative sources of capital funding, and partnership with private sector developers to maximise opportunities for development in these areas.

The use of existing homes which can be acquired for social rent or low cost home ownership will be encouraged where there is a need. Care will need to be exercised that such interventions do not adversely effect house prices in those housing markets.

With the movement of stock in the Shire counties there will be a move of resources from HIP to ADP in rural areas, this also reflects the greater need for affordable housing in these areas and is partly a result of RSS policies which will reduce the availability of mechanisms such as s106 to increase the supply. Increasingly, we would see this provision being targeted at market towns.

In terms of addressing the objective of rural renaissance, the ADP's role will be essentially investment in provision of additional affordable housing to meet local needs. If this can be through schemes which also contribute to regeneration, housing support and community cohesion, these are additional benefits.

Homelessness and Local Need

- 10.3 ADP investment will not be in schemes providing exclusively for homeless families or individuals. Schemes aimed at accommodating local needs will, in increasing the supply for this need, and if targeted on the basis of sound evidence of the range of needs, provide at the same time housing suitable for all those becoming homeless.

However, before additional homes will be provided through the ADP, local authorities will need to demonstrate that they are utilising existing stock effectively in their areas to meet the demand from homeless households.

Needs among BME Communities

- 10.4 The research carried out for the RHS has highlighted the requirement for BME communities to have wider access to pathways of choice within the region. There is also evidence of considerable need in the region for housing designed to meet the specific needs of some members of BME communities. The former may be provided by the existing market mechanisms influenced by housing enablers, while the latter may require public investment. Experience in recent years has revealed a limited capacity among enablers and deliverer to bring forward schemes which are purposefully directed at addressing identified needs within these communities.
- 10.5 For the 2006/08 bidding round, where bidding organisations are operating within geographic areas with significant BME communities, the RHB, through the Housing Corporation will expect to see them bring forward initiatives to work with and through BME led RSLs, where this is an appropriate means of ensuring that they reflect and support the communities they work in and meet their need, as well as providing a wider access to choices in housing.
- 10.6 Local authorities have a clear role to play in ensuring that there are local strategies in place to identify and address the needs of BME communities in their localities and to work with public and private sector providers to create pathways of choice which are integrated into mainstream provision. Priority for funding will be given to those bids which can clearly demonstrate that they can meet the needs of diverse communities and have a clear linkage to local and regional strategic frameworks.

Gypsies and Travellers

- 10.7 ADP funding has not been used before to provide sites for caravans. In planning for its use during 2006-08, there is consequently considerable uncertainty regarding the mechanism, costs, and capacity to plan and deliver new sites. A cautious approach is therefore required regarding the scale of allocation to this theme.
- 10.8 The RHB will be prepared to support new sites and refurbishments where suitable evidence of need is supplied and an amount of £4m over two years which will not be ringfenced is proposed to be made available.

Supported Housing

- 10.9 In terms of allocating resources, it is felt that there is also a need to consider additional priority due to the need to recover the position on new provision which has seen a strong decline in the past few years as a consequence of uncertainties regarding revenue funding under the Supporting People regime.
- 10.10 Despite this, a prudent approach to levels of allocation for 2006-08 is still advisable, since the uncertainty over SP funding continues. In response to this, the allocation to supported housing is being set at 10% of the programme. This amount will not be ringfenced, and assumes suitable schemes will be forthcoming from commissioning bodies. If this approach proves successful, then additional targeting of resources for future funding can be considered. As noted above, the importance of creating a delivery pipeline applies particularly to this theme, and the RHB welcomes the offer

of the Regional Implementation Group (RIG) to make recommendations to the HC on priority schemes for investment.

- 10.11 The priority needs to be addressed are older people, young vulnerable people, and people with mental health problems including drugs and alcohol; the ADP can be used to remodel schemes to meet existing or alternative needs.

Geographical targeting of ADP Investment

- 11.1 The strategy for development of affordable housing is based on the extensive research for the RHS. The resulting proposed targeting of investment by geographical area is set out in the summary below. The overall balance in each HMA between social and other affordable housing is consistent with the results of the research for the RHS. The HMAs have been divided into further smaller sub areas for the basis of ADP allocations. This is based on a pragmatic approach, to provide a clearer geographical basis for constructing the 2006/08 investment programme and to assist in the targeting and prioritising of investment decisions. It is hoped that future allocation strategies will reflect a strategy for each HMA developed by HMA partners.
- 11.2 The overall aim is, within the levels of need identified in the research, to provide an increase in affordable housing particularly in the South and West HMAs, taking into account the additional need for funding identified in those areas. The overall level of HIP available to those HMAs is less as a result.

Affordable housing investment priorities: summary

Introduction

- 12.1 Where RHP investment decisions for affordable housing through the ADP occur, it is proposed that this should be monitored alongside private sector house building activity to ensure that the re-balancing of markets in the conurbation is achieved and absorbs some of the pressure on importing markets in the South and West of the region.
- 12.2 It should be noted that although this section details areas of investment priority, it should not be assumed that funding from the RHP will automatically follow. Where social rented or low cost home ownership (LCHO) options are shown to be required, then delivery mechanisms other than the public funding route will need to be considered by local authorities and delivery organisations. This could include for example, delivery through the planning system or a mixture of public and private funding solutions.
- 12.3 The products which are delivered through the use of public funding can be divided into three main categories: social rent, intermediate market housing and low cost home ownership options. It should be noted that the LCHO options are currently the subject of ODPM consultation and from April 2006 may deliver different products from those funded in the current ADP programme.

- 12.4 ADP may also be targeted on areas of significant housing regeneration, when the other criteria for funding are also met.

Central HMA

- 12.5 There is a need to focus on three investment areas in the Central HMA: an East-Central and West-Central Corridor and a North Central area.

North Central

- 12.6 With the exception of Cannock and South Staffordshire, this zone is influenced by migration trends with the adjacent East Midlands region. However, the future of this zone is inextricably linked to the economic fortunes of the conurbation and, in particular, Birmingham.
- 12.7 Although the evidence base indicates that a high percentage (60%) of affordable housing need in this area could be delivered as shared ownership to bridge the affordability gap for low income households, this would need to be delivered in a way that guaranteed access to affordable housing for local needs.
- 12.8 Given the migration pressures in this part of the HMA, intermediate housing should be delivered in a sensitive way that can respond to households on lower incomes requiring assistance into owner-occupation. The strategy in this part of the Region should be to deliver sustainable social housing provision meeting local need and to restrict the expansion of owner-occupation that attracts households out of the conurbation.

East-Central Corridor

- 12.9 As deprivation levels continue to be high in the MUAs and BME household growth is above the regional average, there will continue to be a need for social and intermediate housing to cater for low-income households emerging within this zone.
- 12.10 Given the established commuting and migration patterns between the conurbation and the commuter belt affordable market housing is required to take pressure off these destination areas. Emphasis should therefore be placed on developing pathways of choice and investment in LCHO and other intermediate tenures within the designated renewal areas within the conurbation. The East Birmingham-North Solihull market restructuring area should be supported, in particular building on best practice and experience of intermediate housing provision for BME communities in this zone.
- 12.11 Birmingham has a unique role within the region and it should continue to be supported in restructuring its housing markets through the Urban Living HMRA, and the East Birmingham- North Solihull market restructuring area. This activity should be seen in the context of re-structuring of suburban housing markets affected by economic change (eg: Longbridge and the south-west of Birmingham).

West-Central Corridor

- 12.12 Areas that have relatively low levels of homelessness, affordability problems and lack diversity require private sector investment to be stimulated to provide increased pathways of choice to households that would seek to migrate out of these authorities.

In the Black Country the market restructure area should be supported in its efforts to diversify tenures.

- 12.13 This should include consideration of investment in affordable housing to support displaced households within the market restructure area. When factoring in demolitions there is continued demand for social housing within the Black Country and if plans for growth are adopted then there will be a need to establish more provision to replace defective and obsolete stock although at proportions lower than currently prevailing.
- 12.14 Outside the conurbation Telford registers the highest homelessness ranking and affordable needs. The projected expansion of Telford's household population supports sustained social housing investment. The migration linkages between Telford and Wolverhampton indicate that Telford has the largest net gain in population from Wolverhampton. Proposals to re-balance the stock and diversity tenures within the Black Country study and the south Telford/Black Country market restructure area should be encouraged.

North HMA

- 12.15 In the North HMA outside the Renew HMRA there are two priorities for investment: Market Towns and support for social housing in East Staffordshire (Burton) where the impact of HMRA is weakest.
- 12.16 The importance of the Renew HMRA is recognised by the RHS within the North HMA. The costs of intervention have risen as house prices rises have obvious implications for CPOs and private sector interventions at the bottom of the market. In the short-term this may have implications for the displacement effects of households in the private sector affected by clearance. Whilst the prospectus envisages a decline in social housing and a replacement rate that is below the current levels of clearance there may be a requirement for some low cost affordable market housing, and a requirement for some social rented homes to allow clearance and decanting to take place.
- 12.17 Outside the HMRA, Market Towns should be emphasised especially in Staffordshire Moorlands where the provision of social housing is low compared to the sub-regional average. There is evidence to support some investment in social housing in Burton due to the market pressures from adjacent regions and the limited impact of the HMRA on this part of the sub-region.

South HMA

- 12.18 Intra-regional migration from the conurbation has the biggest impact on the South HMA. With high rates of owner occupation the South is attractive to commuters and economically active households. A very low proportion of the South's housing stock is social housing and as a consequence the HMA has problems in meeting homelessness acceptances and few pathways of choice for those aspiring to LCHO.
- 12.19 There is a need, therefore for some additional investment in social and LCHO housing to assist local households in need. Warwick and Stratford stand out as areas with the highest affordable housing needs and should be the focal point for social

housing investment in the short-term where the planning system is unable to deliver successful outcomes.

- 12.20 To a lesser extent, Redditch and Worcester are also areas where housing stress has been indicated in the evidence base, although there are greater levels of social housing available in Redditch to deal with homelessness.
- 12.21 For making allocation purposes, local authority areas in this housing market have been grouped into investment areas as follows:
- South West (Malvern, Worcester, Wychavon, Wyre Forest)
 - Commuter South (Bromsgrove, Redditch)
 - South East (Stratford, Warwick)

West HMA

- 12.22 Investment from the ADP should focus on other large settlements and the Region's market towns, where there is likely to be greater access to service provision, transport hubs and access to employment and education opportunities.
- 12.23 Investment should also be made in small rural settlements which are adjacent to other large settlements and market towns, or are within their hinterlands. Proposed schemes for these settlements would need to demonstrate that they are sustainable in the way that schemes are when based in other large settlements and market towns in relation to access to services.
- 12.24 The provision for affordable housing in settlements with populations below 3000 is perhaps amongst the most difficult to deliver. The needs identified to meet the demand for homes in these settlements is likely to be a parochial and very localised need. The provision of new social and low cost home ownership housing must demonstrate how it can meet local housing need or assist in the restructuring of rural economies
- 12.25 For making allocation purposes, LAs in this housing market have been grouped into investment areas as follows :
- Southern Rural (Hereford, Bridgnorth, South Shropshire)
 - Northern Rural (North Shropshire, Oswestry, Shrewsbury)

Delivery: monitoring and management

- 13.1 Monitoring of progress will be in two parts: that for HIP; and that for ADP. For HIP, local authorities will be asked to complete profiles of target spending at the beginning of the year and then updates throughout the year to show progress. This will be dovetailed with monitoring of the RHS itself

Next steps

- 14.1 The Regional Allocations Strategy was submitted to Ministers for approval at the end of June 2005, accompanied by the new Regional Housing Strategy. It is intended that detailed HIP allocations to local authorities will be issued in December 2005. The Housing Corporation intends to initiate a bidding round for ADP schemes to support this RAS although it will wish to work with RSLs and others before then to ensure that appropriate schemes are forthcoming. It hopes to move further towards this commissioning approach in future rounds.

4.1 **Appendices**

Appendix 1

West Midlands Housing Resources 2004/5 and 2005/6

WM Regional Housing Pot		2004/5	2005/6	2004-06
		000s	000s	000s
ADP Funding				
	Commitments from previous year's schemes	41,400	25,400	66,800
	Commitments – pre-allocations and Forward Pool	34,900	12,900	47,800
	New funding	11,800	51,620	63,420
	Total ADP	88,100	89,920	178,020
HIP resources				
	Ministerial commitment 70% by GNI to all LAs	61,880	63,560	125,440
	Allocation to all LAs 70% by GNI of discretionary PSR funds	13,200	12,341	25,541
	LA Decent Homes safeguard	2,063	2,119	4,182
	PSR Safeguard for PSR priority areas (8 in all)	5,549	5,099	10,648
	Protection to Coalfield areas to LAs falling below 95% by GNI and to any LA below 90%	108	191	299
	Low Demand Feasibility Studies	2,000	3,320	5,320
	PSR Kick Start funds	3,500	3,500	7,000
**	Resources for feasibility studies, research etc. (match ADP funding)	1,000	1,750	2,750
	Total HIP	89,300	91,880	181,180
West Midlands Regional Housing Pot		177,400	181,800	359,200

Appendix 2

West Midlands Housing Resources 2006/8

WM Regional Housing Pot		2006/7	2007/8	Total
		£ 000s	£ 000s	2006-08
				£000s
ADP Funding				
	Commitments from previous year's schemes	26,570	3,466	30,036
	Commitments – pre-allocations and Forward Pool	44,230	38,200	90,000
	New funding	27,510	58,454	85,964
	Total ADP	98,310	100,120	198,430
HIP resources				
	Decent Homes –local authority, option appraisal amounts	32,000	31,000	63000
	Decent Homes – PS vulnerable, based on previous and projected work	23,000	30,000	53000
	Renewal and Growth for MUAs, coalfield areas and particular unfitness problems	28,000	30,000	58000
	Safety net of 40% 06/07 and 30% 07/08	4,000	2,000	6000
	Total HIP	87,000	93,000	180,000
	Research	250	250	500
West Midlands Regional Housing Pot		185,560	193,370	378,930

**Appendix 3:
Table to illustrate breakdown of ADP by funding and output.**

	ADP Funding (£m)		Outputs		
	2004/06	2006/08 (Projected)	2004/06 (units)	2006/08 (Projected units)	2006/08 projected outputs as % of 2004/06
North	7.5 (4.5% of total ADP 04/06)	9.9 (5.0% of total ADP 06/08)	245 (5.5% of total units 04/06)	312 (5.5% of total projected units)	127.3%
Central	116.7 (69.3%)	109.2 (55.0%)	2667 (64.4%)	2852 (50.0%)	106.9%
South	31.5 (18.7%)	61.3 (30.84%)	922 (22.5%)	2007 (35.2%)	217.7%
West	12.5 (7.4%)	18.3 (9.2%)	303 (7.5%)	533 (9.3%)	175.9%
Total	168.2 (100%)	198.6 (100%)	4137 (100%)	5704 (100%)	137.9%

Appendix 4:

Table to show HIP/ADP split for 2004/06 and 2006/08 periods

	2004/06			2006/08		
	HIP	ADP	Total	HIP	ADP	Total
North	18.5	7.5	26.0	17.7	9.9	27.6
Central	138.0	116.7	254.7	140.8	109.2	250.0
South	13.7	31.5	45.2	4.8	61.3	66.1
West	10.0	12.5	22.5	4.3	18.3	22.6
Total	180.2	178.2 (Includes £10m currently unallocated)	358.4 (Includes £10m unallocated)	180.1 (Includes £12.4m in reserve.)	198.6	378.69 (Includes £12.4m in reserve)

Note – all figures in £m.

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