

**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

Please ask for: Mr. N.M. Pringle

Direct Line/Extension: (01432) 260044

Fax: (01432) 340189

E-mail: npringle@herefordshire.gov.uk

3rd January, 2006

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 12TH JANUARY, 2006 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (05/19)

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. COMPREHENSIVE PERFORMANCE ASSESSMENT: CORPORATE ASSESSMENT AND JOINT AREA REVIEW

To receive a formal report on the receipt of the Corporate Assessment and Joint Area Review and the timetable for addressing the Improvement Plan. *(Pages 1 - 4)*

4. INTEGRATED PERFORMANCE REPORT

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. *(Pages 5 - 150)*



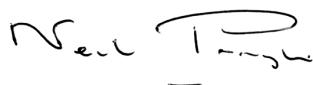
5. COMPREHENSIVE EQUALITY POLICY

To receive a progress report on the implementation of the Comprehensive Equality Policy.
(Pages 151 - 158)

6. HEREFORDSHIRE HOUSING NEEDS ASSESSMENT 2005

To receive a summary of the key findings following the publication of the Herefordshire Housing Needs Assessment 2005. (Pages 159 - 162)

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

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO:-

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

Please Note:

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

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

A public telephone is available in the reception area.

Public Transport links

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

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mrs Christine Dyer on 01432 260222 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

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

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

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

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

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

COMPREHENSIVE PERFORMANCE ASSESSMENT: CORPORATE ASSESSMENT AND JOINT AREA REVIEW

PROGRAMME AREA: CORPORATE STRATEGY AND FINANCE AND CHILDREN'S SERVICES

CABINET

12TH JANUARY, 2006

Wards Affected

County-wide

Purpose

To report formally to Cabinet on the receipt of the Corporate Assessment and Joint Area Review undertaken earlier this year and to advise Cabinet on the timetable for addressing the Improvement Plan.

Key Decision

This is not a Key Decision

Financial Implications

Any financial implications will be addressed through the improvement planning process.

Recommendation

THAT the receipt of the Corporate Assessment and the Joint Area Review be noted and the arrangements for improvement planning set out in the report be approved.

Reasons

Although invitations were extended both to Cabinet and to Strategic Monitoring Committee and the opportunity was, therefore, given to attend the feedback sessions in relation to the Corporate Assessment and the Joint Area Review it is important that arrangements are made for those assessments to be formally received by Cabinet and that Cabinet has the opportunity to contribute to the development of the Improvement Plan process.

Considerations

1. It is worth recording that the Comprehensive Performance Assessment process was revised this year and Herefordshire Council was one of the first eight authorities to experience the new process of assessment which involved a Corporate Assessment and a Joint Area Review which were carried out at the same time. Those two assessments along with continuing service assessments then feed into the Comprehensive Performance Assessment, the outcome of which was announced in December. The new Comprehensive Performance Assessment also contains a new assessment on Direction of Travel which is expressed in terms of the capacity of the

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

organisation to improve.

2. The Corporate Assessment and Joint Area Review are not re-issued. Most Members will already have received copies and copies of both documents have been available on the Intranet since they were published in December. If any Member wishes to have a hard copy then they are invited to contact Committee Services prior to the meeting.
3. The Chief Executive wrote to all Members of the Council on 7th December, 2005 to explain the outcome for the Council as a whole continued to be a positive one and when the Comprehensive Performance ratings were made public on Monday, 12th December the Council's overall score was that of a three star authority and under the new Direction of Travel statement, the authority was seen as "Improving Adequately".
4. Similarly, in overall terms there was a positive assessment of the review of Services for Children and Young People where the summary report commenced with the statement that "outcomes for most young people in Herefordshire are good overall". As the Chief Executive indicated, however, in his earlier letter to all Members in December there was a major qualification to that overall assessment and that was in relation to the important area of "Staying Safe" where the inspection had concluded that the arrangements for that area were "inadequate". Despite the strong showing in the other areas of the assessment, inevitably the Council must give immediate and direct responses to improvement in that area.
5. Alongside those assessments, the Council continued to receive reports through the Annual Audit and Inspection Letter received in December which, in turn, outlines areas where action is needed on the part of the Council which need to contribute to the Improvement Plan.
6. The Council continues to receive an assessment in relation to Use of Resources and also this year for the first time receives a specific assessment in relation to Value for Money. On both judgements, the authority scores a 3 on a scale which again ranges from 1 to 4. In the Annual Audit and Inspection Letter it is concluded

"We considered both the Council's achievement of Value for Money and the arrangements to manage and improve Value for Money. Overall we concluded that both good achievements and good arrangements are demonstrated. The Council has a low comparative spend and a good performance as assessed by external regulators."
7. Finally, the Council is also assessed under the Commission for Social Care Inspection (CSCI) star rating in relation to Adults and the authority is seen as Serving Some People Well with Uncertain Prospects for Improvement whilst in relation to children the impact of the "Staying Safe" judgement within the Joint Area Review has led to an assessment that the authority is Serving No Children Well with Poor Prospects for Improvement. As is spelt out earlier in this report, these are issues where the authority's response must be immediate and direct. This will form an important part of any improvement programme.

Improvement Planning

8. The improvement planning has already commenced and will build on the improvement actions outlined in the Corporate Assessment, the Annual Audit and Inspection Letter and the Joint Area Review report. Meetings have been arranged

with the CSCI Regional Director and with the Chief Inspector of CSCI early in the new year. It is also anticipated that there will be early meetings with the Audit Commission and our External Auditors in the new year to develop the Improvement Plan emanating from the Corporate Assessment.

9. In a sense the Improvement Plan is more important to the Council than receipt of the reports and it is important that the Council invests in the planning of this process. Further reports will be brought to Cabinet and to Strategic Monitoring Committee following the meetings referred to and as a comprehensive Improvement Plan is developed.

Alternative Options

There are no realistic alternative options.

Risk Management

If the Improvement Plan is not addressed then there is a continuing risk to the Council's reputation and, although the overall assessment of the delivery of service is positive, there are risk areas if the Improvement Plan is not robust.

Consultees

None

Background Papers

None

INTEGRATED PERFORMANCE REPORT

PROGRAMME AREA: CORPORATE AND CUSTOMER SERVICES

CABINET

12TH JANUARY, 2006

Wards Affected

County-wide

Purpose

To receive a progress report on the performance and other management activity necessary to successfully implement the Corporate Plan.

Key Decision

This is not a Key Decision.

Recommendation

THAT progress in implementing the Corporate Plan and 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 (AOP) is the detailed action plan for the first of these years, 2005-06. This report summarises progress so far in the first eight months of this operating year.

Considerations

1. The majority of the ambitions in the Herefordshire Plan will be delivered through cross-service partnership working. The Corporate Plan and AOP reflect this, and represent the Council's contribution to the successful delivery of the Herefordshire Plan. 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. Development work on the creation of a Performance Management Framework for and with the Council's principal external partners is now in hand, including the provision of a more comprehensive IT-based approach.
2. The layout of the AOP table has been changed slightly since it was last presented to Cabinet on 1st September, 2005 and there are other minor changes to format. In particular, as Cabinet requested, each performance indicator has been numbered, with appropriate cross-referencing of red-light indicators between the Integrated Performance Report and the full details in Appendix A. It is hoped that these

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

changes will make it easier for Members to assimilate what is necessarily a large amount of information. Work is continuing to refine the approach of the 2006/07 Operating Plan.

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, and the recent CPA results confirm the importance of this.

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 - November 2005

Action for a better Herefordshire

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

Quality life in a quality county

Contents

Introduction

Progress on the Annual Operating Plan April - November 2005

Financial Performance & Risk Management

Appendix A

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

1. Service targets
2. Making it happen

Appendix B

Revenue report

Appendix C

Capital report

Appendix D

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 January and March. Progress will also be reported to Cabinet for the same periods. It is intended that Strategic Monitoring Committee will oversee this process twice a year, to review progress and improve scrutiny.

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 now eighteen indicators identified by managers to be of particular concerns. This is a significant increase on the end-of-September position, when there were nine.**

The section on Financial Performance and Risk Management reveals **continued concern about budget pressure on Adult Services, Children's Services and Strategic Housing, with further calls on reserves seeming likely at this stage.**

At the end of September, an extra table was given for the first time, showing those policy areas where managers had changed their assessments (up or down, or vice versa) from the end-of-July picture previously reported. This had been intended to give Members some feel for how things seemed to be going overall. This time, however, there has been considerable flux in the indicators in both directions, and in some cases the assessment has swung across all three possible indicators (red, amber, and green, as below) during the three reporting periods. An updated version of the summary table from September was therefore found to be so confusing as to be unhelpful, and it has not therefore been included on this occasion. Further thought is being given to how best to give the looked-for overview, although the summaries in paragraphs 6 - 33 of this report seem to be the best solution at this time.




Progress on Annual Operating Plan April - November 2005

1. This section summarises progress against the Annual Operating Plan for 2005-6 for the period 1st April to 30th November.

2. Fuller details on individual targets & services are given in Appendix

A. It shows an increase in the numbers of areas giving managers cause for concern, compared with the position at the end of September; however, in a number of cases, there are fuller descriptions than previously of the remedial action the managers are taking. In addition, with the CPA & JAR results now available, there are short notes about the Improvement Plans now being worked up for some areas.

3. As before, 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 almost 100 indicators in the list in Appendix A; as at the end of November there were 18 showing "red lights" in the judgement of managers. This represents a deterioration since the previous Report. All of the entries are described in more detail in Appendix A, together (in most but not all cases) with the remedial action being taken. For the purposes of the summary table below some of the indicators have been shown together – eg, the numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications.

5. **The indicators with "red lights" at present are** (the left-hand column gives the number of each performance indicator and the page on which it can be found in Annex A):

"Red Light" Indicators		
Ref.	Appendix A: Issue	Action
2 p.1	% of babies born in Herefordshire who are breast feeding at 6 weeks of age	Increased Health Visitor support has been provided from the two Children's Centres in South Wye.
4 p. 4	Numbers of people aged 65 & over helped to live at home	Target has been reviewed with CSCI.
8 p. 7	Numbers of adults & older people receiving direct payments	Targets have been reviewed and a voucher system introduced
9 p.7-8	Adults with physical disabilities helped to live at home	Target currently being reviewed upwards. Data quality is currently an issue.
12 13 14 p.10-11	Numbers of violent crimes, and criminal damage incidents. % of population concerned about various anti-social activities (speeding graffiti, drugs etc)	
15 p.12	Reassessment of LA services to help victims of domestic violence	New BVPI with complex indicators: new monitoring system will be ready in October
23 p.19	% of young people aged 13-19 who feel that the Council does enough to give young people the opportunity to influence important decisions	Youth Council Action Group has been formed; has presented proposals to the Leader and Cabinet members; and plans to hold an election in early 2006.
25 p.20-21 (and 84 p.85-87)	% of Herefordshire adult residents satisfied with their local community as a place to live	Due to staff changes and lack of resources in the voluntary sector, there have been delays taking this forward. Currently being resolved.
45 p.49 (and 93 p.96)	% of the local authority principal road network where structural maintenance should be considered	Analysis of 2004/05 results in progress with Transport Research Laboratory. Preparation of JUP for 2006/07 to take account of latest results.
46 p.50	Average length of stay in B&B accommodation by households in priority need	Renewed focus on preventative work, with additional staff allocated / appointed
54 p.56	Nos. employed in technology & knowledge intensive industries (LPSA2G)	Meeting with relevant partners in Jan 06.
60 61 p.59-60	The numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (excluding manufacturing & engineering) (LPSA2G)	Data for 60 and 61 not available until next year.

<p>67 p.63</p>	<p>The numbers 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</p>	<p>Dependence on small cohort and behaviour of individuals mitigated by targeted support for children likely to miss school.</p>
<p>97 p.101</p>	<p>% of those making complaints satisfied with handling of complaint</p>	<p>New Customer Relationship Management reporting system went live in early September 2005. Now needs to be operated effectively.</p>

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

6. 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

7. 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

8. There are two "red flags" here, one in respect of young mothers and the other in respect of the care of the elderly. Automated data collection and analysis is a particular concern, as the managers' notes make clear.

Reduce crime and disorder and make Herefordshire safer

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

- Community leadership role
- Enabling vulnerable adults to live independently

10. Four "red flags" are shown here, 3 of them concerned with crimes. The new monitoring system for racial incidents and other complaints went "live" at the beginning of October, but is not fully bedded in yet.

Reduce poverty and isolation in Herefordshire

11. 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

12. Fair progress is evident here, but the programme is not yet firmly on track.

Encourage communities to shape the future of Herefordshire

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

- Community leadership role
- Sustaining vibrant and prosperous communities

14. There is continued movement here to suggest improvement involved, but still "red flags" in respect of the actions being taken to improve young people's perception of their involvement and adults' satisfaction with the communities in which they live.

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

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

- Sustaining vibrant and prosperous communities

16. As before, most of the indicators for this ambition still seem to be on track, with (calendar) year-end reporting the next milestone.

Protect and enhance Herefordshire's distinctive environment

17. 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

18. Most of the indicators for this ambition still seem to be on track too. Note the comments about the ongoing discussions with Worcestershire County Council about Landfill Allowances.

Develop an integrated transport system for Herefordshire

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

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

20. Many of the programmes here remain on course, as they were at the end of September, but note that the Council seems to have lost out in comparative terms following a national redefinition of indicators for strategic highway condition.

Meet Herefordshire's accommodation needs

21. 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

22. A slight improvement is shown here from previous Reports: only one indicator is now showing a "red flag" (numbers of homeless families being temporarily housed in bed & breakfast accommodation).

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

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

- Sustaining vibrant and prosperous communities

24. Four indicators are still 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 "red flagged".

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

25. 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

26. Data will not be available until next year on the numbers of Herefordshire residents aged 19+ achieving Level 2 and Level 3 qualifications (except for manufacturing and engineering) (LPSA2G) – so these continue to appear as "red flags". So too, now, does the indicator for the numbers of looked-after children missing school.

Children and Young People: A Golden Thread

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

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

28. Progress is evident here, but the significant issues raised in the JAR report, particularly in respect of safeguarding, have to be addressed.

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

29.. 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

30. 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

31. Most of the indicators are on track, and the only significant "red flag" still concerns the needs and preferences of service users and council taxpayers. The JAR result is now available, and the Appendix summarises the work now in hand on improvement plans, where necessary.

Improved Efficiency

32. 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

33. A mixed picture: on the positive side the overall Comprehensive Performance Assessment score of 3 stars, including the score of 3 for Use of Resources, and many important actions having been taken that should provide the platform for further improvements in performance; but with still much to do to deliver the necessary efficiency savings in future and ensure a consistently successful approach across all parts of the Council to service planning and performance management. Also, a red flag is shown against the public's satisfaction with the handling of complaints, in recognition of the need to embed the recently introduced new system.

Revenue and Capital Budgets

34. Appendices B and C contain the detailed monitoring of the revenue and capital budgets. The risk management section in this report refers to the ongoing budget position of the Council and the overriding issue of setting a balanced budget over the medium term.

35. A number of headline changes to the previously reported revenue monitoring are:

- An increase in the projected overspend on out of county placements (Children's Services) from £300k to £427k.
- An increase in the proportion of waste costs being met by the Council as a consequence of increases in volume, which costs the Council an additional £600,000 in 2005/06.
- An increase in the overspends in Adult Social Care as follows:
 - Learning Disabilities – a further £157k
 - Older Adults – a further £127k

36. The revised forecast outturn for the capital programme has increased quite significantly since the last report due to a number of factors, namely:

- Expenditure on condition property works on schools has been brought forward due to future year budget pressures;
- Preliminary work to be carried out on the Ross Flood Alleviation scheme which will be fully grant funded next year;
- An increase in the Department of Health funded Strategic Housing Extra care development budget.

37. The proposals for the 2006/07 capital programme will be considered by Cabinet at the same time as the revenue budget.

Risk Management

38. The key corporate risks are listed in Appendix D and show the residual risk assessments following the mitigating actions that are being taken to manage them. There are also separate service risk logs, which are continually updated by Directorate Management Teams through regular discussion in the respective management teams. They also serve to inform the corporate risks. The major change in the register since the last corporate report has resulted from the recent release of the CPA/JAR Inspection scores.

JAR Assessment

39. The Staying Safe rating has been labelled 'inadequate' in the JAR assessment and the Council will not only need to address the reputational impact here but also - more importantly - ensure that it can prove that there

are sound arrangements for protecting the most vulnerable children. The Chief Executive has highlighted to all staff the need to put in place measures for improvement in this area and this may include assistance and advice from better performing authorities. This remains inherently a high risk area and even the best performing Councils can face major and traumatic issues, as recent events in Sheffield testify.

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 and 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 has been carried out and was reported to the Government in mid-November.

41. The revenue monitoring reports are highlighting significant budget overspends for the year in Adult Social Care and Homelessness; action plans are in place to limit these. These will have an impact on the ease with which the Council can set a balanced budget in 2006/07 and beyond. Additional corporate finance support has been temporarily seconded to Adult Services to help in assessing the financial pressures.

42. Officers met during November and December to consider a number of key financial issues, including efficiency savings, potential budget reductions and unavoidable spending pressures. On the whole this exercise has proven to be successful: CMB has emerged with a clear set of officer priorities in relation to the budget for the Budget Panel and Cabinet to consider. Outstanding issues which will need to be addressed corporately as part of the budget include the delivery of the Accommodation Strategy and the ICT Project.

43. There is still work to be done in identifying further efficiency savings, since the minimum Gershon target for 2006/07 has yet to be met. Although the Settlement did not produce any surprises, there are new capping criteria which are currently being analysed. These could potentially have a significant impact on corporate budget capacity; the Council will be in contact with the ODPM accordingly.

Business Continuity Management

44. The Council is developing its approach to Business Continuity (BC) management and is in the process of producing a Corporate BC Plan. The BC Planning week was held in the week 19-23 September where senior managers from each Directorate completed the Service Impact Questionnaires and BC Plans. The next round of workshops is planned for January, where the plans submitted will go through validation exercises. Live exercises are planned from April 2006.

45. 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)

46. The CPA and JAR results have now been released. For the CPA overall the Council has been awarded 3 stars and is judged to be improving adequately. Capacity has been created at a senior level, and the CPA action plan will be agreed in January with the Audit Commission. Amongst other improvements this will require the continuing and effective implementation of the corporate planning and performance frameworks, including the full integration of financial planning. The single most important issue in respect of the JAR is dealt with in paragraph 39 above.

Herefordshire Jarvis

47. 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.

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

The second Local Public Service Agreement (LPSA 2)

49. Government ministers have now signed off the agreement and Cabinet approved the ringfencing of the performance reward grant from LPSA 1 to fund the stretched targets for LPSA 2. The key risk now is that the significant level of Performance Reward Grant available to be earned after three years will not be 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.

50. Despite regular monitoring and reporting, the experience of LPSA 1 would suggest that further improvement is required in ensuring that performance management arrangements are embedded so the stretched performance targets are met.

Adult Care Services

51. The Director of Adult and Community Services has released for consultation the new structure for the Directorate, which will be implemented in the New Year.

52. Risks reported last time continue to be important. They include the

modernisation and change 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 accentuates this. Also the increase in the older population brings increased incidence of dementia related illness and forward planning is required for this increase in demand.

Recruitment and retention of employees including the impact of Job Evaluation

53. 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.

54. The current action plan includes:

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

55. The implementation of job evaluation has had no adverse effect on the overall 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

56. 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 is designed to take account of and improve corporate capacity. All Directors' posts have now been filled following interviews during the summer and the Senior Management Team has been created to more effectively support Directors. This has already met on a couple of occasions and is developing a work plan in support of CMB. This also enables the directors to focus at least 20% of their time on purely corporate issues, as is formally reflected in their job descriptions.

Local Area Agreement

57. This is a major initiative for the Council but is also a new corporate risk. 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, including a formal project framework to manage the process. Informal feedback has been good on the original submission although the submitted Freedoms and Flexibilities recently submitted to central government have had a mixed, albeit positive, response. For the LAA to be successful it will be vital that the Partnership negotiates strongly on these issues. A key part of the LAA will be the single pot arrangements; a risk-based approach is being adopted in constructing a framework to manage these.

Corporate Approach to Diversity

58. 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.

Part One – Making a reality of the Herefordshire Plan: service 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: Improve the health and wellbeing of Herefordshire people										
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	1 % of babies born in the South Wye area of Herefordshire who are breast feeding at 6 weeks of age (LPSA2G)			Advice and support for parents especially through children's centres and Hollybush	Inability to attract parents to advice sessions <i>mitigated by</i> development of Health Visitor and Family Support Work	The most recent publicised figures relate to a period Nov 03 to Oct 04 when figures were 25.3%	?	Increased Health Visitor support has been provided from the 2 Children's Centres	
	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	2 % 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			x		

23

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 Rule & Mr Dunhill	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	3 % 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		Baseline data needs to be established. Lead Officer/Partner to be agreed Co-ordinated strategy to be developed and implemented.	? Meeting held on the 15 November with speaker from Schools Health Education Unit Group agreed this would be the best way forward. Awaiting meeting with Director of Environment, Director of Children's Services and Director of Public Health.	Other agencies not prepared to participate All agencies now involved, need confirmation of shared resources <i>mitigated by</i> tolerating risk or accepting risk and continuing 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	<p>Number of Enforcement / Advisory / Promotional activities undertaken.</p> <p>Test purchases completed. Reviewing formal action.</p> <p>Warning letters to be drafted and sent.</p> <p>Further test purchases to be planned in New Year dependent on staffing levels and workload.</p>		<p>Inability to recruit; Market Forces Supplement requested May 05 finally obtained November 05 <i>mitigated by</i> resources have been diverted; resources not currently available to divert.</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: Improve the health and wellbeing of Herefordshire people									
					Set up Liaison Group by May-05		Meeting held on the 15 November with speaker from Schools Health Education Unit (EX Exeter University). Group agreed this would be the best way forward. Awaiting meeting with Director of Environment, Director of Children's Services and Director of Public Health.		Other agencies not prepared to participate <i>mitigated by</i> tolerating risk or accepting risk and continuing commitment. Risk reduced as key managers now engaged.
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	4 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	<i>No change from Sept.</i> Reported out-turn in September was 54.	x	New PI Action Plan in place. Delay in availability of new system is a serious risk; new business case was 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	5 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		Another Meeting taking place in February 06, results available after.	?	
					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 will be going to CXMT 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	6 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		<i>No change from Sept.</i> 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 will be going to CXMT in September.	?		
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	7			Set target by May '05		<i>No change from Sept.</i> Reported out-turn in September was 2.6.	?		

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									
Hughes		The number of carers receiving a specific carers' service as a % of clients receiving community based services	2		Introduce new CLIX system by July '05	Delay in availability of new system mitigated by project management	HARRI solution has been stopped. Procurement of appropriate solution currently being moved forward.		Delay in availability of new system is a serious risk. A new business case drafted for presentation to IPG on 7 th September.
63 Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	8 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	Outturn as at end of September was 64.8.	x	
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	9 Adults with physical disabilities helped	4.2 (from 2.8)		Management re-structure		Outturn as at end of September was 3.2.	x	Proposal to recruit Data input clerks to clean up existing system. Data quality is currently an issue.

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									
		to live at home per 1,000 population aged 18-64			Introduce new CLIX system by July '05	Delay in availability of new system mitigated by project management	HARRI solution has been stopped. Procurement of appropriate solution currently being moved forward.		Delay in availability of new system is a serious risk. A new business case drafted for presentation to IPG on 7 th September.
Cllr Mrs Barnett & Mr Hughes	Enable vulnerable adults to live independently	10 Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	2.2		Introduce new CLIX system July '05	Delay in availability of new system mitigated by project management	<i>No change from Sept.</i> End of year outturn was 2.1.	✓	Delay in availability of new system is a serious risk. A new business case drafted for presentation to IPG on 7 th September.

83

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	11 Adults with mental health problems helped to live at home per 1,000 population aged 18-64	1.75		Introduce new CLIX system by July '05	Influence over Partnership and delay in availability of new system mitigated by partnership Board and project management	Outturn as at end of September was 3.3.	✓		Delay in availability of new system is a serious risk. A new business case drafted for presentation to IPG on 7 th 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: Reduce crime and disorder and make Herefordshire safer									
Cllr Phillips & Ms Fiennes	Develop its community leadership role	12 Number of violent crimes in Herefordshire (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05			x	
Cllr Phillips & Ms Fiennes	Develop its community leadership role	13 The number of criminal damage incidents (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05			x	

33

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	14 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			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: Reduce crime and disorder and make Herefordshire safer									
Cllr Mrs Barnett & Ms Fiennes	Enable vulnerable adults to live independently	15 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		<i>No change from Sept.</i> 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.	x At the time of the last report, the system was expected to 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	16 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	New Council monitoring system launched on 03Oct 05	?	Difficulty in agreeing standard approach with Corporate Complaints Officers; difficulty in finalising requirements with Diversity Group
					Review target in light of new monitoring system by Sep-05				

35

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	17 The % of racial incidents that resulted in further action	100%		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	2 new investigations completed, with further action in hand	?	
Cllr Mayson & Mrs Jones	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	18 % 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/	(a) 86%(b) 79%(c) 82%(d) 77%(e) 56%(f) 81%(g)75%(h)80%(l)77%(j)73%(k)69%(l)66%(m)60%(n)53%		Map needs (using Parish Plans) to inform priorities		Promoting consultation of Parish Plans by Council departments. Service Planning guidance re-written to include the need to take account of actions needed in response to parish plans.	✓	
					support for Community Enterprise Development		Community Enterprise Strategy adopted. Currently being implemented through partners for Social Enterprise.		

36

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									
37		chemist/ pharmacy; (j) bank/cash point; (k) library; (l) sports/leisure centre; (m) council office; (n) cultural/ recreational facility			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.		
					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).		

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	19 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		<i>No change from Sept.</i> 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 yet to be determined for the LPSA2G benefit take-up targets (ditto for 20 and 21 below).	?	
Cllr Mrs French & Mrs Jones	Enable vulnerable adults to live independently	20 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		See 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: Reduce poverty and isolation in Herefordshire									
Cllr Mrs French & Mrs Jones	Enable vulnerable adults to live independently	21 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		See 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: Encourage communities to shape the future of Herefordshire									
Cllr Phillips & Mr Hughes	Develop its community leadership role	22 % 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 would leave situation unchanged; mitigated by early review of Community Involvement strategy and rolling out of the Communication strategy.	Herefordshire Plan consultation and feedback undertaken (ended in November). Community Involvement Strategy now agreed and placed on the Council's website.	? Related Action Plan now agreed and placed on HC website; implementation beginning; review of Community Fora and, Scrutiny Committees underway	

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									
					Develop a Communications Strategy with measurable outcomes by Jul-05		See above.		
41	Cllr Phillips & Mr Hughes	Develop its community leadership role	23 % 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 would leave situation unchanged; mitigated by early review of Community Involvement Strategy, to include specifics of involving young people	<i>No change from Sept.</i> 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%. A further survey is not planned this year. Action will now be taken to achieve the 2008 target of 30%.	x 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 resources required. Would be mitigated by proposed teenage lifestyle survey.

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 Pringle	Develop its community leadership role	24 % of parishes uncontested in local elections	N/A (next election 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 mitigated by early review of Community Involvement Strategy	<i>No change from Sept.</i> Meetings held with HALC Executive. Attendance of the Chief Executive and Leader at HALC AGM. Work progressing on review of charter.		
Cllr Mayson & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	25 % 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		x	Due to staff changes and lack of resources in the voluntary sector, there have been delays taking this forward. Currently being resolved.	
					Agree timescale for:				

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									
43					- defining an overall vision for the county by Jun-05				
					- clarity about what we mean by a sustainable community by Jun-05				
					- determining how the Council is going to approach the systematic assessment of need for the whole population, including areas of deprivation 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									
					- rolling out the Community Involvement Strategy by Jun-05				
					- establishing monthly Herefordshire Matters by Jun-05				
					- setting & monitoring of comprehensive range of customer standards including process for complaints & review of Customer Service Strategy 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									
					- 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	26 %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; impact to be mitigated by rolling out the Community Involvement Strategy and follow-up action from the reviews of the Community Fora and Scrutiny Committees

46

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

47	Cllr Mayson & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	27 % 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 in October; agreed to work with VCS Steering Group to identify actions. Baseline for level of volunteering to be established from November BVPI survey.
----	-------------------------	---	---	--	---	--	--	----------	--

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	28 % 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 according to schedule in Joined Up Programme (JUP); marketing of impact to plan	Scheme slippage, consents delayed; bad publicity mitigated by robust project management; comms. strategy	Annual Satisfaction Survey has been undertaken and results will be available for year-end reporting.	✓	None – all work proposed has been either undertaken or 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								
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	29 % 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	Update will be submitted at end of Year	?	Phased approach agreed to minimise disruption to current INFO service at St Katherines.
				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	<i>No change from Sept.</i> 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.

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 vehicles ordered	Procure replacement mobile libraries by March '06	Delays in tendering; and/or supplier delivery mitigated by robust project management	Specification for tender being checked with stakeholders. Potential partners for joint delivery sought.		

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	30 % 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 at 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.	Update will be submitted at end of year	?	

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	31 % 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 mitigated 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.	Update will be submitted at end of Year	?	

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	32 % 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	Annual Satisfaction Survey has been undertaken and results will be available for year-end reporting.	? This season's programmed works are complete. 'In Bloom' event saw best results to date.	None at close of growing season. Risk of flooding: could disrupt fixtures on outdoor pitches this winter and reduce visits.

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	33 % 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 2.6%. 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.	✓ Detailed work to be undertaken with relevant service by Biodiversity Partnership Coordinator. English Nature contributing to post. Potholder takes up post early in January 06.	

55

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									
					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.	
Cllr Edwards & Mr Dunhill	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	34 Percentage of streets and public areas falling below Grade B for cleanliness (LPSA2G)	25%		Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Actual performance to end of November 18%. StreetScene publicity campaign on track.	✓	

5

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	35 % 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.

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	36 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	<p>Council Part of Carbon Management Plan adopted in Mar 05 and will form part of Herefordshire Partnership Climate Change strategy.</p> <p>National Emissions published and included in Herefordshire Baseline. Baseline and emission reduction targets established in line with July 05 consultations.</p> <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>Data at end of November shows 14.3 tonnes per head (4.3% above target).</p>	<p>? Actions revised to reflect reduction in funding.</p> <p>Council awaiting the next release of Government Invest-to-Save fund.</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	37 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. Preparations made, including reviews and audits, to enable Adult Social Care, County Secretary & Solicitors, Development & Building Control to be included in scope Feb 06.	✓ On schedule for Feb 06. Covering the remaining services for the July 06 visit will require careful planning, as they are somewhat disparate. GEM Team to address at Jan meeting.	Senior management reorganisation may complicate roll out <i>mitigated</i> by Directors re-nominating GEM leads. Several responses received.

59

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	38 % 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 November 05. ENCAMS list is not always accurate.	✓ 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

69

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	39 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 October (latest data) 75.45%.</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>	✓ Three additional village locations and seventeen schools provided with paper banks.	<p>Exploring position on Waste Collection Contract.</p> <p>Waste Collection Contract to be extended by two years.</p> <p>Negotiations for increase in kerbside collection awaiting confirmation of two-year extension <i>mitigated by</i> Secure 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.	Cost of bulk delivery will require additional financial resources in addition to any performance grant

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									
					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. Householder Incentive Scheme commenced October and will run until March 06. Monitoring of uptake is in place and ongoing.		

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		<p>Negotiations ongoing to vary IWM PFI – likely to be complete by April 06.</p> <p>Target 75 was launched on 16th June 2005. Aims to increase participation rates to 75%.</p>	<p>Need to complete negotiations of IWM PFI</p> <p>Issues was prepared by Waste Collection Authorities within Herefordshire and Worcestershire.</p> <p>Further discussions to take place between WCC HC and the DCs in Worcestershire over the timing of the Waste PFI Contract</p> <p>Negotiations to facilitate alterations the Waste Collection Services.</p>	<p>Exploring position on Waste Collection Contract</p> <p>Risk of contract negotiations failing have not increased <i>mitigated by</i> Secure increased kerbside collection through existing contract.</p> <p>Also Contracts negotiated with Coventry, Wolverhampton and Dudley to secure 30 – 40,000 tonnes of capacity in their EfW Plants</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									
					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. Sale of home composters increased through one day special sale of 2358 units	Risk of having to purchase Landfill Allowances <i>mitigated by</i> Joint Agreement to be varied to mitigate the risks to both authorities.

65

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									
					Increase joint working with Worcestershire		<p>Current position on LATS shows Herefordshire will probably be in deficit and could need Landfill Allowances.</p> <p>Reduction in tonnage of waste arisings in Herefordshire during 2005/06</p>	<p>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.</p> <p>In Principal agreement now reached with WCC to share liability and profit element of LATS allowances – with free trade between two authorities.</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: Develop an integrated transport system for Herefordshire

67	Cllr Wilcox & Mr Dunhill	Improve transport and the safety of roads	40						
		Number of people killed or seriously injured in road traffic collisions (LPSA2G)	<187	6 Monthly - Current Performance / 2	Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05		Discussions in progress with Highways Agency and West Mercia Police to identify opportunities for partnership delivery. Results for April-October 2005 = 75	? Preparation of 2006/07 Highway Maintenance Plan includes very close focus on road casualty sites. Joint project to be commissioned with Highways Agency and Warwickshire CC to examine scope for improved partnership working.	

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	41 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. Review of provisional LTP2 underway with final LTP2 due for completion by April 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, detailed development work now underway to prepare proposal for submission of planning application. Detailed review of current bus network being commissioned to ensure network is fit for purpose and contributes to accessibility improvements.	✓	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	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. AWM have recently indicated that they will support the development of Rural Access to Services Partnerships which may bring forward funding for transport
--------------------------	---	---	-------	------------------------------------	--	---	---	---	--	---

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	42 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	<i>No change from Sept.</i> 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.

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	43 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	<i>No change from Sept.</i> 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	44 % 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	Results of 2004/05 CVI surveys indicate target on track (29% for classified non-principal roads, 20% for unclassified). New baseline to be established from revised survey methodology in 2005/06.	✓ This target will require redefinition for 2005/06 to reflect revised survey methodology for non-principal roads.	

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	45 % 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	National redefinition of the condition indicator and its method of measurement have resulted in a very significant deterioration in comparative performance of Herefordshire against other benchmark authorities in the region (now worst of group). New baseline will be required to reflect revised national guidance for 2006/07.	x Analysis of 2004/05 results (55.38) in progress in conjunction with Transport Research Laboratory. Preparation of JUP for 2006/07 to take account of latest results.	Targeted maintenance programmes

71

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										
72	Cllr Mrs Barnett & Mr Hughes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	46 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	Current out-turn = 9.61 weeks. Use of B&B unavoidable due to lack of alternative temp accom.	✘ Prevention measures being implemented 05/06.	
	Cllr Mrs Barnett & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	47 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 April – Sept = 224 acceptances, a decrease of 21% compared to the same period last year	✔	

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									
					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	48 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	Current out-turn = 2.63%. Staff recruitment difficulties have inhibited progress.	? New House Condition Survey currently in progress. Baseline to be reset. Housing Health and Safety Rating System to be introduced under Housing Act 2004 – this indicator will be superseded.	

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	49 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	Out-turn April – Sept = 39 units. Development programme is on target.	✓		

75

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									

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										
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	50 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.	<i>No change from Sept.</i> 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
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	51 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.	<i>No change from Sept.</i> 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										
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	52 % of working age in employment (average over year)			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.	<i>No change from Sept.</i> 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
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	53 Completions of employment land (hectares)			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.	<i>No change from Sept.</i> 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

77

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									
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	54 No. employed in technology & knowledge intensive industries (LPSA2G)			Identify annual targets, milestones, actions, risks & resources to achieve this LPSA2G target by Aug-05			x	Meeting with partners in Jan 06.

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									
79	Clr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	55 % 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 by childcare development workers	Autumn term 2005 – 78% Although this is lower than the Summer term 2005, it is higher than the Autumn term 2004. It also records actual take-up. More places are available if parents wanted to use them.	✓	
	Clr Rule & Ms Fiennes	Improve the achievement of pupils	56 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	✓	

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	57 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 advice; mitigated by recruitment and retention policies, and programme to support boys' performance	Summer 2005 KS2 results for English 81% (81% summer 2004)	✓		
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	58 % 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 93%	✓		

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	59 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)			Work with LSC & Connexions to identify those NEET and access given to appropriate learning and referrals made to specialists suggest where barriers exist by August 2006	Insufficient learning opportunities and drop-out and problems of statistical measure of small cohorts <i>mitigated by</i> support of post 14-19 agenda	Latest figures based on 1.04.05 when 12 out of cohort of 15 were in education, training or employment i.e. 80%	?	
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	60 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. Data not available until next year.	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 Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	61 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. Data not available at present.	x	
Cllr Stockton & Mr Hughes	Sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	62 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		5 completions. 66 Students enrolled to date.	?	

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	63 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		34 Students enrolled to date.	?	
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	64 No. of new out of school hours childcare places provided	A net 1300 more		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	Net increase of 242 as at 31.09.05	✓	

63

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	65 % of half days missed due to total absence in secondary schools maintained by the authority (LPSA2G)	7.4 to 2009 target of 6.5		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	Absence rate has fallen from 7.8% in 2002. 2004/05 Annual return (August 2005) 7.44%	✓	
Cllr Rule & Ms Fiennes	Improve the achievement of pupils	66 % of half days missed due to total absence in primary schools maintained by the authority (LPSA2G)	4.9 to 2009 target of 4.25%		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 for 2004/05 5.05%	✓	

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										
CLr Rule & Ms Fiennes	Improve the achievement of pupils	67 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)			Class monitoring and support of school age children in looked after system <i>by</i> August 2006	Dependence on small cohort and behaviour of individuals <i>mitigated by</i> targeted support for children likely to miss school	Aug 2005 outturn identified 9.2% of cohort (120) i.e. 11	x		

85

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	68 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 anticipates 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										
87	Cllr Rule & Ms Fiennes Maximise the health, safety, economic wellbeing, achievements and contribution of every child	69 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	Year to end June 2005 = 8% Year to end Sept. 2005 = 17.4% No re-registrations to date since end Sept. Despite good performance against this indicator so far this year, significant wider issues re. safeguarding raised in the JAR report.	?	Improvement plan to be drawn up in response to the JAR 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								
Children and Young People: A Golden Thread									
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	70 % of half days missed due to total absence in secondary schools maintained by the authority	7.4 to 2009 target of 6.5		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	Absence rate has fallen from 7.8% in 2002. 2004/05 Annual return (August 2005) 7.44%	✓	
Cllr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	71 % of half days missed due to total absence in primary schools maintained by the authority	4.9 to 2009 target of 4.25%		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 for 2004/05 5.05%	✓	

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									
Clr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	72 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 will affect rating in JAR <i>mitigated by</i> additional staffing and resources are being sought for the youth service	7.6% or 1123 Positive progress is being made although to achieve annual target further work is required.	✓	Recruitment has been prioritised and additional programmes are being offered
8 Clr Rule & Ms Fiennes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	73 Percentage of the total youth population aged 13 –19 in contact with the youth service	20% or 2,966		Youth Service is improving its range of programmes on a termly basis	Poor performance will affect rating in JAR <i>mitigated by</i> additional staffing and resources are being sought for the youth service	9.4% or 1400 Positive progress is being made although to achieve annual target of 2966 or 20% there is still some way to go.	✓	Recruitment has been prioritised and additional programmes are being offered

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	74 Number of racist incidents in schools	TBD	80% of schools using reporting mechanism – target will be set when baseline data available	Advice and liaison with schools. Promotion of school's duty to report incidents. Improve reporting arrangements and establish targets	Failure of online reporting system <i>mitigated by</i> close working with IT services; Business continuity planning	Annual figures are now being collected and target setting is in progress	✓	
Cllr Stockton & Mr Hughes	Maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 16-18 year olds in education, training or employment					<i>No change from Sept. November 2004 – 94.47% (NEET 5.53%)</i>	✓	

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

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 & Mrs Jones	Understand the needs and preferences of service users and Council-tax payers	76 % 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, in accordance with agreed corporate approach adopted to supersede pre-existing systems.	April to Nov results: 827 requests received to date; 100% completed within statutory limits.	✓	

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 & Mrs Jones	Understand the needs and preferences of service users and Council-tax payers	77 % 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 (Sept 05), not upheld.	✓	

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	78 % 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 would leave situation unchanged; mitigated by early review of Community Involvement strategy and rolling out of the Comms. strategy.	Herefordshire Plan consultation and feedback undertaken (ended in November). Community Involvement Strategy now agreed and placed on the Council's website.	? Related Action Plan now agreed and placed on HC website; implementation beginning; review of Community Fora and, Scrutiny Committees underway	

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 a Communications Strategy with measurable outcomes by Jul-05		See 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	Promote diversity and community harmony and strive for equal opportunities	79 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	CEP action plan completed; presentation to Cabinet scheduled for 12 January 06. EIA year 2 completed; action plans being developed through Service Planning process.	?	

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	CEP action plan completed, presentation to Cabinet scheduled early Jan 06. EIA year 1 actions not reflected in all 2005-06 service plans. Year 1 and year 2 completed action plans being developed through Service Planning process for 2006-07, with quality control exercise being undertaken.		

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 CMB on progress of scheme over the last 12 months, including 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.		
--	--	--	--	--	---	---	---	--	--

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	80 % 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 oversight, monitoring & action by Cabinet & CMB leads	<i>No change from Sept.</i> Projects underway in relation to centralising recruitment, e-hr, career grading / generic skills and approach 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	81 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 oversight, monitoring & action by Cabinet & CMB leads	12 months to end November is 11.07 days per F.T.E. This shows a slight increase. Managing attendance will continue to be a priority if the Council is to achieve the full year target.	?	

100

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									
101					Analyse staff sickness to understand impact on services & implications for pay & rewards by Jul-05		<i>No change from Sept.</i> HR Team are attending DMTs regularly to highlight issues and improve management of attendance.		
					Communicate positive elements of Pay & Workforce Strategy to staff by Jul-05		<i>No change from Sept.</i> Communication included within Team Brief. Report submitted to CMB, Cabinet and SMC		
					Quality assurance of SRDs by Jul-05		<i>No change from Sept.</i> Audit took place of the Council's performance management system including SRD process. Report with recommendations to CMB on 4 th 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								
Improved Services									
102					Review, refresh & communicate Corporate Values by Jul-05		Existing values communicated to Heads of Service for onward communication among directorate teams		
					Commission impact assessment & review formal management development programme by Jun-05		Impact assessment completed. The consultant will meet CMB on 24 January to discuss findings and receive comments.		
					Assess current position re: IIP accreditation by Jul-05		Report considered by CMB. Heads of Service group will lead implementation of the recommendations.		
					Review & refresh team brief process by Jun-05		<i>No change from Sept.</i> This action is with PR/Comms Team		

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									
103					Agree timescales for:				
					- skills audit & development to increase productivity & deliver the priorities by Jun-05		<i>No change from Sept.</i> 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		<i>No change from Sept.</i> This is an aspirational statement, not a deliverable, as there are no specific actions.		
					- coaching/ mentoring programme for planning & performance management by Jun-05		<i>No change from Sept.</i> Approach deferred pending appointment of Head of Policy and Performance. Sessions for new managers will continue.		

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									
					- implement review findings for formal management development programme by Jun-05		See above		
					- implement the Leadership Development Programme by Jun-05		Report received and considered by CMB. IDeA have been engaged to provide CMB development.		

104

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	82 % 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 8.05%. 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. 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	83 Outcomes of Joint Area Reviews		JAR report in December		Reputational; <i>mitigated by</i> factual media briefing, article in February <i>Herefordshire Matters</i> and effective improvement planning and action	Score of 2 stars overall = adequate, comprising sub-scores of 3 stars for Education and 1star for Children's social care; the latter the result, primarily, of concerns regarding arrangements for safeguarding the most vulnerable children (but no instance identified of failure to safeguard individuals)	?	Improvement plan in preparation in the context of the wider CPA follow-up; to be discussed with GOWM, OFSTED and CCSCI in priorities conversation at end January	Pre-publication media briefing conducted; further briefing to take place and articles published as improvement plan developed and implemented. Principal focus on sound improvement plan and putting it into effect.

106

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 Mayson & Mr Hughes	Develop its community leadership role	84 % 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			x Due to staff changes and lack of resources in the voluntary sector, there have been delays taking this forward. Currently being resolved.	
					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				

107

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									
108					- 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/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									
					- 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 French & Mrs JOnes	Secure significant efficiency savings	85 Net reduction in cost of identified services (SIP)			Identify services and target cost reduction by July 05		Manager appointed for Contact Centre. PID drawn up setting out governance arrangements. Contact Centre capital of £1.5 million allocated over two years.	?	Fully costed programme (savings and up-front investment required) to be developed.
					Firm Service Improvement Plan in place by July 05		Customer Service Strategy approved by Cabinet 29 th September. Info by Phone to be up and running by first batch services by 31/3/06. Feasibility study for Info by Phone – Hereford City commenced.		

110

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 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	

111

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 Wilson & Ms Rees	Secure significant efficiency savings	86 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	No change from Sept. 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						New Strategy approved by Cabinet on 14 July.
					Agree timescale for implementation of Procurement Strategy by Jun-05						Milestones in National Procurement Strategy now being followed.

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 Rees	Secure significant efficiency savings	87 % 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		<i>No change from Sept.</i> 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
Cllr Wilson & Ms Rees	Secure significant efficiency savings	88 Price comparison of 10 commodities			Develop "basket" of commodities to establish baseline and set target by Jul-05		Interim Manager compared prices from a neighbouring LA and commercial suppliers with WMS to complete project.	✓		

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 Rees	Secure significant efficiency savings	89 Average minimum cost of raising an order			Establish baseline, set target and review procedures by Sep-05		<i>No change from Sept.</i> Corporate electronic ordering arrangement will be considered together with Procurement Strategy. Continuing to roll out Cedar purchase ordering	?	Putting the Procurement Strategy into effect.	Failure to meet target will increase costs mitigated by continued development and investment in IT systems
915 Cllr Wilson & Ms Rees	Secure significant efficiency savings	90 Total cost of office accommodation at 2004/5 prices	£1.65m		Co-locate remaining Highways 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 available.	<i>No change from Sept.</i> 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 addition floor-space at Plough Lane. Negotiations ongoing as at 30 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								
					Publish Accommodation Strategy by Jun-05		Agreed at Cabinet – Delayed by Strategic Monitoring Committee call-in. Published end 23 Sept		
					Agree timescale for implementation of Accommodation Strategy by Jun-05		Actions and timescales for actions now agreed. Implementation in progress		
117	Cllr Phillips & Mr Pringle	<p>91</p> <p>Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services</p> <p>Overall score on Auditor Scored Judgement (CPA use of resources)</p>	3		<p>Implementation of "Delivering Efficiency in Local Services"</p> <p>Improve approach to risk management</p> <p>Consider and implement the system changes required by any revised approach to the Auditor Scored Judgement</p>	Failure to meet ODPM requirements mitigated by provision of guidance for managers & audit arrangements	Score of 3 achieved ✓		

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	92 % 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	Results of 2004/05 CVI surveys indicate target on track (29% fro classified non-principal roads, 20% for unclassified). New baseline to be established from revised survey methodology in 2005/06.	✓	This target will require redefinition for 2005/06 to reflect revised survey methodology for non-principal roads.	
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	93 % 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	National redefinition of the condition indicator and its method of measurement have resulted in a very significant deterioration in comparative performance of Herefordshire against other benchmark authorities in the region (now worst of group). New baseline will be required to reflect revised national guidance for 2006/07.	✗	Analysis of 2004/05 results (55.38) in progress in conjunction with Transport Research Laboratory. Preparation of JUP for 2006/07 to take account of latest results.	Targeted maintenance programmes

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	94 % gross internal floor space in ODPM categories A & B	87%		Update Asset Management Plan by Jun-05		<i>No change from Sept.</i> £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.	✓		
Cllr Phillips & Mr Pringle	Ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	95 ICT Network availability (%)	98.50%		Implement new network	Service partner's performance mitigated by pro-active management of SLA	<i>No change from Sept.</i> Project underway. Due diligence report expected August 2005. Project currently being pulled together. Three-year rollout programme	✓		
					Approval of ICT Strategy by Jul-05					

119

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 Pringle	Embed corporate planning, performance management and project management systems	96 The status of the Council's Best Value Performance Plan	Unqualified	Publication of BVPI information June 2005	Evaluation of Corporate Plan process; end of year performance review; embedding of new Performance Management Framework by Apr-05		Evaluation presented to Cabinet in May; revised arrangements agreed and put in place BVPIs published in June. Plan was unqualified. CPA and JAR reports confirm our self-assessment that the corporate planning and performance management frameworks are sound but that they are applied inconsistently and, in some cases, inadequately in parts of the Council Audit protocol in place. Audit of performance management presented; action plan agreed. Head of Corporate Policy and Performance Management appointed	?	More central direction / penalties; part of post-CPA and JAR inspection improvement planning Quality assurance of directorate and service plans as part of this year's corporate planning process

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.		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		Fortnightly meetings of CMB and the Senior Management Team taking place.		
					Implement 2005-06 Corporate Planning process by Jun-05	Reviewed corporate planning guidance issued to managers. First draft of corporate plan framework agreed	New process agreed and promulgated on schedule. First draft of Corporate Plan 2006-09 agreed Proposed final Corporate Plan and draft Annual Operating Plan on schedule.		

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								
					Audit service plans to ensure being used to drive performance by Jul-05		As above - plus integrated performance reporting being driven down into Directorates.		
					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		Corporate guidance issued on what is required in respect of all Council-wide policies, strategies, programmes and procedure – in terms of both planning and delivery. Will be audited annually as part of the performance framework		

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								
					- ensuring service plans are in place & operational by Jun-05		Revised and simplified guidance issued on directorate and service plans . Delays in the submission of first draft service plans.	Reminder issued; advice and support provided will continue to be provided by Corporate Policy staff	
					- programme of business continuity plan preparation by Jun-05		Initial round of activity commenced – to meet requirements of the Civil Contingencies Act		
Cllr Mrs French & Mrs Jones		97 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 CMB, DMT, Cabinet, SMC	<i>No change from Sept.</i> CRM reporting system went live on 03 Sept 2005	x Effective operation of the 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									
Cllr Phillips & Mr Pringle	Embed corporate planning, performance management and project management systems	98 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 comms.	Overall score of 3 stars. Corporate Performance Assessment of 2 stars, with judgements about our areas of strength and of weakness broadly in line with our self-assessment. Direction of Travel Statement that we are improving adequately.	✓	Improvement plan being developed for January.	

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 and Cabinet reports submitted every 2 months. Monthly reports to Lead Cabinet and CMB members yet to be produced. Performance management internal audit completed: overall judgement of "Satisfactory" but need for more consistent standard across the Council.	Action Plan agreed but to be reviewed as part of post-CPA and JAR improvement plan.	
					Revise service planning guidance by Jun-05		Issued in August.		
					Agree performance indicators, targets and accountabilities for the Herefordshire Plan by Jul-05		In hand as part of the development of the new <i>Herefordshire Plan</i> .		

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									
					Identify the value added by partnerships by Jul-05		<p><i>No change from Sept.</i></p> <p>Work continuing to bring LAA, LPSA, Partnership health indicators together under guidance of vice chair of Herefordshire Partnership Board</p> <p>Generally positive Probity in Partnership report from District Audit.</p>			
126 Cllr Phillips & Mrs Jones	Develop its community leadership role	99 % 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	<p><i>No change from Sept.</i></p> <p>3 complaints made</p> <p>1 of the complaints upheld</p>	✓	Training programme under development. Training presentation made to Kington Town Council in May	Reduction in the number of Members having a lack of awareness; ongoing training programme
					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

Delete the two
symbols that don't
apply

* 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

REVENUE BUDGET MONITORING

1. Appendix B1 shows the details of the projected outturn as at 30th November 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' 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 £400,000. The main spending variances are underspends projected on transport (-£700,000) and early years (-£60,000) and overspends on Out-county placements (+£427,000) (which are jointly funded by Social Care and the Primary Care Trust.). Banded funding for the allocation of SEN funding to schools is now expected to be on budget. Additional expenditure on a fire risk survey of schools (£37,000) has reduced the projected underspend from the previous report. Additional funds have been identified to take forward the homelessness young people's spend to save proposal which, if successful, will successfully reduce future cost pressures and deliver a much improved service.

Children Services (Schools)

5. All schools have submitted their approved budgets for 2005/06 and based on current notifications of school spending plans school balances are expected to be as follows:

	Year End March 2005	2005/06 Current Budget Plans
Primary schools	£4.930m	£3.335m
High schools	£1.993m	£1.174m
Special schools	£0.336m	£0.199m
Total	£7.260m	£4.709m

6. The estimate provided by the schools' current budget plans is likely to be an underestimate and that school balances at the year end will exceed the £4.7million. Overall 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. Early budget planning work for 2006/07 indicates that a small number of primary schools may have to agree a plan for the recovery of a deficit budget, a further indication of the anticipated reduction in school balances.

Children's Social Care

7. The projected overspend on Children's Services has reduced to £195k. The change in the projected overspend since September relates to
 - An increase in residential placements of £112k due to a further new placement in addition to existing commitments and other increases of £24k
 - Application of £263k of grant funding towards early years/ family support
 - Increased vacancies within the Social work Teams leading to a reduction of £33k
8. The main pressures on the budget continue to be secure orders, and care leavers and homelessness spend.
9. The cost of the secure placements is projected at £206k for which no budget provision was made. The capacity to influence these costs is small.
10. Residential placements continue to exceed budget assumptions and are currently projected to exceed the allocated budget by £508k. Each placement has been reviewed to ensure suitability and cost effectiveness.
11. 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.
12. 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). This is discussed in the non schools section above.

Summary

13. Overall, the Children's Services budgets are showing a small underspend of £205,000. This demonstrates ongoing commitment to manage the resources in the best possible integrated way.

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

15. 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.
16. There are various projected small underspendings on services from the policy services now forming part of Corporate and Customer Services Directorate amounting to £174,000.

17. The new Corporate Management Board structure has led to one-off costs currently falling to the Resources Directorate that are expected to produce an overspending of £100,000.
18. The Head of ICT has confirmed that all 2005/06 budgets are expected to be spent in full although spending in the first eight months of the year continues to be below budget.

Policy and Finance Property (Director of Resources)

19. The ongoing Property deficit has fallen marginally from £405,000 to a projected deficit for 2005/06 of £306,000 largely due to an improved position from industrial estates. Whilst additional income of £190,000 is expected from corporate properties and Highways depots, the deficit on administrative buildings has increased to £375,000 from £350,000. The sum includes an overspending of £212,000 brought forward from 2004/5, the additional costs associated with the Plough Lane office accommodation and dual running costs on vacated buildings. The projected shortfall in income from Industrial estates has fallen from £200,000 to £28,000. Property Services is expected to underspend on Management and Administration due to significant vacancies and additional income from charges for services.
20. The expected deficit on Markets and Fairs has fallen by £95,000 to £255,000.

Environment (Director of Environment)

21. Environment is expected, in total, to break even during 2005/06. There are significant spending pressures in particular for Road Maintenance, Licensing, Waste Collection, Highways Cleansing and Public Conveniences but they can be offset by additional income from car parks, cemetery and crematorium fees, and planning fees. Some additional spending on Winter Maintenance will have to be met from a virement from the Road Maintenance Budget. The extra planning income received in the first eight months of £312,000 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. The level of additional income being received has in the last two months reduced considerably. It is assumed at this stage in the year that all the Planning Delivery Grant will be spent.
22. 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)

23. The Community Services budgets are showing a projected overspend for 2005/06. There is the balance of the Leisure contracts deficit to recover (£134,000) and an ongoing budget pressure in respect of Parks and Countryside, which is expected to overspend by £200,000 in 2005/06. These overspendings are offset by an underspending on Social and Economic Regeneration (£50,000) to give a net projected overspending of £284,000 in 2005/06 although this will be reduced once the Leisure Contracts Deficit is recovered.

Adult Services (Director of Adult and Community Services)

- 24 At November 2005 the projected overspend to the year-end on Adults Social Care has risen to £1,122,000 but there is a significant risk that this may rise again to approximately £1,500,000.

The issues surrounding the position on the Adult Social Care budget in 2005/06 were outlined to Cabinet on 17th November 2005.

The overspend of £1,122,000 is made up of

- Learning Disabilities- overspend of £730,000
- Mental Health-risk to be picked up by the Council £54,000
- Older Adults- overspend of £312,000
- Other – overspend of £26,000

An analysis is being undertaken to identify placements at risk and new placements that may present in the remainder of the financial year. Initial indications are that there are £60,000 of additional risks in older people domiciliary care, £100,000 within Mental Health, and in the order of £300,000 within Learning Disabilities. This work is being developed with Service Managers.

- **Learning Disabilities Pooled Budget** - The pressures on Herefordshire's learning disability budget were set out in the Cabinet report of 17th November against the background of the national picture. Since then an additional potential liability of £125k has been included within the projections relating to a placement where the funding is being disputed with Worcestershire County Council; as a result of a residency decision, this is a high risk. In addition, there is a funding issue with a group of homes which is being negotiated for which provision of £115,000 has been made in the projections. Under the risk sharing arrangement the Council will meet the overspend on the PCT element, which is currently projected at £46,000.

There is a high risk that further placements may break down or new high cost placements be required; an indicative figure for the part year costs of these additional risks is £230,000. The Service Managers are involved in an exercise to track all risks against current placements and service users that may come into the system.

- **Mental Health Pooled Budget** - Placement costs have exceeded the budget available. The Service Manager has reduced the number of new placements being made compared with those leaving the service, however the costs of new placements have been higher because of the needs being presented. The overspend to be met by the Council under the risk sharing arrangement is currently estimated at £54,000, although there is a risk that this may increase by a further £100,000 based on placements that may need to be made. The PCT has also identified unexpected pressures on the pooled budget
- **Other Adults** - There is an increase in the projected overspend against Other Adults because of pressures against the domiciliary care budgets. Management action is being taken to review all requests for funding, however this is unlikely to achieve savings in the remainder of the 2005/06 financial year.

Strategic Housing (Director of Adult and Community Services)

25. The projected outturn for Strategic Housing budget is an overspend of £821,000.

This overspend continues to be attributed 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.

The projection reflects the latest information from Herefordshire Housing and the management action taken which has resulted in a review of the cases in temporary accommodation.

The projection assumes 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 increase in that period that the overspend would increase to £925,000k. Robust monitoring arrangements are in place to ensure that numbers being placed in bed and breakfast accommodation are reflected in the projections.

The impact of the focus on homelessness and the change manager is beginning to show results, and the 2 prevention officers who start in January should result in a slow down in presentations.

Financing Transactions (Director of Resources)

26. A net underspending of £1,200,000 is expected at this 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

27. It is proposed that the unspent Spend to Save Budget of £1,928,000 is carried forward into 2006/7 to allow more time to develop a robust Invest to Save programme to complement a similarly robust Service Improvement Programme.
28. Although the carry forward of this sum and the underspending on Financing Transactions will probably more than offset the overspendings on Adult Services and Strategic Housing to give a net underspending for the year, this does not lessen the need to adjust the base budget to deal with these overspendings in 2006/7 and future years.

Revenue Reserves Position as at 30th November 2005.

29. The estimated level of general reserves shown as at 30th September 2005 in the Integrated Performance Report was £6,660,000. Further commitments since this date include the writing off of the 2004/05 Social Services deficit brought forward (£714,000) a repayment of Revenue Support Grant in respect of 2004/05 and 2005/06 amending reports (£165,000) and a repayment of SRB grants dating back to 1997. These commitments reduce the present level of reserves to £5,658,000. 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 - 30th November 2005

Appendix B1

Programme Area	2005/06 Original Budget £000	2004/05 Carry Forwards £000	Budget 2005/06 £000	Projected Out-turn £000	Projected Over/(Under) Spending £000	Percentage Variation %
Childrens Services	93,412	(1,998)	95,410	95,205	(205)	(0.2)
Adult and Community Services						
Adult Services	30,613		30,613	31,735	1,122	3.7
2004/5 Social Care Overspend		714	(714)	(714)		
Community Services	10,141	(569)	10,710	10,994	284	2.7
Policy and Finance -General	14,344	(2,017)	16,361	16,447	86	0.5
Policy and Finance -Property	1,574	419	1,155	1,461	306	26.5
Environment - Highways and Transportation	10,191	439	9,752	9,938	186	1.9
Environment - Environmental Health and Trading Standards	10,364	(170)	10,534	10,660	126	1.2
Environment -Planning	1,921	(760)	2,681	2,369	(312)	(11.6)
Strategic Housing	1,764	27	1,737	2,558	821	47.3
	174,324	(3,915)	178,239	180,653	2,414	1.4
Financing etc	8,647	3,915	4,722	3,522	(1,200)	(25.4)
Invest to save	1,928		1,928	0	(1,928)	(100.0)
	184,899	0	184,889	184,175	(714)	(0.4)

APPENDIX C

CAPITAL PROGRAMME MONITORING

1. This is the third round of capital monitoring for 2005/06. The purpose of this monitoring exercise is to update the capital budget position, as at 30th November, 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 November totals £38,624,000, which is an increase of £1,669,000 from the September 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 schemes as reported in September's monitoring report. The three schemes are Queenswood car park refurbishment (a revised bid for funding has been submitted for 2006/07), the Contact Centre and a reduction in the costs of the Powell Croft Sewerage Plant Improvements. The contact centre no longer requires £800,000 of previously committed funding due to its intended location in Garrick House. The main reason for the slippage into 2006/07 is due to the re-profiling of the £2,000,000 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 2006/07	(£2,794,000)	
Funded by available SCE(R)	(£125,000)	
No longer required	(£189,000)	(£3,108,000)
Forecast use of Prudential Borrowing in 2005/06		<u>£6,510,000</u>

4. Each individual capital project has an expected spend profile; expected spend in the first six months totalled 48% of the total revised forecast. The actual spend of £15,636,000 represents 40% of the revised forecast. 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 > Treasurer's > Financial Policy > Capital > Capital Programme*).
6. Capital projects involve significant levels of VAT; 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 Council's 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 4.75% for 2005/06.

Children's Services

7. The capital forecast for this area has increased by £657,000. The budgeted capital spend on temporary classrooms has increased by £60,000 representing additional requirement at Kington. Budgeted capital spend on condition property works has increased by £300,000 representing priority needs at various locations being brought forward with less funding being available in the next financial year due to other budget pressures. The anticipated spend on Kington Primary rebuilding has increased by £215,000 in this financial year representing tenders being higher than anticipated. This project will span three financial years, work is expected to start imminently.
8. Capital funding of £1,476,000 will be available to be used in future years to match capacity to deliver the capital programme.

Resources

9. The forecast for this area has increased slightly due to the inclusion of new plant equipment required at Powell Croft Sewerage Plant.

Corporate and Customer Services

10. There has been no changes to the anticipated capital spend in this round of budget monitoring. Progress in being made on the ICT Disaster Recovery and Network Enhancement capital bid schemes.

Environment Services

12. The forecast for this area has increased by £403,000 mainly due to the inclusion of the Ross on Wye Flood Alleviation Scheme capital project, which is projected to cost £500,000 in this financial year. This scheme is to be fully funded through a grant from Defra.
13. Other changes represent a review of all capital schemes to reflect actual anticipated expenditure, including increases in relation to the Roman Road (this scheme is complete) and Rotherwas Access Road (following the decision to proceed with CPOs) schemes, and delays on the Rural Footway Improvements and Safer Routes to Schools capital schemes.
14. Expected spend, at 61%, exceeds actual spend at 42% of the annual budget and committed spend represents 54% of the budget. Assurances have been made that the full budget will be spent before the year-end.

Adult and Community Services

17. The forecast for this area has increased by £608,000, due to a combination of an increase in the Strategic Housing Extra Care development budget and a decrease in the Strategic Housing Affordable Housing Grants budget.
18. Work is expected to start on the Extra Care development site before the end of the financial year. This is funded by a grant from the Department of Health which is payable to the Elgar Housing Association who will be completing the work.
19. The Affordable Housing Grants forecast spend has been decreased to reflect anticipated delays in actual expenditure and partly due to the lost of the Grange House development.

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 30/11/05	SCE(R)	Prudential Borrowing	Grants	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	8,096	1,032	-	6,644	300	120	-
Resources	599	83	323	-	14	179	-
Corporate and Customer Services	4,669	-	2,712	1,847	101	9	-
Environment Services	11,640	10,480	1,002	1,016	-	(858)	-
Adult and Community Services	13,620	2,326	2,473	6,173	209	2,439	-
Total Revised Forecast	38,624	13,921	6,510	15,680	624	1,889	-
<i>Original Budget</i>	37,131	13,679	7,607	11,055	279	4,511	-
<i>Change from original budget</i>	1,493	242	(1,097)	4,625	345	(2,622)	-

<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
<i>November 2005 Forecast</i>	38,624	13,921	6,510	15,680	624	1,889	-

APPENDIX C2

CAPITAL EXPENDITURE BY DIRECTORATE

	Outturn	Original Budget	Revised 2005/06 Forecast as at 30/11/05	Actual spend at 30/11/05	Actual spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Directorate	2004/05	2005/06	2005/06	2005/06	2005/06	2005/06
	£'000	£'000	£'000	£'000	%	%
Children's Services	5,746	6,655	8,096	4,622	57%	49%
Resources	2,568	350	599	229	38%	65%
Corporate & Customer Services	2,786	2,576	4,669	2,048	44%	61%
Environment Services	12,994	13,424	11,640	4,863	42%	61%
Adult & Community Services	9,014	14,126	13,620	3,874	28%	33%
Total	33,198	37,131	38,624	15,636	40%	48%

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)	618
Fairfield High School – New Building (no change)	508
Leominster Family Centre (no change)	771
New Deal for Schools Condition Improvement Works (budget increase)	1,500
Corporate and Customer Services - ICT schemes:	
ICT The Golden Thread Network Enhancement (no change)	1,994
ICT The Golden Thread Disaster Recovery (no change)	514
Contact Centre (no change)	700
Herefordshire in Touch E-Gateway (no change)	999
Environment Services:	
Roman Road Improvements (budget increase)	1,131
Capitalised maintenance of principal roads (no change)	895
Capitalised maintenance of non-principal roads (no change)	4,203
Footways (budget decrease)	550
Capitalised assessment & strength of bridges (no change)	650
Crematorium Improvements (no change)	547
Ross on Wye Flood Alleviation Scheme (budget increase)	500
Adult and Community Services schemes:	
Replacement Swimming Pool for North Herefordshire (no change)	1,169
Eign Gate Refurbishment (no change)	606
Housing Renewal Programme (budget decrease)	1,198
Disabled Facilities Grants – Mandatory (budget increase)	525
Extra Care Housing (budget increase)	5,378
Affordable Housing Grants (budget decrease)	2,000
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>10,443</i>
Revised Forecast	38,624

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 NOVEMBER 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	8,096	7,521	4,471
Environment General	12,994	11,640	11,840	12,496
Corporate and Customer Services Resources	2,786	4,669	950	1,243
Adult and Community Services	2,568	599	275	0
Potential Prudential Borrowing to be allocated	9,104	13,620	9,202	5,325
	0	0	2,137	2,150
	33,198	36,955	31,925	25,685
By funding				
Capital Receipts Reserve	4,327	1,889	5,807	4,429
Grants	8,751	15,680	4,336	2,451
SCE(R)	17,270	13,921	12,786	12,097
UCA	130	0	0	0
Opening Creditor adjustment	(127)	0	0	0
Revenue Contribution	244	624	0	0
Unfunded	0	0	2,077	1,708
Agreed Prudential Borrowing	2,603	6,510	4,782	2,850
Prudential Borrowing to be agreed	0	0	2,137	2,150
	33,198	36,955	31,925	25,685

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 capital financing costs will change as actual borrowing replaces forecast borrowing and as the outturn of capital spending changes from the expected profile.

	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%
As at 30/11/05				
Net Revenue Stream	175,320	184,889	194,100	204,107
Capital Financing Costs	5,288	8,364	8,916	10,622
Ratio of financing costs to net revenue stream	3.02%	4.52%	4.59%	5.20%

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 for 2005/06. This indicator is affected by Governments decisions to provide capital funding either in the form of supported borrowing or by direct grant. Supported Borrowing allocations for 2006/07 will be announced by Government in December. The effect of actual Prudential Borrowing allocations for 2006/07 will also affect the future years Capital Financing Requirement.

	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'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
Revised 30/11/05	95,371	110,949	125,789	136,329

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
Revised Indicator 30/11/05				
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	6.47	18.19	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	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Managing the reputational impact of the 'Staying Safe' rating being 'inadequate' in the JAR assessment and more importantly ensuring that arrangements for safeguarding the most vulnerable children .	CR1	4	4	High	Letter sent to all Council staff from Chief Executive. Need to put in place measures to tackle the shortcomings against a planned and timed programme drawing in the assistance of better performing authorities as may be required.	NP	4	3	Medium
Corporate spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Learning Disabilities and Homelessness.	CR2	4	4	High	Medium Term Financial Strategy identifies need for significant efficiency savings and use of reserves. Officer Panels have addressed in detail the financial issues. LG Finance Settlement provides little headroom in face of capping threat. Greater corporate resource allocated to identifying underlying budget issues in Social Care. Proposal to procure consultancy work testing demand for Social Care services.	ALL/SR	4	3	Medium
Failure to maintain CPA "3 star" rating and move from improving adequately to improving strongly	CR4	4	3	High	Capacity created at a senior level and adherence to the CPA action plan to be agreed in January. Required effective implementation of the corporate planning and performance frameworks, including the full integration of financial planning.	ALL/NP	3	3	Medium
Business continuity management	CR3	3	4	High	Substantial capital investment made in ICT network and disaster recovery arrangements. Workshops held for all directorates and service continuity plans have been prepared.	ALL/NP	3	2	Medium
Continuity of Herefordshire Jarvis Services	CR6	4	3	High	Ensure Council's financial liabilities are covered. Raise awareness of contingency arrangements following creation of contingency plan. Situation with Jarvis PLC being reviewed.	GD	2	3	Medium
Achievement of LPSA 2 targets and hence the Performance Reward Grant	CR7	3	2	Medium	LPSA agreement signed with government and monitoring to be undertaken within Annual Operating Plan. Funding has now been agreed by Cabinet and clear responsibilities communicated to Directors and managers involved in its delivery.	SF/GH/GD	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	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Delivery of Local Area Agreement	CR8	3	2	Medium	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	JJ			
Adult Care Services Green Paper	CR9	3	3	Medium	Director has recommended new restructure in Adult and Community Services Directorate	GH	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	Succession planning Utilise SRDs / implement career development posts and conclude job evaluation Centralisation of recruitment; Projects focussing on the recruitment and retention of young people; Implement market forces / supplement. Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. · Improving leadership and management through a review of management development Promote pride in Herefordshire.	ALL/DJ	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. Capacity issues identified within CPA inspection and will be part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues.	NP	4	2	Medium
Approach to Diversity: Risk of not achieving appropriate Level and not improving Standard.	CR12	3	3	Medium	Level 1 commitment signed off. Staff resource committed. Long term development plan in draft.	JJ	3	2	Medium

Signed: _____

Position: __ Chief Executive

Date: _____

COMPREHENSIVE EQUALITY POLICY

PROGRAMME AREA: CORPORATE AND CUSTOMER SERVICES

CABINET

12TH JANUARY 2006

Wards Affected

County-wide.

Purpose

To receive a progress report on the implementation of the Comprehensive Equality Policy.

Key Decision

This not a key decision.

Recommendations

- That
- (a) the progress in implementing the Comprehensive Equality Policy be noted;
 - (b) the Action Plan be endorsed and Cabinet acknowledges its significance in achieving Level 2 of the Local Authority Equality Standard.
 - (c) the recommendations for change identified through the EIA process be endorsed, and drives the implementation in front line activity.

Reasons

The changing and diverse nature of the community of Herefordshire should be recognised and acknowledged, along with the challenges this brings. This has been corroborated through the process of Equality Impact Assessment.

The Comprehensive Equality Policy (CEP) is the overriding document that sets out the Council's commitment to achieving excellence and meeting its responsibilities to promote and implement equality when it is:

- Providing services
- Purchasing services
- Employing staff
- Working in partnership with other organisations

The CEP provides the focus to ensure that the Council meets the criteria needed to reach Level 2 of the Equality Standard by 2007.

Further information on the subject of this report is available from
Carol Trachonitis 01432 260616.

Considerations

1. In 2002 Herefordshire Council adopted the Equality Standard framework for Local Government. The Standard is designed to enable local authorities to mainstream equalities in service delivery and employment, ensuring that discriminatory barriers preventing equal access to services are identified and removed.

There are 5 levels to this standard:

- ❖ Level 1: commitment to a Comprehensive Equality Policy
- ❖ Level 2: assessment and consultation
- ❖ Level 3: setting equality objectives and targets
- ❖ Level 4: information system and monitoring against targets
- ❖ Level 5: achieving and reviewing outcomes

The CEP forms the basis of our commitment to equality in service provision, employment and community leadership.

2. The CEP Action Plan shows the progress to date and the Council's commitment to implementing the CEP. It provides a clear focus in order to ensure that the detailed requirements of the Equality Standard are fully met.

Risk Management

Withdrawal of resources would mean that we would be unable to implement the Action Plan. This may result in the Council not obtaining Level 2 of the Equality Standard.

Alternative Options

None.

Consultees

Diversity Group, Race Equality Steering Group, Disability Working Group, Race Equality Staff Group, Disability Staff Group, Social Inclusion and Anti Poverty Ambition Group.

Appendix

Comprehensive Equality Action Plan.

Background Papers

None identified.

Herefordshire Council Comprehensive Equality Policy (CEP) Action Plan (otherwise known as “Corporate Equality Plan”)

Introduction

The Comprehensive Equality Policy (CEP) is the overriding document that sets out the Council’s commitment to achieving excellence and meeting its responsibilities to promote and implement equality when it is:

- Providing services
- Purchasing services
- Employing staff or
- Working in partnership with other organisations

The CEP provides the focus to ensure that the Council meets the criteria needed to reach Level 2 of the Equality Standard by 2007.

This Action Plan is the document that sets out how we are going to achieve this. It is the action plan that brings all the strands of the diversity agenda together. It should be noted that both the Race Equality Scheme (RES) and the Disability Scheme are sub-sections of the CEP and therefore their action plans sit as appendices to this Plan.

It should also be noted that both the RES and the Disability Scheme are driven by single focus steering groups where performance and progress is monitored. These steering groups make reports to the Diversity Group, which has overall responsibility for progress on mainstreaming diversity issues through the Council, and achievement of the local authority Equality Standard.

This document sets out specific actions to achieve corporate objectives based on service need. It is a tool that will be used to monitor progress and report on levels of achievement. It will focus on ensuring that the Council has mechanisms, processes and procedures in place to achieve Level 2 of the Equality Standard.

The Equality Standard is split into four main areas, and this action plan has been designed to reflect this:

1. Leadership and Corporate Commitment
2. Consultation, Community Development and Scrutiny
3. Service Delivery and Customer Care
4. Employment and Training

1) Leadership & Corporate Commitment

Action	Lead Officer	Evidence	Target Date	Progress
Publish CEP Action Plan in full range of appropriate formats	Corporate Diversity Team	CEP document	March 06	Draft ready for consultation Aug 05
Consult on Action Plan – review/amend Action Plan in line with consultation	Corporate Diversity Team	Consultation with stakeholders, minutes of meetings RESG, DWG DG	Sept 05	Draft to Diversity Group 23/8 RESG, DWG, and staff groups
Monitor and assess use of Y1 Impact Assessments and action plans	Performance Lead Officer	Action plans incorporated into service plans. Corporate guidance to indicate process	2006 service plans	Guidelines incorporated into service planning 06/07
Develop corporate mechanism for assessing development of service level equality objectives and targets	Performance Lead / Heads of Service to sign off	Service planning guidance incorporating EIA requirements – RES, DWG and DG to assess progress (minutes of meetings)	April 2006	
Create corporate structure for overseeing development of information and monitoring systems	Corporate Diversity Team	IT systems in place – Baseline data collected via research team. CRM –complaints monitoring in place	April 2006	Consultation on monitoring forms on going. CRM system in development stage
Ensure that mechanisms for responding to harassment on the grounds of race, disability and gender are in place	Corporate Diversity Team	Corporate complaints system and data of internal and external caseload from Personnel and HEP	January 2006	Temporary arrangements in place until CRM system goes live. CDT responding to all complaints of a discriminatory nature as of October 05
Adopt a timetable of self-assessment for Directorates to ensure progress for Level 2 is on track	Corporate Diversity Team	Briefing sessions given and assessment documentation completed.	Start of process April - 2007	

Action	Lead Officer	Evidence	Target Date	Progress
Develop corporate equality self-assessment and audit procedures	Corporate Diversity team	Briefing given and assessment documentation completed – (possible introduction of computerised monitoring system)	Start Process April 2006	Research into system on going. Visit to LA using the system scheduled for January 06
Assessment of required resources	Director of Corporate & Customer Service	Audit of work and resources identified. Introduce into budget cycle	Budget Cycle for 2006	CDT set up in the new structure, further capacity being built into re-structure of directorates
Allocation of resources	Director of C&C		April 2006	Further work on-going through business planning and budget cycle

2) Consultation, Community Development & Scrutiny

Action	Lead Officer	Evidence	Target Date	Progress
Develop a consultation strategy to cover EIA and Diversity policies including the RES, DWG, and CEP with all stakeholder groups (HEP)	Martin HR	Consultation strategy - coordinated internal and external process documented. Minutes of meetings.	Start process April 2006	
Review equality content in strategic documents/policies/ Community Strategy	RRAA – Chair of RESG Disability – Chair of DWG Other Equalities issues – Chair of DG	Through the Race Equality scheme / Disability action plan ensure that policies/functions are assessed across all diversity strands and regularly reviewed	2008 (3 year rolling programme)	Rolling programme of work linked to EIA and directorate service plans.
Develop consultation focus groups with stakeholders and the wider community on all aspects of equality policy	Chairs of staff groups / MHR	Minutes of meetings at staff groups (Race, disability) Community strategy / consultation strategy	On-going process to start April 2006	Staff groups established, minutes of meetings distributed

Action	Lead Officer	Evidence	Target Date	Progress
Consult with members, employee representatives and service areas on equality impact and needs/ requirements	Chairs of staff groups	Reports and member briefings, staff groups and focus groups as identified in community strategy	Start process April 2006	
Each department and service area to engage in equality self assessment and scrutiny and audit on its service delivery	All Service managers	Through EIA action plans and monitoring recorded for each service area	Rolling programme 2004 – 06/07	Y2 – of a three year rolling programme assessments completed - Actions to be identified in Service plans.
Ensure that the equality policy and objectives are incorporated in “partnership” arrangements and procurement arrangements engaged in by the Authority	Director of resources and procurement	Minutes of meetings. Contracts to reflect council’s diversity policies and the procurements strategy to incorporate diversity policies.	Process to start April 2006	

3) Service Delivery & Customer Care

Action	Lead Officer	Evidence	Target Date	Progress
Ensure planned programme of department / service area impact assessments are carried out	Director of C&C	Service area documentation EIA	3 year programme to be completed 2008	Year 2 assessments completed Oct 2005
Ensure planned agreed service area equality objectives and targets are agreed	Heads of service	EIA actions plans to be signed off through service planning process by Heads of service.	2006 Yr1 2007 Yr2 2008 Yr3	
Ensure the procurement function and all contracted services and partnership agreements are reviewed to reflect equality policies	Procurements Officer Contracts Officers	Timetable of contract reviews and procurement documentation	To be completed by 2007	

Action	Lead Officer	Evidence	Target Date	Progress
Set up equality criteria for External contractors/partnerships	Procurement lead officer	Procurement strategy	To be completed by 2007	
Ensure that each service area has approved and established planning groups for monitoring and information systems	Service managers	CRM system in place and data collection	To be completed by 2007	

4) Employment & Training

Action	Lead Officer	Evidence	Target Date	Progress
Implement a fair employment pay and reward policy	David Johnson	Comprehensive Equality Policy	1 April 2005	Completed – implementation of job evaluation and Single Status Council-wide.
Engage in Employment equality assessment of the Local Labour Market Area	David Johnson	BVPIs in the Council's Performance Plan	Ongoing annually – reported by 30 June each financial year end	Reported on annually as part of the Council's Performance Plan and informs the Council's Pay and Workforce Development Strategy,
Engage in workforce profiling and equal pay review	David Johnson	Comprehensive Equality Policy	1 April 2005	Completed. As for 'Fair Pay and Reward Policy' – above.
Ensure process in place to ensure that publicity for vacancies does not unfairly restrict the range of applicants	David Johnson	Equality statement and Disability Symbol on all advertisements	In place.	In place.
Produce a standard range of application forms and job descriptions that are clear and explicit	David Johnson	Application forms agreed and available on-line. Job descriptions and person specifications exist for every post.	In place.	In place.

Action	Lead Officer	Evidence	Target Date	Progress
Review personnel information systems for monitoring suitability including supporting the Council's statutory ethnic monitoring duties	David Johnson	Annual audit of BVPIs takes place. Current systems provide monitoring information. Comprehensive Equality Policy	In place.	In place. Currently an audit of recruitment and selection is taking place that includes an audit of recruitment monitoring processes.
Ensure all employment procedures are consistent with current legislation and all relevant employment codes and practices	David Johnson	Suite of HR policies in place and are regularly reviewed re. Compliance with legislation.	In place.	In place.
Develop a programme of equality training to support the CEP and service area objectives. Ensure that the training programme is consistent with the RES and DS.	Amanda Attfield	Programme developed. Information available from the Training Centre re. Courses run and attendees. Forms part of mandatory induction for all new employees. Programme includes diversity awareness, bespoke training for managers and teams, member training, impact assessment training – all of which support the CEP and service area objectives	In place.	In place. Programme to support Year 3 equality impact assessments commences in 2006.

HEREFORDSHIRE HOUSING NEEDS ASSESSMENT 2005

PROGRAMME AREA: SOCIAL CARE ADULTS AND HEALTH

CABINET

12TH JANUARY, 2006

Wards Affected

County-wide

Purpose

To receive a summary of the key findings following the publication of the Herefordshire Housing Needs Assessment 2005 that has previously been circulated to Members for information.

Key Decision

This is not a Key Decision

Recommendation

THAT the findings, which will be used to influence relevant changes in planning policies to support future planning and financial grant applications for the provision of affordable housing across the County, be noted

Reasons

The Housing Act 1985 S8 places a duty on the local Housing Authority to consider the housing conditions of their district and its needs with respect to the provision of further housing accommodation. A Herefordshire Housing Needs Survey was published in 1999 and updated in 2001. The 2005 assessment consolidates all surveys completed since local government reorganisation and includes various methods of assessment from tried and tested methodologies.

Considerations

1. The assessment is based on a range of information collated from the 2001 census, Land Registry and the housing register held by Home Point Herefordshire.
2. Tried and tested methodologies have been used by analysing waiting list data, household projections, theoretical models, local housing needs surveys, extrapolating housing need in one area to another and DETR good practice guidance.
3. The aim of the assessment is to examine the growth in household formation (2004-9), estimate the proportion of that growth which needs to be affordable, assess affordable needs in rural parishes, market towns and Hereford City, use relevant good practice guide as a method of needs assessment and to identify future programmes of research.

Further information on the subject of this report is available from
Jane Thomas, Enabling Manager on (01432) 261910

4. The assessment identified key data to support the need to provide affordable housing:
 - a. Herefordshire has a population of 176,900 (ONS 2003 mid-year estimate) with just over half living in Hereford City and the market towns and just under half living in villages and hamlets. There are about 1,900 deaths and 1,600 births per annum, but due to high levels of inward migration into Herefordshire, the population has grown by 10.3% between 1991 and 2003.
 - b. Looking at migrants into Herefordshire, about 60% come from London and the SE region, 20% from Worcester/Shropshire and Gloucestershire, 12% non-neighbouring parts of the West Midlands and 8% from other parts of England.
 - c. Earnings remain low at a median (mid point) for full time at £18,521, compared to the West Midlands of £20,523. Therefore households are able to afford accommodation from £68,235 for a single earner to £73,110 for a dual earner. These figures may change following the recent release of the Office National Statistics Annual Summary of hours and earnings in November 2005.
 - d. Owner occupation is the highest tenure with 36% outright owners and 35% with mortgages compared to 15% social rented and 13% private rented.
 - e. The average house price in Herefordshire was £192,264 over the last quarter of 2004.
5. The regional context will become increasingly important to enable the authority to attract government funding.
6. The need for affordable housing between 2004-2009 ranges from 2,980 homes to 6,500 depending on the methodology used.

a. Population and household forecasts	2,980
b. Housing needs Surveys	3,700
c. Assessment of Home Point Data	5,600
d. ODPM Basic Needs Assessment Model	6,500
7. This shows a significant increase from the housing requirement in the emerging UDP of 2,300 affordable homes required over the plan period.

This is largely as a result of the increase in house prices and earnings remaining low in comparison, since the initial research into the needs of affordable housing across the County.

It must also be recognised that with regards to the assessment of Home Point Data, that this can change over time e.g. as a result of an annual review of the waiting list in August 2005, this resulted in a reduction from just over 8,500 applicants registered to just above 4,000

Alternative Option

A desktop study is currently being undertaken to provide information for a local Housing

Needs Assessment across Herefordshire using a variety of data from sources including the Census, waiting lists, voids etc. It is important that robust housing need data is available to support policies for affordable housing development to ensure Herefordshire and its neighbouring authorities in the West Housing Market Area can attract regional funding for affordable housing developments.

It is hoped that this study can be rolled out across the West Housing Market area to assess needs in a more consistent manner. This is only in its very early stages and the outcome of the initial work will need to be analysed.

Risk Management

Locations for the future development of affordable housing will focus on sustainable areas including the 5 market towns, 48 main villages and 34 smaller settlements as identified in the emerging UDP.

Consultees

Parish Councils

Residents

Background Papers

None

