

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

Chief Executive's Office

Chief Executive: N.M. Pringle

Your Ref:

Our Ref: NMP/CD

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22nd March, 2006

Dear Councillor,

**MEETING OF CABINET
 THURSDAY, 30TH MARCH, 2006 AT 2.00 P.M.
 THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (05/23)

**HEREFORDSHIRE COUNCIL - NOTICE UNDER REGULATION 15 OF THE LOCAL
 AUTHORITIES (EXECUTIVE ARRANGEMENTS((ACCESS TO INFORMATION) REGULATIONS
 2000 (AS AMENDED)**

Notice is hereby given that the following report contains a key decision. When the decision has been made, the Chairman of the relevant Scrutiny Committee will be sent a copy of the decision notice and given the opportunity to call-in the decision.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
5	Joint Area Review – Improvement Plan	Children and Young People	Children's Services	Yes

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. ANNUAL EFFICIENCY STATEMENT 2006/07

To inform Members of the forward looking Annual Efficiency Statement 2006/07 (*report to follow*).

4. LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

To advise Cabinet of the successful negotiation of the Local Area Agreement (LAA), and to outline the next stage of the process. (*Pages 1 - 4*)

5. JOINT AREA REVIEW - IMPROVEMENT PLAN

Cabinet received a report at its meeting on 16th March, 2006 following on from the very recent receipt of a letter from David Behan, Chief Inspector of the Commission for Social Care Inspection, which although undated was received on 14th March.

Cabinet felt that it was important to examine, in the light of the Chief Inspector's comments, what further progress had been made with the Improvement Plan since the draft was submitted on 9th February, 2006 and asked that reports be prepared accordingly. They recognised that in the light of the urgency of the subject matter it would not be possible to prepare a comprehensive report in time for despatch with the agenda and it was agreed that a supplementary report would be distributed on Monday, 27th March, 2006 to permit sufficient time for detailed consideration by Members prior to the meeting on 30th March. (*Report to follow*).

6. CHILDREN AND YOUNG PEOPLE'S PLAN FOR HEREFORDSHIRE

To present the plan for Herefordshire for 2006/08 and consider the Council's contribution to priorities going forward. (*Pages 5 - 52*)

7. IMPLEMENTING ELECTRONIC GOVERNMENT 6 RETURN

To seek Cabinet's approval of the Implementing Electronic Government return (IEG6). (*Pages 53 - 76*)

EXCLUSION OF THE PUBLIC AND PRESS

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

RECOMMENDATION:

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



8. HALO LEISURE TRUST

To seek Member approval for a two-year funding agreement and capital investment programme with HALO Leisure Trust, with possible extension to three years.

This item discloses information relating to the financial or business affairs of any particular person (including the authority holding that information). (Pages 77 - 80)

Yours sincerely,



N.M. PRINGLE
CHIEF EXECUTIVE

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



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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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LOCAL AREA AGREEMENTS: OUTLINE PROPOSALS

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

30TH MARCH, 2006

Wards Affected

No Wards are affected

Purpose

To advise Cabinet of the successful negotiation of the Local Area Agreement (LAA), and to outline the next stage of the process.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet approve the Local Area Agreement, and endorse the actions required for the next stage of the process.

Reasons

On the 19th May 2005 Cabinet gave consent for interest to be registered with GOWM in obtaining an LAA. Herefordshire Council duly registered interest in being one of the second round LAAs. On 22nd June 2005 Herefordshire Council was advised that it had been successful in securing an LAA, and that Herefordshire was to be one of thirteen areas to have a Single Pot LAA.

On the 22nd September 2005 Cabinet approved outline LAA proposals, which were submitted to GOWM on 30th September, 2005. On the 17th November 2005 Cabinet gave approval to our first draft LAA, which was submitted to GOWM, on the 25th November, 2005.

On the 26th January 2006 Cabinet gave approval to submit the penultimate draft LAA on the 3rd February 2006, and the final draft was submitted on the 21st February 2006. All of the timetable deadlines imposed by GOWM were met.

Considerations

1. The LAA has now been approved by Government Ministers, and will run for three years from the 1st April 2006.
2. The LAA has been subject to a number of revisions, as a result of negotiations with GOWM. Some of these have been accommodated without too much difficulty, but other changes have been imposed, rather than negotiated. This largely relates to the inclusion of a mandatory outcome and performance indicators for the nationally launched Respect Action Plan. The ODPM has still to agree the detail of the

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

proposed indicator around the requirement for "Provision of an intensive family support project." This is a national issue, rather than a concern for Herefordshire alone, and will be finalised in the next few weeks.

3. Few of our Freedoms and Flexibilities requests have been agreed by Central Government, and nationally over 90% of business cases have been refused. GOWM have advised us that we should continue to make the case for Freedoms and Flexibilities during the lifetime of the LAA. The ODPM has now published "Local Area Agreements - Enabling Measures", which provides detailed information on which Freedoms and Flexibilities have been agreed or denied in the first round of LAA pilots. This will be updated with data from the LAA second round in due course. We have been asked to formally revisit our Freedoms and Flexibilities requests at the six monthly review meetings and, at what is termed, the annual LAA Refresh discussions.
4. Where necessary, we have secured agreement to alter the wording of LAA to reflect the new Herefordshire Community Strategy, including the revised Herefordshire Community Strategy vision. However there will inevitably be some changes to the LAA during its lifetime, but before the next Community Strategy is produced.
5. We have been able to considerably reduce the number of outcomes and key performance indicators from our initial submissions. In time this should lead to a reduction in bureaucracy, in terms of supplying monitoring information to Central Government Departments.
6. The LAA has been jointly signed off by the Chair of the Herefordshire Partnership and the Leader of Herefordshire Council. David Miliband, Minister of Communities and Local Government, will sign on behalf of Central Government. There will be a formal signing ceremony in London on the 23rd March 2006 for successful LAAs.
7. The LAA now incorporates the LPSA2, which will, in future, be described as the reward element of the LAA.
8. £1,208,352 has been identified for the Single Pot in the first year. The Primary Care Trust has provided the larger part of this funding. £21,523,140 of funding has also been aligned for 2006/2007. These sums will rise substantially in future years. First year funding is adequate to implement the new LAA funding and reimbursement procedures, and to establish robust accountability and audit processes.
9. The performance management of the LAA will be dealt with as part of the wider performance management arrangements for the Herefordshire Community Strategy Action Plan. The Herefordshire Partnership has established a Performance Management Group, which has representation from all the partner organisations. There will be regular monitoring reports on the LAA Action Plan presented to Cabinet.
10. The tight timescales prescribed for producing the LAA has meant that full consultation with partner bodies and stakeholders has not been possible. We need to embark on a programme of systematic engagement as soon as possible, to ensure that the LAA is fully embedded.
11. We will also work with Shropshire and Worcestershire on a range of areas of common interest. This will cover affordable housing, homelessness, secure accommodation, Anti-Social Behaviour Orders, Contact Centres, and diversity. This list may be extended as a result of further collaboration.

Alternative Options

There are no realistic alternative options.

Risk Management

The negotiation of the LAA has involved substantial time and effort, but the implementation phase will require capacity to be created, in particular to deal with Performance Management, Governance and LAA engagement with partner organisations. Failure to deliver the LAA (including the LPSA2 element) will mean poorer outcomes for Herefordshire residents and risk the loss of reward funding.

Consultees

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

Background Papers

Local Area Agreement

CHILDREN AND YOUNG PEOPLE'S PLAN FOR HEREFORDSHIRE

PORTFOLIO RESPONSIBILITY: CHILDREN AND YOUNG PEOPLE

CABINET

30TH MARCH, 2006

Wards Affected

County-wide

Purpose

To present the plan for Herefordshire for 2006-08 and consider the Council's contribution to priorities going forward.

Key Decision

This is not a Key Decision. It is one of the Plans that form the Council's Policy Framework and will be submitted to Council on 12th May, 2006 for approval.

Recommendation

THAT Cabinet support the plan and the priorities outlined.

Reasons

The Plan identifies the direction of travel in the Every Child Matters outcomes and, therefore, is an important document for the Herefordshire area.

Considerations

1. The Children and Young People's Plan (attached) is part of the Children Act 2004 arrangements.
2. It is not a statutory plan but it does have considerable significance as a commissioning plan and is to be used as the basis of routine annual performance assessments both of the Local Authority and wider partnership performance.
3. The plan has been the subject of much partner discussion and input and has incorporated the views of children and young people.
4. The plan will also form the basis for developing Children's Trust arrangements and integrated multi-professional working in Herefordshire.
5. The performance management arrangements will be undertaken by the Children & Young People's Partnership Board and will include the children's aspects of the Local Area Agreement and wider Joint Area Review improvement planning.

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

Alternative Options

There are no alternative options

Risk Management

The direction of travel and delivery of the change and/or improvement depends on all partners working together effectively, securing additional investment will be challenging for all stakeholders.

Consultees

All partners in Herefordshire, and Children and Young People on the Shadow Partnership Board.

Background Papers

None identified.

Herefordshire **NHS**
Primary Care Trust



connexions
HEREFORDSHIRE & WORCESTERSHIRE



Worcestershire & Herefordshire
Youth Offending Team



Hereford Hospitals **NHS**
NHS Trust



Leading learning and skills



Children and Young People's Plan 2006-8

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Glossary

PART 1

EXECUTIVE SUMMARY

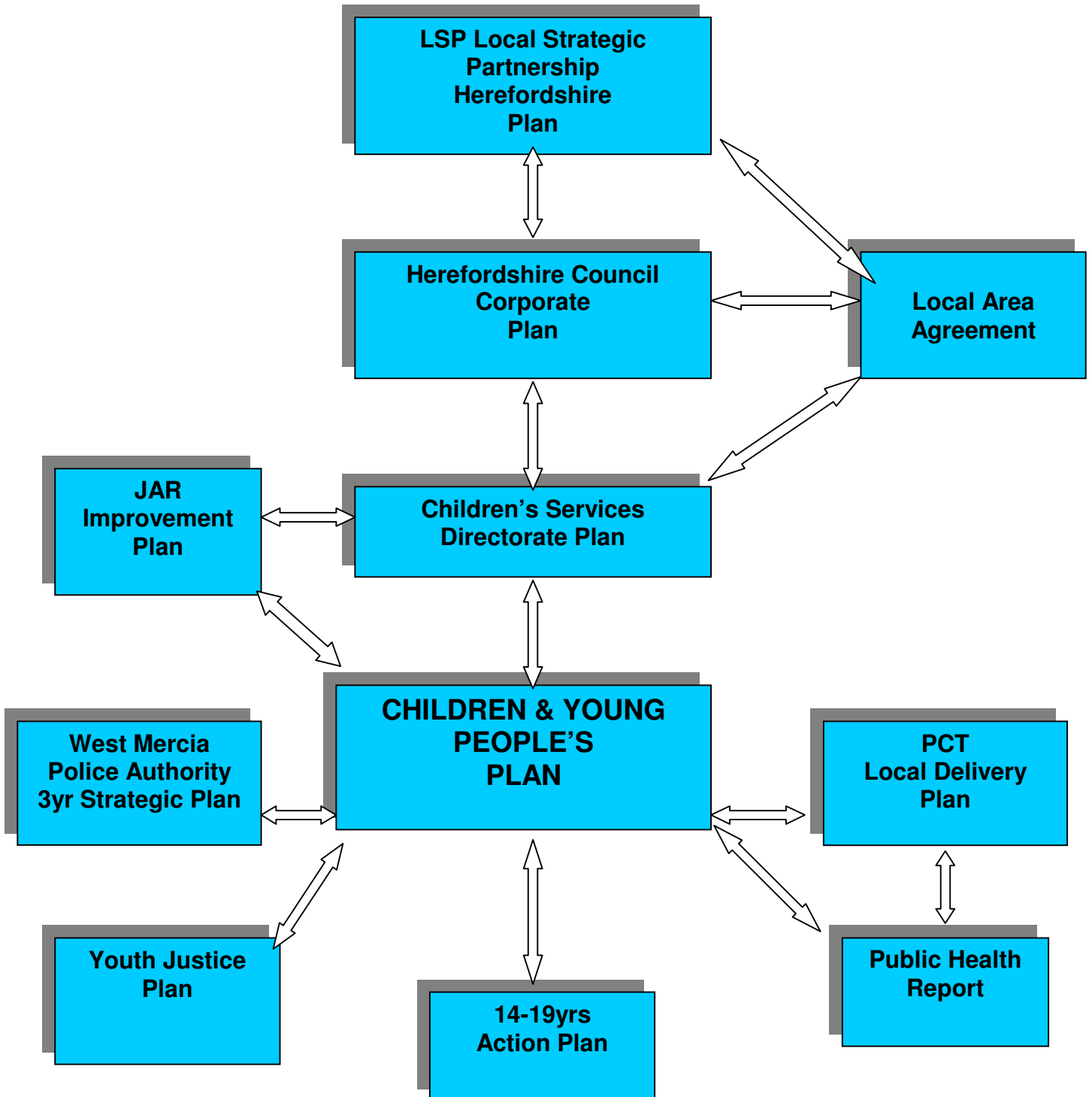
This is the first Children & Young People's Plan for Herefordshire. The government's intention is that there should be a single, strategic overarching plan for all services for children and young people in the local area. There should be a particular focus on these services where outcomes require improvement and this can be achieved most effectively by agencies work together. The plan is intended to incorporate all local authority service plans relating to children and young people.

The Children and Young People's Plan is therefore, an important part of Herefordshire's programme for improving and integrating services for children. This builds upon a national programme brought about by the Children Act, 2004 which requires all local areas to produce a Children and Young People's Plan by April 2006. This plan sets out how children's services in Herefordshire will be developed over the next two years. It will be reviewed after a year and a revised plan will be published in April 2007.

The main partners who provide and commission services for children and young people in the county have all agreed this plan. Our overall vision is framed by national policies which identify five outcome areas for our services. These are: Be Healthy, Stay Safe, Enjoying & Achieving, Make a Positive Contribution and Achieving Economic Well-Being. Our local vision has been defined by a review of our current position, and identification of what work now needs to be done in order to meet national standards. From this analysis of needs we have listed broad local improvement areas for service development and from interagency workshops we have detailed priorities for action. In this more detailed discussion, we have considered a current position statement, and then outlined areas where early progress will be made. We are committed to performance management and have presented a series of key targets and indicators by which improvements will be measured.

This is an exciting time for those working in children and young people's services as we move to delivering Children's Trust arrangements by 2008, under the strategic direction of the Children and Young People's Partnership Board. During 2006/2007 we will be scoping the development of joint commissioning and pooled budgets. These will be tools by which to deliver an integrated children's service, which is based on closer multi-disciplinary working, co-location where possible, and which is driven by the needs of the child, rather than the organisation.

Relationships between the Children and Young People's Plan and Local Strategic Plans and Reports



THE VISION FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE

In Herefordshire we recognise that children are our future. The best investment that we can make for everyone will be to ensure good outcomes for all our children. When children and young people were asked what they would want to secure their futures, they said that they need to be healthy and protected from harm. They want to enjoy school and to do well; they want to be able to make a positive contribution to society and, eventually, they want to have a good job and be independent.

In 'Every Child Matters: Change for Children', 2004, the government has asked all those who work with children and young people and provide services for them, to put five basic needs at the centre of an agenda for change. These are:

- **Be Healthy**
- **Stay Safe**
- **Enjoying and Achieving,**
- **Make a Positive Contribution**
- **Achieving Economic Well-Being**

We want to enhance the opportunities for every child, narrowing the gap between the disadvantaged and their more fortunate peers. Also, to minimise the chance of any child becoming at risk of harm or neglect or of failing to reach their potential. The Herefordshire vision is one that can only be achieved through all organisations, voluntary, community, private and public, working together to make the lives of children and young people better and more secure.

The focus of our plan is to maintain good outcomes for all children and young people whilst ensuring better outcomes for the most vulnerable. Our aim is to promote the quality, efficiency and effectiveness of services for children and young people in the County.

We are commencing on a programme of integrating services, processes and strategies across agencies in the County. Key features of this agenda are the creation of multi-agency teams, co-located and easily accessible to clients. This will require information sharing agreements, a common assessment framework and a lead professional role together with a number of new initiatives. All these features place children and their families at the centre of developments with services, processes and planning organised around their needs. Herefordshire's Children and Young People's Partnership Board is committed to making this happen as follows:

Making it happen

Integrated Front-Line Delivery

- Children's Centres and Educare
- Extended Schools
- Integrated Youth Offer
- Common Core
- Climbing Frame of qualifications
- Multi-disciplinary Teams & Lead Professionals
- Support for parents, carers and families
- Support for children with additional needs
- Integrated Safeguarding



Integrated Processes

- Common Assessment Framework
- Information Sharing
- New Barred List/ Registration Scheme
- Re-engineered local processes

Integrated Strategy

- Needs Analysis & CYPP
- Local workforce planning
- Joint Commissioning
- Pooled Budgets

Inter-agency Governance

- Co-operation arrangements with partners (e.g. VCS, Schools, GPs)
- Local Safeguarding Children Boards

Leadership

- Directors of Children's Services & Lead Members
- Multi-disciplinary team leadership

Involvement of CYP

- Children's Commissioner
- Views into local planning

Performance Management

- Integrated Inspection of Children's Services
- Annual Performance Assessment into CPA
- Annual priorities conversation

CHILDREN'S TRUST ARRANGEMENTS

To overcome the problems of fragmentation of services, poor communication between services, and difficulties of safeguarding vulnerable children, The Children Act, 2004, gave force to a programme of changes in children's services. This is to be achieved by having an overarching strategy between all services and by combining and integrating what we do and how we work together. This will be achieved by having one body to coordinate plans. The aim is to set up Children's Trust arrangements by 2008.

Children's Trust arrangements comprise a board of representatives of all the partner agencies who will commission services for children and young people according to a careful assessment of their needs. To begin this process it was necessary to establish a board of all the partner agencies. In Herefordshire, we inaugurated this partnership board in March 2005, so we have already started on our journey towards Herefordshire Children's Trust arrangements.

Children's Trust arrangements have four essential components:

- 1. Professionals are enabled and encouraged to work together in more integrated front-line services.**
- 2. Common processes are designed to create and underpin joint working.**
- 3. A planning and commissioning framework that brings together agencies planning supported by the pooling of resources**
- 4. Strong interagency governance arrangements in which shared ownership is coupled with clear accountability**

The NHS

The NHS has a key role to play in working with the local authority and other partners to deliver improved outcomes for children and young people. There is already a significant reform agenda underway in the NHS, introducing new systems such as practice based commissioning, patient choice, and payment by results. These will create new opportunities for service improvement and it will be important to maximise them with regard to services for children and young people, and ensure that all key players are involved in the partnership effort.

In 2004, the Department of Health published its National Service Framework (NSF) for children, young people and maternity services. This sets eleven service standards against which quality and performance can be measured. The standards together define a direction of travel for a ten year implementation period, and all partners will work together to achieve them, with performance management being both through the Healthcare Commission and OFSTED.

The eleven standards are:

Standard 1 Promoting Health and Well-being, Identifying Needs and Intervening Early	The health and well-being of all children and young people is promoted and delivered through a co-ordinated programme of action, including prevention and early intervention wherever possible, to ensure long term gain, led by the NHS in partnership with local authorities.
Standard 2 Supporting Parenting	Parents or carers are enabled to receive the information, services and support which will help them to care for their children and equip them with the skills they need to ensure that their children have optimum life chances and are healthy and safe.
Standard 3 Child, Young Person and Family-Centred Services	Children and young people and families receive high quality services which are co-ordinated around their individual and family needs and take account of their views.
Standard 4 Growing up into Adulthood	All young people have access to age-appropriate services which are responsive to their specific needs as they grow into adulthood.
Standard 5 Safeguarding and Promoting the Welfare of Children and Young People	All agencies work to prevent children suffering harm and to promote their welfare, provide them with the services they require to address their identified needs and safeguard children who are being or who are likely to be harmed.

<p>Standard 6 Children and Young People who are ill</p>	<p>All children and young people who are ill, or thought to be ill, or injured will have timely access to appropriate advice and to effective services which address their health, social educational and emotional needs throughout the period of their illness.</p>
<p>Standard 7 Children and Young People in Hospital</p>	<p>Children and young people receive high quality, evidence-based hospital care, developed through clinical governance and delivered in appropriate settings.</p>
<p>Standard 8 Disabled Children and Young People and those with Complex Health Needs</p>	<p>Children and young people who are disabled or who have complex health needs receive co-ordinated, high quality child and family-centred services which are based on assessed needs, which promote social inclusion and, where possible, which enable them and their families to live ordinary lives.</p>
<p>Standard 9 The Mental Health and Psychological Well-being of Children and Young People</p>	<p>All children and young people, from birth to their eighteenth birthday, who have mental health problems and disorders have access to timely, integrated, high quality multidisciplinary mental health services to ensure effective assessment, treatment and support, for them, and their families.</p>
<p>Standard 10 Medicines for Children and Young People</p>	<p>Children, young people, their parents or carers, and health care professionals in all settings make decisions about medicines based on sound information about risk and benefit. They have access to safe and effective medicines that are prescribed on the basis of the best available evidence.</p>
<p>Standard 11 Maternity Services</p>	<p>Women have easy access to supportive, high quality maternity services, designed around their individual needs and those of their babies.</p>

The work of the Partnership Board

The Partnership Board was formed in accordance with government directives as an interim arrangement to establish Children's Trust arrangements by 2008. The Board's role is to provide leadership and be the catalyst for change. It is the focal point for bringing information together across agencies. Its role is also to examine the priorities of individual agencies, determine needs and decide on priorities for the whole area. Our partner agencies are involved in developing arrangements to pool budgets and the Partnership Board will develop commissioning strategies. Finally, the Board is responsible for formulating and delivering this Children and Young People's Plan.

The Partnership Board is leading on the changes that will be needed in order to bring about the vision and is committed to the following principles:

- The development of services around children, young people and families through the delivery of better and more easily accessible services.
- The drawing together of professionals into multi-disciplinary teams.
- The development of a shared sense of responsibility across agencies for safeguarding children and protecting them from harm.
- The provision of specialised help and early intervention to promote opportunity and prevent problems when they arise.
- Listening to children, young people and their families when assessing and planning service provision as well as in face-to-face delivery.
- Consultation and involvement with young people, parents and carers which will be central to the development and review of this plan.

The plan will be based on a thorough audit of performance measured against identified needs and this will inform the determination of priorities for action.

Areas for improvement identified and agreed by the Partnership Board (not in priority order)

- **Integration of services, processes and strategies**
- **Further implementation of the Child Concern Model including the JAR Action Plan**
- **Improving outcomes for children with LDD and Looked After Children**
- **Improving outcomes on mental health and physical health**
- **Improving standards in education, tackling underachievement and improving opportunities for recreation**
- **Reducing anti-social behaviour**
- **Improving learning outcomes for 14-19 year olds including access and housing**

The Partnership Board's Prorities for Improving Outcomes.

The improvements in outcomes will be at the heart of the Herefordshire Children's and Young People's Plan. Herefordshire's priorities have been agreed by the Partnership Board. These priorities were (2005) mapped against the Herefordshire Plan ambitions and Herefordshire Council objectives, as follows:

A PRIORITIES MAP FOR CHILDREN & YOUNG PEOPLE IN HEREFORDSHIRE				
CHANGE FOR CHILDREN AGENDA/ OUTCOMES	THE HEREFORDSHIRE PLAN AMBITIONS	THE COUNCIL'S OBJECTIVES	CHILDREN & YOUNG PEOPLE PARTNERSHIP BOARD PRIORITIES	CHILDREN'S SERVICES DIRECTORATE PRIORITIES
<ul style="list-style-type: none"> Be Healthy 	<ul style="list-style-type: none"> Health & Well-Being 	<ul style="list-style-type: none"> Maximise the Health, Safety, Economic Well-Being, Achievements & Contributions of Every Child 	<ul style="list-style-type: none"> Improving Mental Health Outcomes Improving Physical Health Outcomes Improving Outcomes for Children with LDD 	<ul style="list-style-type: none"> Social Inclusion Personal Development Child Concern Model LPSA2
<ul style="list-style-type: none"> Stay Safe 	<ul style="list-style-type: none"> Crime & Disorder Poverty & Isolation 	<ul style="list-style-type: none"> Promote Diversity & Community Harmony & Strive for Equal Opportunities 	<ul style="list-style-type: none"> Improving Outcomes for Children Looked After Further Implementation of the Child Concern Model 	<ul style="list-style-type: none"> Early Years Teaching Quality Pupil Achievement Special Education
<ul style="list-style-type: none"> Enjoy & Achieve 	<ul style="list-style-type: none"> Excellent Education 	<ul style="list-style-type: none"> Improve the Achievement of Pupils 	<ul style="list-style-type: none"> Improving standards in education across all sectors and tackling underachievement 	<ul style="list-style-type: none"> Cultural Learning & Community Development
<ul style="list-style-type: none"> Making a Positive Contribution 	<ul style="list-style-type: none"> Community Involvement Improving the Environment 	<ul style="list-style-type: none"> Develop a Community Leadership Role Protect the Environment 	<ul style="list-style-type: none"> Improving Learning & Recreational Opportunities Reducing Anti Social Behaviour 	<ul style="list-style-type: none"> 14-19 Learning Opportunities LPSA2
<ul style="list-style-type: none"> Achieve Economic Well-Being 	<ul style="list-style-type: none"> Business Growth & Jobs An Active Vibrant place to Live 	<ul style="list-style-type: none"> Sustain Vibrant & Prosperous Communities 	<ul style="list-style-type: none"> Improving learning outcomes for 14-19 year olds 	<ul style="list-style-type: none"> 14-19 Learning Opportunities LPSA2

PLANS FOR GOVERNANCE AND COMMISSIONING

The purpose of a commissioning strategy is to enable us to achieve better outcomes for children and young people as efficiently as possible. We will aim to ensure that any economies achieved through integrated working will be used to enhance preventative and frontline services. The focus, therefore, is the efficient use of resources. Across all the partnership organisations the majority of resources are currently committed to staffing. The process of joint commissioning and pooling budgets will start with these current staffing resources being identified and opportunities explored to develop multi-agency teams and joint working on the delivery of the agreed priorities set out in this plan. This approach builds on the good practice already in place in Children's Centres. In the early stages of the delivery of this plan, grant and external project funding will be aligned and targeted towards identified joint activities that will deliver improvements in the priorities. Training budgets will also be considered at an early stage to ensure that economies are found and a common training platform is developed to ensure integrated working and a shared understanding of practices and procedures, as detailed in our integration programme. The opportunity created by falling rolls in schools to release space for a broader range of children's, family and community services will also be examined.

The introduction of Local Area Agreements in April 2006 will spearhead the introduction of pooled budgets focussed around improving outcomes for children and young people. The pooling of new project funding and commissioning will be the focus of early work and experience gained in these areas will be used to further develop pooling in more complex areas through the three years of the plan. Freedoms and flexibilities granted through the introduction of the Local Area Agreement could be exploited to drive forward the pooling of resources.

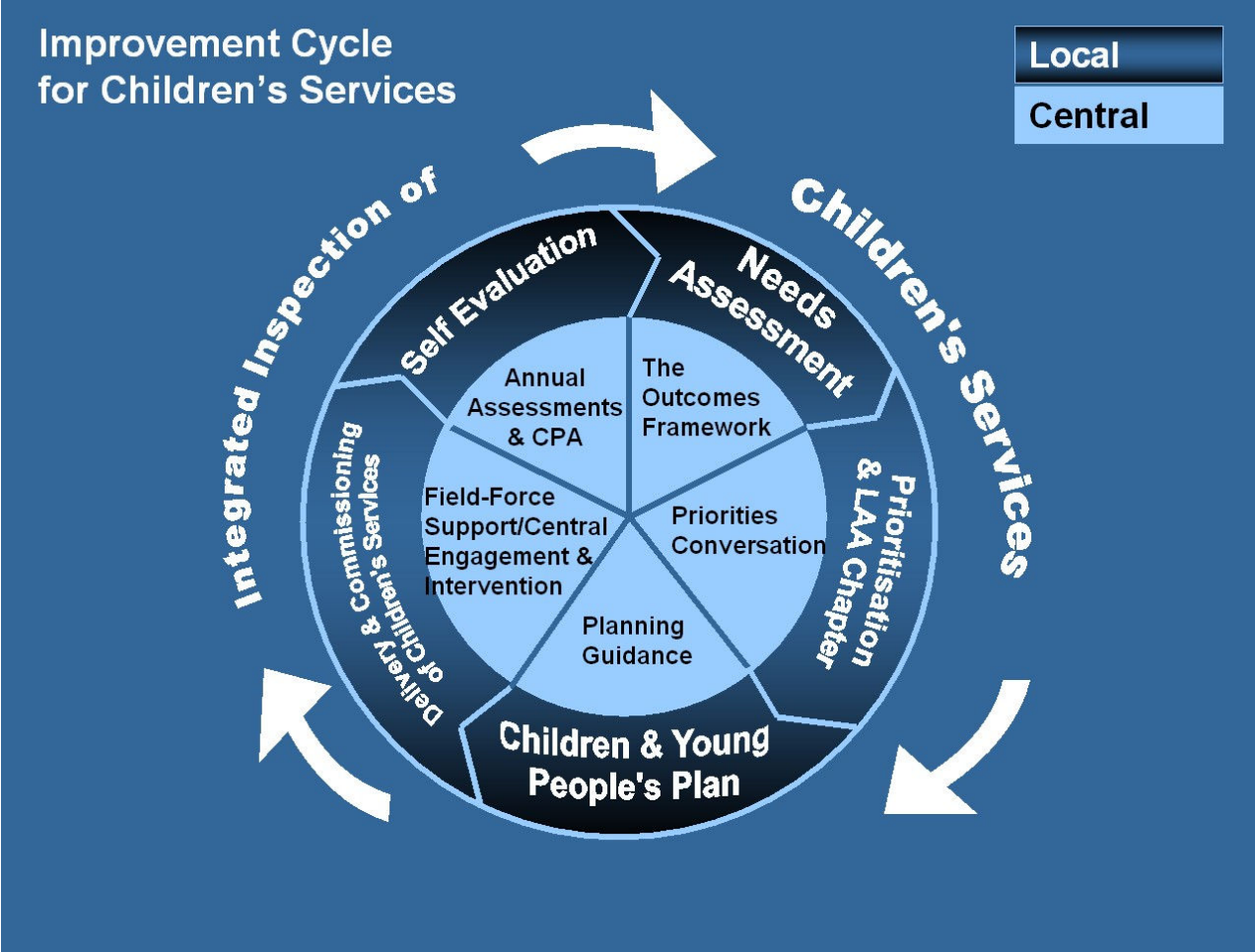
Interagency governance

Local partners remain responsible for discharging their statutory responsibilities and arrangements to integrate services will need to take this into account. The Local Safeguarding Children's Board (LSCB), coordinates and monitors agencies efforts to safeguard and promote the welfare of children and provides an example of good practice for interagency governance.

Our plans to develop this work

A multi-agency working party will help to develop multi-agency working and explore the opportunities, benefits and limitations of co-location. The working party's main focus will be outcomes for children and their families rather than the needs of professional groups. At the same time it will be essential to maintain and enhance service delivery that is already producing good outcomes for children and young people. An integrated approach to delivering on the priorities, however, should ensure that common areas are targeted and that duplication of effort and conflicting actions are avoided. Herefordshire's Children and Young People's Partnership Board will develop into Children's Trust arrangements and this will be the key vehicle for the agreement of resource allocation and the joint commissioning of services. It will be important to build into this work the model of practice-based commissioning which is being introduced by the Department of Health from April 2006. This partnership will need to be aware of the statutory nature of some functions as well as promoting the priorities identified in this plan. They will be responsible for ensuring that the targets identified in the plan are adhered to through regular monitoring and evaluation processes. In addition, an assessment of needs is a continuous process which will be used to determine and realign priorities. Finally, the move to joint commissioning and pooled budgets in order to provide multi-agency teams and joint working will

require the development of a clear strategy for workforce planning. The following diagram illustrates this process.



THE PARTICIPATION OF CHILDREN AND YOUNG PEOPLE

Herefordshire's services for children and young people have a good record of consulting with children, young people and families on service evaluation and developments. This was recognised in the Joint Area Review inspection, 2005, and has involved many services undertaking surveys, conducting face-to-face interviews, holding events, making videos, and organising creative initiatives which have won national recognition. We want to build on this good work. The new legislation calls for coordinated consultation and the wider participation of children and young people in decisions about provisions and services for them. This is not just about asking children and young people about proposals, but it is about empowering children and young people to be actively involved in decisions that affect them directly. We have been making plans to further this aim and have incorporated best practice guidelines such as the Hear by Rights standards.

Hear By Right

The Hear by Right standards, published by the National Youth Agency in partnership with Local Government Association, outline a set of shared values for the participation of children and young people:

- Children and young people's involvement is a visible commitment that is properly resourced.
- Children and young people's involvement is valued.
- Children and young people have an equal opportunity to get involved.
- Policies and standards for the participation of children and young people are in place, evaluated and improved.

Hear by Right also publish 'planning tools' in order to help formulate consultation in line with good practice. Using the Hear by Right standards as the basis for consulting with children and young people, will allow future consultations to be coordinated and to be based on common principles, facilitating on going consultation.

A requirement of this plan is that children and young people are consulted on the issues and priorities that have been identified. In addition, there must be on-going, coordinated consultation on every aspect of services for them.

What is being done?

In order to meet all the various requirements for consultation and participation of children and young people, we identified the need for a standing committee of children and young people who could be consulted on strategic issues and especially on the proposals in this plan, as well as advise on ongoing service evaluations. With this in mind, a Shadow Children and Young People's Partnership Board was set up, composed of young people from Herefordshire between the ages of 14-19 yrs.

This board is composed of representatives from various school and college councils in Herefordshire, along with young people from minority groups. Whilst the exact composition of the Shadow Board is dependent upon the young people who wish to participate and are elected, young people from minority groups are given a number of reserved spaces to ensure they are not excluded from participation and the consultation process.

This Shadow Board has been consulted on this plan and on the priorities we have identified. Another purpose of the Shadow Board is for young people to discuss issues that arise in the meetings of the Children and Young People Partnership Board and to provide a youth perspective to the Partnership Board, to assist them when they make their decisions.

Subject to partners agreeing collaborative arrangements, in future, the Shadow Board will be managed by the Youth Service and will incorporate the development of the Youth Council and the Children's Parliament. However, there will still be a keen focus on young people from minority backgrounds to ensure that the views of a wide range of young people are represented.

The Youth Service is in the best position to lead on regular consultations and surveys of the views of children and young people. It is expected that the Youth Service will be responsible for the coordination of all Council led consultations with children and young people in Herefordshire, in collaboration with the Council Officer responsible for consultation with members of the public.

The Youth Matters Agenda also provides the Council and its partners with an opportunity to further develop positive activities for young people and they will want to have their say in these plans too.

THE MODEL FOR IDENTIFYING NEEDS

The government requires all local authorities and their partners to undertake a thorough-going approach to identifying vulnerable groups and the relative needs of the area. This is a needs assessment and the government requires that a needs assessment should:

- a) set the local pattern of outcomes for local children and young people and recent trends against national data and data for similar areas**
- b) make a rigorous and honest assessment of where outcomes are good, satisfactory or need improvement**
- c) look within the overall picture at outcomes for particular groups**
- d) determine how this assessment of outcomes relates to the pattern of adequately and inadequately met needs and identify gaps and priorities for future action**
- e) develop targets and performance indicators for those priorities**

Herefordshire has a well established and systematic approach to needs assessment. All strategic, statutory and operational plans were inherited by the Children and Young People's Partnership Board and together with further work to capture the need in the area, we have been able to decide priority areas which have been agreed by the Board in broad terms. The need to promote further integration of services and integrated service planning, thereby ensuring a better fit between assessed need and the commissioning for and provision of services, was identified through the 2002 Joint Review.

The approach has been in essence five-fold:

- Establishing Herefordshire's Child Concern Model.
- Developing a shared process for mapping of needs and provision of services including gap analysis via the development of a Needs Assessment Group.
- Augmenting existing strategic arrangements for integrated planning via The Children and Young People's Partnership Board.
- Using existing knowledge and data from neighbourhood studies.
- Widening the remit and consistency of existing consultative processes.

The assessment of needs has been carried out in partnership with Children's Services and the Primary Care Trust and has included the voluntary and community sector and private sector providers. Data has been collected from a wide range of sources including demographic studies based on the Index of Multiple Deprivation, educational attainment data, public health inequalities, teenage conception, youth offending, and substance misuse data. The data which has been collected from local audits has been supplemented by the dataset provided for Annual Performance Assessment. The needs assessment has also drawn on the views of children and young people themselves, although consultation is in a process of development currently and is not yet fully comprehensive.

Deciding our priorities for improvement

Local Analysis

An analysis of existing plans from all the partners was undertaken for the Joint Area Review (2005). The priorities in these plans have been collated and mapped against the government data analysis. There is considerable correspondence between local and national data analysis, as one might expect.

Local priorities for action are informed by the needs analysis and are determined by:

- Which outcomes need most improvement based on comparisons with similar areas and any agreed targets.
- Which specific outcomes have the most leverage on overall outcomes.
- The strategies available and steps that must be taken to improve the outcomes.
- The most cost effective of different approaches.

National Analysis

The Annual Performance dataset contains over 250 indicators of Herefordshire's performance against the five outcomes (Be Healthy, Stay Safe, Enjoy and Achieve, Make a positive contribution, Achieve Economic Well-being). This confirmed our own analysis of needs. In addition to this government data set, the Joint Area Review process helped the government to identify a set of priorities for Herefordshire.

An analysis of all these key needs for children and young people in Herefordshire can be drawn together to identify key priorities which will make a difference to outcomes as follows:

IMPROVING OUTCOMES:

Partnership Board Improvement Areas	Government Analysis
Integration of services, processes and strategies	Young people's participation in strategic planning
Further implementation of the Child Concern Model including the JAR Action Plan	Joint Area Review Report regarding safeguarding and Social Care
Improving outcomes for children with LDD and Looked After Children	<ul style="list-style-type: none"> • Transition planning for young people with LDD • Post-16 strategy for children with LDD • LAC's who are NEET's
Improving outcomes on mental health and physical health	<ul style="list-style-type: none"> • Drugs action • Dental health
Improving standards in education, tackling underachievement and improving opportunities for recreation	<ul style="list-style-type: none"> • Standstill in KS2 performance in '05 • Schools coasting at KS4 • Raising the attainment of low-achievers in KS4 • Youth Matters Agenda
Reducing anti-social behaviour	First-time offenders and recidivism rates
Improving learning outcomes for 14-19 year olds including access and housing	Post-16 staying-on rates

PART 2

IMPROVING OUTCOMES - THE CONTEXT

Setting the Scene

Herefordshire covers about 840 square miles and has a population of approximately 177,800 (ONS Mid-2003 Population For Herefordshire). The County is sparsely populated with one of the lowest county population densities in England. Approximately one third of the population live in Hereford City; a fifth in the five market towns and almost a half in the rural areas. The city of Hereford is the major centre for administration, health, education, shopping and employment. Herefordshire generally performs well in the services it offers for children and young people but it is also a low funded County.

There are 41,619 children and young people (C&YP) aged 0-19yrs living in Herefordshire (Sept. 2005). The County's population contains a slightly lower proportion of 0-19 year olds (24%) compared with 25% nationally. From 2003 to 2011, however, the number of 0-19 year olds is expected to fall by 10% compared with 4% nationally (Herefordshire Population Forecast). This is already apparent. There were over 2200 16 yr. olds in the County in Aug. 2005, but fewer than 1700 1 yr. olds. This will present challenges to the viability of current service structures and will be a driver for change.

Herefordshire is a beautiful rural county, however, this disguises the fact that there are areas of poverty and deprivation. The challenge of relatively small numbers, isolation and pockets of deprivation are significant policy considerations in the development and delivery of flexible and accessible children's and young people's services across the County. The most deprived areas are within Hereford City (South Wye and Central) and Leominster, (Index of Multiple Deprivation, 2004, Page 5).

Herefordshire has a significant number of small schools, both secondary and primary, many of which are affected by rural isolation and long journey times for pupils; 36 primary schools have fewer than 100 pupils and five high schools have numbers below 600. Those young people who wish to attend university have to leave the County and some seek better employment opportunities elsewhere.

In the 2001 Census, 3.4% of the population is from minority ethnic communities including a relatively large Gypsy population. There has been a recent growth in minority ethnic groups in Herefordshire from the expanded European Union. The permanent ethnic minority population has a younger age profile, better health and a higher proportion living in rented accommodation, (2001 Census).

Herefordshire Council currently shares boundaries with Herefordshire Primary Care Trust (PCT) and the Herefordshire Division of the West Mercia Constabulary. The County is characterised by strong strategic and professional multi-agency partnerships.

Overall Performance

Services for C&YP have been the subject of a Joint Area Review which took place in September 05. The Inspection Team identified our strengths and areas for improvement. Herefordshire performs at average or above in most areas relating to the outcomes for children and young people. However, serious weaknesses in Staying Safe were highlighted in the Joint Area Review. Most services for children and young people are generally effective and are making a

difference. One of the underlying factors in achieving this is the strength of partnership working both strategically and at operational level.

The majority of health indicators for children and young people in Herefordshire are satisfactory or above and there is access to a number of single and multi-agency services which are highly rated. Early years provision in Herefordshire is good with universal provision for four year olds being achieved ahead of target. The quality of independent settings is high and nursery provisions in the maintained sector have received very positive Ofsted ratings.

Overall performance for children in need of referral and assessment (Staying Safe) is currently under review as a result of the Joint Area Review which assessed the overall contribution of services to keeping children and young people safe as inadequate. The Child Concern Model is being substantially strengthened and this will ensure improved outcomes. A full-scale review of safeguarding arrangements and thresholds for intervention is underway. Overall performance for Looked After Children is good and improving. Consistently good results for short and long term placements have been achieved within family settings.

Overall, Herefordshire schools perform well. Herefordshire has developed a child-focused method of funding additional resources for children with special educational needs. This banded funding is having a positive effect both on the rate of statementing and on inclusion in schools. There is a tripartite shared budget for specialist placements for children with complex needs. A joint Service Manager has been appointed to progress development of integrated frontline services for children with disabilities.

For many young people leaving school, there are good opportunities for higher education, employment and training in Herefordshire. The 14-19 Inspection, 2005, stated that performance was 'good' in all areas apart from one, which was rated as 'satisfactory'. Connexions exceeded its key target for achieving a 10% reduction in the percentage of 16-18 year-olds not in education, employment or training. Housing for vulnerable young people and for care leavers is an identified problem.

Crime rates in Herefordshire are generally below the national average and have been falling in contrast to the national situation. However, there is a rise in alcohol related crime. Drug related offences are below 'most similar' Crime and Disorder Reduction Partnerships. Herefordshire Community Safety and Drugs Partnership are effective in both prevention and containment. The Youth Offending Service inspection report, 2005, stated that outcomes for children and young people are being addressed 'satisfactorily'. Offending behaviour has been reduced by 9% across all cohorts.

The Council is rated as being at Level One of the Equality Standard. It is currently engaged in the third year of diversity impact assessments of all its policy and practice, with a reviewed Race Equality Scheme. The Community Youth Service delivers youth work from nine Council owned youth centres and outdoor education facilities located across the County. In rural areas youth work is delivered, either through rented locations such as village halls, or via mobile provision. In 2004-5, the Youth Service worked with 1,785 young people aged 13-19 yrs. The service was assessed as adequate in the Joint Area Review apart from the quality of curriculum and resources which was inadequate.

There are many other Council services, partners and the voluntary agencies delivering services contributing to the five outcomes for children and young people in the County, ranging from transport to leisure activities.

THE PRIORITIES FOR IMPROVING OUTCOMES IN HEREFORDSHIRE

Introduction and explanation of our analysis

The following priorities are the subject of interagency working parties which convened to answer four simple questions

Where are we now?

Where do we want to be?

How are we going to get there?

How will we know we are making progress?

The following is a synopsis of their findings and deliberations. Not all of these priorities are as well developed as others and further meetings are planned over the next two years so that these aspirations and targets may be revised and extended. The process is a dynamic one and needs assessment, prioritisation and determining improvement targets is a continuous process.

The statements under the headings '**How are we going to get there**' represent an outline of the key actions needed to achieve improvements in our priority areas. The next step is to develop action plans with key performance indicators and specific targets to deadlines for all these priorities. This work is underway in some of the priority areas e.g., in staying safe with the JAR action plan and the 14-19 action plan, and is still to be developed in others.

Key targets and indicators

Targets have been derived from;

- ❑ Major plans including the Local Authority Corporate Plan.
- ❑ Government Dataset.
- ❑ Local Area Agreement targets (incorporating LPSAs).

These targets will form the basis of performance management for the Plan and progress will be reported to the Partnership Board on an annual basis.

BE HEALTHY

PRIORITY AREA

Improving physical and mental health

Key judgement

- Action is taken to promote children and young people's physical health
- Action is taken to promote children and young people's mental health

Where we are now

All services for children in Herefordshire contribute to an environment in which all children can live healthy lives but the health services clearly lead in this area. The Primary Care Trust offers routine health surveillance and health promotion, as well as a full range of other primary care services to children and young people and their families. The PCT commissions a full range of secondary care services, many of which are provided in the local hospital Trust. This includes advice and support to parents in areas such as healthy eating, breast-feeding and immunisation as well as acute, secondary and palliative care. Being healthy in Herefordshire was rated as good in our Joint Area Review and our performance against national and similar areas is generally in line or above national averages.

Joint Area Review Comments

Strengths:

- The combined work of all local services in securing the health of children and young people is good.
- There is effective promotion of healthy lifestyles.

Improvements Needed:

- Poor dental health of 5-12 year olds.
- Capacity of the Drugs Action Team.
- LDD assessment and planning processes are not always well co-ordinated across agencies.
- The provision of occupational therapy services is unsatisfactory.

Where we want to be (Preliminary analysis)

- Improve oral health of children and young people.
- Reduce childhood obesity.
- Improve sexual health services for young people.
- Decrease smoking in young people.
- Commission effective specialist/ secondary services for children and young people.
- Encourage breastfeeding.
- Implement NSF by 2014.
- Develop Comprehensive CAMHS services.
- Improve Tiers 1-4 CAMHS activity recording.
- Improve access to Tiers 1-4 CAMHS services.
- Improve services for children whose parents have mental health problems.
- Implement Children's NSF Standard for CAMHS.

How we are going to get there

- Ensure dental care for Looked After Children is protected despite the service changes prompted by changes to the dentists contract in April 2006.
- Develop and implement the obesity strategy across the county.
- Produce an obesity resources pack for all those who work with children and young people.
- Introduce robust height and weight measurement of children in Reception year and Year 6.
- Target young people to stop smoking.
- Develop satellite sexual health services in market towns to improve access for young people.
- Maximise community pharmacy contribution to sexual health services.
- Explore the possibility of fluoridation of water supply subject to feasibility and public consultation.
- Work in partnership to improve significantly the number of schools achieving the Healthy Schools Standard from the 2005 base.
- Create an integrated acute and community paediatric service.
- Establish a breast feeding, peer support intervention, focusing on teenage mothers across the county and all women in South Wye.
- Using the multi-agency Children’s Implementation Group to oversee the implementation of the NSF.
- Project plan for children’s respite care.
- Review capacity of Drugs Action Team.
- Agree a multi-agency CAMHS strategy, through the CAMHS Partnership Board.
- Ensure close working with the Youth Offending Team.
- Upgrade facilities at the Linden Centre to maintain improving waiting times.
- Ensure priority system for vulnerable groups such as children and young offenders is maintained.
- Develop tier 1 generic staff training programme.
- Develop services for children and young people with conduct disorders.

How will we know we are making progress?

BE HEALTHY
• Increase in % of 2 year olds who are up-to-date with MMR immunisation from 2004/2005 baseline
• Increase in the % of babies who are breast fed in the county from 2004/2005 baseline
• Increase in the % of babies born to South Wye mothers who are breast fed from 2004/2005 baseline
• Improvements in % of 5 year olds free from dental decay from 2001/2002 baseline
• Reducing year on year rise in obesity among children under 11 by 2010
• Reducing teenage conceptions by 50% from 1998 by 2010
• Reduce hospital admission rates for accidents among children from 2002 baseline
• Improvements in access to CAMHS

STAY SAFE

PRIORITY AREA – Developing the Child Concern Model (JAR Action Plan)

Key judgements:

- The incidence of child abuse and neglect is minimised
- Agencies collaborate to safeguard children

Where we are now

Children in Herefordshire are provided with services to try to ensure that they are safe. However, the Joint Area Review regarded the overall contribution of services to keeping children safe as inadequate. The council with its partners are working to improve substantially performance in areas of concern. Further implementation of the Child Concern Model should ensure that all agencies work together to prevent children suffering harm. The safeguarding of children is regarded as the responsibility of the whole community. Good partnership arrangements exist and will be further strengthened. Outcomes for Looked After Children are generally better. All these children have an allocated social worker and the Council has achieved a consistently high performance in placements.

Joint Area Review Comments

Strengths:

- Some good support to prevent family breakdown, abuse and neglect.
- Some individual casework by social workers is good.
- Good support overall is provided for young people in the care of the local authority.

Improvements Needed:

- Processes to be adopted to address the recommendations of the Joint Area Review Report regarding safeguarding and Social Care.
- The implementation of the Child Concern Model needs strengthening.
- Criteria for involvement of social workers are set too high.
- Capacity to fill gaps by other services is not there.
- Training and support needs to be addressed.
- Support to families with children with LDD needs strengthening.

Where we want to be

- Further development and implementation of the Child Concern Model.
- All frontline staff will be thoroughly conversant with the CCM through training programmes and supervision.
- Consultants will be available to advise and support Child in Need meetings.
- All frontline staff will be comfortable and conversant in its use and application.
- Safeguarding will be regarded as a corporate responsibility to which all agencies are committed and all agencies will collaborate to safeguard children.

- Procedures will be in place so that all children in Herefordshire will be safe from abuse and neglect.
- The aim is to have in place a fully revised and fully enabled CCM as the framework to safeguard children and young people in Herefordshire by June 2006.

How we are going to get there

- Processes to be adopted to address the recommendation of the Joint Area Review Report regarding safeguarding and Social Care.
- Establish interagency agreement on the criteria for referral.
- Establish consensus about thresholds across all agencies.
- Provide an extensive programme of training for all frontline staff.
- Provide close supervision, via consultants, for Child in Need meetings.
- Consult with front line staff and monitor progress.
- Provide continuous evaluation of the model.

How will we know we are making progress?

STAY SAFE
• Full implementation of the Child Concern Model
• Positive evaluations of the Child Concern Model
• Reduce the number of C&YP killed or injured in road traffic collisions
• Fewer admissions to hospital due to injuries under 18yrs
• Improved Health and Safety provisions in PRUs
• A higher proportion of social workers per child population
• The number of children on the CPR in line with statistical neighbours
• A lower number of CPR re-registrations
• A higher number of first time registrations as a proportion of all registrations
• A rise in de-registrations from the CPR
• A lower percentage of children subject to S47 leading to a case conference
• Reduce the number of young people (under 25 years old) who are victims of crime in Herefordshire by 6% by 2007/08
• Reduce young people (under 18 years) as victims of violence against the person by 10% in Herefordshire by 2007/08

ENJOY AND ACHIEVE

PRIORITY AREA

Improving standards in education, tackling underachievement and Improving opportunities for recreation

Key judgements;

- Early years provisions promote children's development.
- Action is taken to ensure that 5-16yrs education is of good quality.
- Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way and educational training is of a good quality.
- All children and young people can access a range of recreational activities including play and voluntary learning provision.

Where we are now

Herefordshire's children and young people enjoy and achieve well in comparison with national averages and with pupils in similar authorities. A variety of services contribute to these good outcomes. The education system in Herefordshire contains many high performing institutions in all phases of education, and in partner organisations including early years settings, colleges of further education and work based learning providers. There is a shared commitment to continuous improvement and partnership working. As schools continue to feel the impact of falling rolls, there will be a greater challenge to maintain the quality and breadth of the curriculum. The Youth Service offers various recreational facilities to over 1500 young people. The Youth Service was regarded as adequate in the Joint Area Review, apart from the quality of curriculum and resources which was assessed as inadequate.

Joint Area Review Comments

Strengths:

- The overall contribution of services to helping children and young people enjoy their education and recreation and to achieve well is good.
- Children are prepared well for school by early years provisions.
- Quality of education in most schools is good overall.
- Schools are challenged and supported effectively to improve.
- Support for improving pupil behaviour is good.

Improvements Needed:

- Tackle the standstill in KS2 performance in '05.
- Challenge schools who are coasting at KS4.
- Raising the attainment of low-achievers in KS4.
- Transport difficulties are barriers to recreation.
- Special educational needs assessment and planning is not well integrated into the CCM.
- The quality of curriculum and resources offered by the Youth Service.
- Review of school provisions to improve standards of teaching and learning.

Where we want to be

- Sustain and further develop the good quality early years provision
- Further consolidation of the prevention and intervention work of the EYDCP
- Sustain and further develop the good quality of education offered in most schools, colleges and work-based learning providers.
- Extend the range of curriculum courses offered by the school Sixth Forms.
- Improve the overall percentage of pupils achieving 5A*-C including maths and English.
- Reduce the percentage of pupils leaving school with no qualifications.
- Achieve a step change in performance at Key Stage 2 mathematics to mirror the significant improvements already seen in English.
- Raise the overall performance of boys in primary and secondary schools.
- Promote better educational outcomes for vulnerable groups.
- Children involved in environmental issues through initiatives such as the Eco school scheme.
- Provide a wide range of positive activities for children and young people that are responsive to their needs and encourages them to shape the services they receive (Youth Green Paper).
- More young people volunteer and become involved in their communities (Russell Commission).
- "Enhancing quality of life" by...and providing more opportunities for physical activity and access to a choice of leisure and cultural opportunities (Sports Development Service Plan 2006-7).
- Young people contribute and influence the vibrancy of Herefordshire through taking part in cultural activities.

How we are going to get there

- Tackle the standstill in KS2 performance in '05.
- Challenge schools who are coasting at KS4.
- Raise the attainment of low-achievers in KS4.
- Maintain a school improvement team who work with schools to raise standards and implement the national, and other related strategies.
- Implement and achieve the targets set out in the Local Area Agreement and Local Public Service Agreement.
- Further develop and resource a Children's Services data unit that emphasises the importance of pupil level targets and tracking, and conversion rates.
- Implement the AWI action plan.
- Review the provision of school places to ensure resources are used to best effect.
- Ensure that there is positive action to promote better educational outcomes for vulnerable groups and travellers in particular
- Through partnerships and commissioning with the voluntary, community and business sectors map all positive activities and opportunities available and publicise to young people.
- Support school / club links using education resources to sustain leisure development.
- Manage the Council's interests in the delivery of facility based Leisure Services (i.e. Leisure Centres, Swimming Pools and Sports Clubs).
- Through the Cultural Consortium Partnership run cultural programmes in schools and community locations (DRAFT Cultural Services Business Plan 2006-7).

How will we know we are making progress?

ENJOY AND ACHIEVE
• Improve the number of new out of school hours child care places (LAA)
• Increase % of 3 yr olds who have access to good quality free early years education places in the voluntary private and maintained sectors.
• Value added between Key Stage 1-2 improved
• Improved results for Science at GCSE
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 maths
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English
• Improved results for 1 or more GCSEs A-G (LPSA2)
• Improved results for children achieving 5 or more GCSEs at grades A-C or equivalent (LAA)
• Improved results on school inspections of <ul style="list-style-type: none"> - Leadership and management - Pupil attitudes - Behaviour and exclusions
• Fewer fixed term and permanent exclusions
• Schools meeting National Health Schools Standards in accordance with DfES targets
• More children achieving 5+ GCSEs being educated in alternative settings
• Fewer half days missed due to absence in primary and secondary schools maintained by the authority (LPSA 12 c&d)
• Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12)
• Improved results for 1 or more GCSEs for Looked After Children (LPSA 2G Target 13)
• Fewer children and young people with a statement of SEN
• More statements of SEN completed within deadlines
• Fewer SEN tribunals
• More reviewed and discontinued statements of SEN
• Integrated processes for LDD
• Increase the % of the total youth population aged 13-19 in contact with the youth service
• Improved opportunities for children with LDD in education and training

MAKE A POSITIVE CONTRIBUTION

PRIORITY AREA **Reducing anti social behaviour**

Key judgements;

- Action is taken to reduce anti social behaviour by children and young people.
- Action is taken to prevent offending and reduce re-offending by children and young people.

Where we are now

Children and young people are supported in making a positive contribution by many agencies. Pupil engagement in citizenship is high and every high school has a school council. We are strengthening the participation of young people through the Youth Council and the Shadow Partnership Board. Crime rates are generally lower in Herefordshire than elsewhere and offending behaviour has been reduced by 9% in recent years. Herefordshire Community Safety and Drugs Partnership contribute to improved outcomes. The quality and availability of early years provisions is good. This outcomes area was rated as good in our Joint Area Review.

Joint Area Review Comments

Strengths:

- The overall contribution of services in helping children and young people to contribute to society is good.
- There are good opportunities to express views by children and young people – particularly in schools.
- Consultation with LAC is good.
- Support for children dealing with major challenges and changes is good overall.

Improvements Needed: (JAR Report)

- Reduce the number of young people who become first time offenders.
- Reduce the number of young people who re-offend.
- More use of child advocacy service to support young people's contribution to planning and review of provision.
- Planning and review for children and young people with LDD is patchy.

Where we want to be

- Continued reduction in anti-social behaviour by working in an effective multi-agency network between Children's Services Directorate, Youth Offending Service, Police, Connexions, Probation Service, Community Safety and Drugs Partnership and all appropriate agencies.
- Identification, monitoring and support for children and young people assessed as being at risk of crime, disorder, anti-social behaviour and substance misuse.
- Provision of effective preventative work addressing crime, disorder, anti-social behaviour and drugs issues within and beyond all education phases, including early years.

- Further promotion of good race relations in accordance with the Race Relations (Amendment) Act 2000.
- Reduce the use of class A drugs and the use of any illicit drug among all young people, especially the most vulnerable.
- Action is taken to increase the participation of young problem drug users (under 18 years of age) in treatment programmes by 50%.
- Improved school attendance for persistent truants.
- Support parents and carers to improve their management of their children.
- Provision of more effective support for victims of crime, disorder, anti social behaviour and drug misuse.

How we are going to get there

- Reduce the number of young people who become first time offenders.
- Reduce the number of young people who re-offend.
- By implementing the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005/8.
- Through developing the Child Concern Model to incorporate crime and disorder, anti-social behaviour and drug misuse.
- By the Youth Offending Service and Police School Liaison Officers developing preventative programmes in schools to address crime, disorder, anti social behaviour and drug misuse and its consequences.
- By continuously reviewing and developing educational programmes regarding drug and alcohol misuse.
- Through identification of persistent truants and initiating appropriate follow-up action from schools and Education Welfare Service.
- By developing, establishing and integrating the multi-agency Prevent and Deter Programme (from the Prolific and Priority Offenders Scheme).
- Through improved support for children and young people and their parents who are engaged in the ASBO and ABC process.
- Delivery of 14-19 Action Plan with particular reference to vulnerable young people.
- By developing more positive and diversionary activities for children and young people.
- Developing a strategy to offer Parenting Courses where children and young people are involved in crime, disorder, anti-social behaviour and/or substance misuse.
- Develop family support and systems of early identification of children for all ages at risk of crime, disorder anti-social behaviour and drug misuse.
- Develop and communicate clear plans for identifying and supporting victims of crime and disorder, anti-social behaviour and drug misuse.

How will we know we are making progress?

MAKE A POSITIVE CONTRIBUTION
• Shadow Partnership Board fully operational and effective
• Improved voluntary and community engagement of children and young people
• Increased participation of all children and young people in school and youth councils
• Reduced number of racist incidents in schools
• Reduce levels of 1 st time offending
• Reduced first time entrants to the Youth Justice System (LAA)
• Reduced levels of re-offending (LAA)
• Increase the participation of young problem drug users under 18yrs in treatment programmes
• Reduce the percentage of fixed term and permanent exclusions
• Decrease in all forms of bullying behaviour

ACHIEVE ECONOMIC WELL-BEING

PRIORITY AREA

- **Improving learning outcomes for 14-19 year olds**
- **Improving access and housing**

Key judgements:

- a coordinated 14-19 Strategy is being implemented, which is based on an agreed set of performance indicators and improvement targets, and achieving improved outcomes in terms of:-
 - access to their curriculum entitlement for young people;
 - the achievement of all groups of learners when compared with benchmark data;
 - the quality of teaching and learning;
 - the level of resourcing for 14-19 learning;
 - guidance and support to enable more young people to access and remain in appropriate learning.
- Action is taken to ensure that young people have decent housing.
- Community regeneration initiatives address the needs of children and young people.

Where we are now

The proportion of young people in employment, further education and training in Herefordshire is above the national average and overall standards of attainment at Key stage 4 and 5 are high. The recent 14-19yrs Area Wide Inspection reported that provisions in Herefordshire are at least satisfactory and the Partnership Board has endorsed the Action Plan as a priority area. Provisions for early years are good and this supports the economic well-being of families in the County. The number of homeless families has been rising and is a cause for concern that will be addressed in this plan, for this reason the Joint Area Review rated this area as adequate.

Joint Area Review Comments

Strengths:

- A good 14-19 Strategy.
- Some further education provision is outstanding.

Improvements Needed:

- Improve post-16 staying-on rates.
- Strengthen transition planning for young people with LDD.
- Improve post-16 strategy for children with LDD.
- Strengthen opportunities for employment, education and training for Looked After Children.
- Shortage of suitable housing.
- Transition planning for children and young people with LDD is weak.
- Insufficient curriculum opportunities for vulnerable groups.

Where we want to be:

- Widespread awareness of, and commitment to, a 14-19 Strategy which is capable of delivering the national requirements.
- Senior managers signed up and working to an agreed, core set of performance indicators.
- A time-bound and resourced implementation plan is in place for the realisation of the 14-19 curriculum entitlement.
- Benchmark data is being used effectively to direct effort in improving achievement and outcomes for groups of young people.
- All teaching and learning is judged good or better in external inspection.
- All young people are aware of the 'things to do and places go' in the area (Youth Green Paper – Youth Offer).
- That all our customers have equal access to services they need.
- 'A balanced and affordable housing market, providing decent homes and sustainable communities, and ensuring opportunities for choice and independence for all residents in Herefordshire' (Strategic Housing –Service Plan 2006-7).
- Provide transitional, supported housing on low density developments (Supporting People Strategy 2005-10).
- Provide supported lodging scheme for young offenders (Supporting People Strategy 2005-10).

How we are going to get there

- Improve post-16 staying-on rates.
- Improve the effectiveness of the 14-19 Strategy Group.
- Improve the effectiveness of the 14-19 Strategy in the light of the national 14-19 Implementation Plan.
- Version 3 of the Plan produced incorporating agreed performance indicators.
- Baselines established for each indicator.
- Targets for improvement agreed.
- Methodology agreed for the collection and analysis of the data and for its resourcing.
- All providers are committed to collaboration.
- Curriculum advisory expertise is available.
- The implementation plan is incorporated in version 3 of the Strategy and its implementation supported by the core performance indicators.
- Effective means of measuring achievement of all groups of learners and of comparing this with benchmark data are in place.
- Data is being used to identify areas for improvement.
- Action is agreed to achieve improvement.
- Analyse reasons for learner withdrawal from courses and take appropriate action.
- Children's Services and LSC quality improvement strategies continue to build on good practice.
- Develop coherent 14-19 Continuous Professional Development (CPD) strategy for all Consortium partners.
- Continue to make the case for fairer funding for Herefordshire schools.
- LSC to work hard to maximise FE and WBL annual settlements.
- Work hard to secure, and to make best use of available development and capital funding.
- All young people and their parents/carers have access to impartial IAG.
- Area prospectus produced.
- Access for all young people to the full entitlement offer.
- Action resulting from the analysis of reasons for premature drop-out.

- Through the Herefordshire Accessibility Partnership provide tailored community transport services for young people to improve access to services (Local Transport Plan 2006-7).
- Further develop School Travel Plans linked to the Safer Routes to School initiative.
- Implement Equality Impact Assessments of all service areas and delivering the actions of the Comprehensive Equality Policy, the Race Equality scheme and the Disability scheme.
- Regularly identifying and responding to local accommodation needs.
- Improving the condition of public and private housing.
- Providing affordable and accessible accommodation.

How will we know we are making progress?

ACHIEVING ECONOMIC WELL-BEING	Priority Areas
• Increased up take of child care for all families	9
• Implementation of the 14-19 Action Plan and successful evaluation	10
• Improved performance in GCSE (or equivalent) performance tables	7
• Increased NVQ level 2 achievement at 19.	10
• Distance travelled in post-16 level 2 provision.	9
• Value Added in post-16 level 3 provision.	10
• Increased 16-18 participation rates in learning.	10
• Fewer 16-18 year olds in jobs without training.	10
• Fewer 16-18 year olds who are NEET.	10
• Increased % of teenage mothers, young offenders and care leavers in EET.	10
• Fewer drop-outs from post-16 learning.	10
• Rate of expansion of curriculum offer.	10
• External inspection grades for teaching and learning.	10
• Reduce the number of care leavers without appropriate accommodation	9
• Reduce the number of families in temporary accommodation	9
• Decrease the number of homeless young people	9
• Increase the number of Herefordshire residents aged 19yrs to achieving a skills for life qualification	10

VULNERABLE CHILDREN AND YOUNG PEOPLE (LDD & LAC)

PRIORITY AREA

**Improving outcomes for children with Learning Difficulties/Disabilities
Improving outcomes for Looked After Children**

Key judgements;

- Children and young people with LDD are helped to enjoy and achieve.
- Children and Young People with LDD are helped to make a positive contribution.
- Children and young people who are Looked After are helped to enjoy and achieve.
- Children and young people who are Looked After are helped to make a positive contribution.

Where we are now

There are many groups of very vulnerable children whose needs are covered by the five priority outcomes above. These include Travellers, Asylum Seekers and EAL. However, the two largest groups of very vulnerable children and young people in Herefordshire are those with Learning Difficulties/Disabilities and those who are Looked After. These children are considered separately here in line with the Ofsted Outcomes Framework.

Joint Area Review Comments

The JAR report recommended the following actions

- Ensure that there is a single referral, assessment and service planning framework for children in need which is consistently and effectively applied in practice.
- Ensure effective implementation of the multi-agency healthcare planning procedures for Looked After Children.
- Ensure appropriate Social Care support for the families of children with LDD.
- Ensure letter co-ordinated transition planning for all young people with LDD.
- Improve communications with parents and young people with LDD in terms of both the assessment of need and planning of provision.

Where we want to be

LDD

- A clear definition of LDD incorporating all aspects of SEN.
- All children with LDD identified and assessed as early as possible in accordance with NSF Standards.
- Earlier intervention to prevent problems escalating and to improve the outcomes for children and young people.
- A common assessment framework operating to ensure information sharing between partners and to streamline assessment.
- Greater transparency around assessment and the services available for children and their families.
- A multi-agency coordinated assessment of LDD reducing the number of professionals seen

- by the family and offering local access.
- A key worker/lead professional identified for every child with LDD.
- Improved training and employment opportunities for children with LDD.
- Improved access to supported living and housing.
- Care pathways and an interagency care plan following assessment for every child with severe LDD.
- Interagency involvement in transition arrangements for all C&YP with LDD.
- Improved Standard 8 of the NSF.

LAC

- We will achieve even better outcomes for Looked After Children.
- Further steps will have been taken to avoid children having to become looked after.
- Looked After Children will be provided with further opportunities to express their views and have them listened to.
- A wider range of care arrangements will have been secured for Looked After Children.
- Unmet health needs will have been addressed.
- Looked After Children will be further supported in achieving their educational potential.
- Looked After Children will be enabled to enjoy a range of cultural and leisure activities and helped to develop individual interests.
- Looked After Children will be supported when leaving care in education and training and with enhanced opportunities for employment.
- Support for access to accommodation on leaving care will be improved.

How we are going to get there

LDD

- Transition planning for young people with LDD.
- Post-16 strategy for children with LDD.
- Decisions needed about information sharing arrangements.
- A multi-agency Working Party to develop the common assessment framework.
- A multi-agency Working Party to develop the lead professional/key worker role and care planning.
- Protocols and procedures for transition arrangements in place.
- Implementation of JAR Action Plan for children and young people with LDD.
- Implementation of the 14-19yrs Action Plan.
- Development of multi-disciplinary LDD team including all relevant agencies.
- The development of an integrated LDD policy incorporating the CAF.

LAC

- Improve education, employment & training opportunities for Looked After Children.
- Improve educational attainments of Looked After Children through targeted support.
- Reduce Looked After Children school absence by tenacious tracking and early intervention.
- Intervene to prevent Looked After Children being excluded from school and minimise the impact for cover of exclusions.
- Ensure early intervention for all Looked After Children.
- Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.
- Increase the number of support staff available for Looked After Children in schools through positive action.
- Prioritise access to therapy and specialist assessment of needs of children Looked After.
- Raise awareness of outcome for children Looked After in order to improve them.

- Provide financial support to ensure participation in activities which build self esteem.
- Survey the views of Looked After Children including exit interviews.

How will we know we are making progress?

LDD

- Integrated process and assessment for LDD.
- Fewer children and young people with a statement of SEN.
- More statements of SEN completed within deadlines.
- Fewer SEN tribunals.
- More reviewed and discontinued statements of SEN.
- Improved opportunities for children with LDD in EET.
- Improved transition arrangements for children and young people with LDD.

LAC

- Increase % of LAC offered a health check in the year (LAA).
- Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12).
- Improved results for 1 or more GCSEs for LAC (LPSA 2G Target 13).
- Increased % of LAC in EET.
- Reduced number of care leavers without appropriate accommodation.

OUR PLANS FOR INTEGRATING SERVICES IN HEREFORDSHIRE

PRIORITY AREA

Integrating services and multi agency working

- **Our Plan for Integrating Services, Processes and Strategies.**

Herefordshire is very well placed to press ahead with plans to integrate the various services. We already have very good partnership working; boundaries of service provision are co-terminous and structures are in place such as the Children and Young People's Partnership Board and Children's Services.

The population in Herefordshire is thinly spread and a pattern of small market towns with problems of distance and access to services argue for co-located multi-professional teams. The government model is for community based 'service hubs', however, it may not be practical to deliver all services in this way. Developments in Children's Centres and in extended schools are already proceeding and this work will inform and shape the location of these service hubs. Developments are based around schools, as envisaged by government. This is closely linked to the development of Children's Centres and to the Extended Schools initiatives. There are 14 school partnerships. Based on an analysis of need and considerations of efficiency and effectiveness, a smaller number of partnerships are proposed based on school areas and PCT localities. These will be based on two high schools and their feeder primary schools in most instances. These children's services improvement partnerships will have a close relationship to the five current Primary Care Trust localities.

The proposed partnerships could be based around Bromyard, Ledbury, Ross-on-Wye, Golden Valley, Kington / Weobley, Leominster and Hereford City. The development of Extended School and Children's Centre provision should be linked and co-ordinated in these partnership localities, and access/transport considerations planned ahead. The partnerships would require a Herefordshire information sharing agreement; on systems developments based on the common assessment framework and leadership/co-ordination with clear lines of accountability to the Director of Children's Services and the Children and Young People's Partnership Board and eventually, the Children's Trust would commission services.

It can be seen that the concept of developing "service hubs" and their location in areas of relative deprivation is already well developed and comparatively straightforward in Herefordshire. A clear view of our long-term destination is apparent and this local framework is built on work already underway in developing service hubs in Herefordshire. It is accepted, however, that some services will best meet needs if they remain centrally organised (especially those for very small cohorts of children) and locally delivered in the partnership areas. The arrangements for multi-disciplinary working in the areas are properly still under discussion and areas remain to be designed between partner agencies. The key principle must be to place the needs of children and their families first. This broad vision was the subject of consultation in September 2005 and agreed by the Partnership Board in October 2005. (See appendix for further information).

Where we are now

- The Child Concern Model, launched in May 2004, has cross agency agreement.
- The C&YP Partnership Board have agreed to develop integrated services, processes and strategies and have a shared vision.
- Information sharing arrangements have been agreed between some agencies.
- There is an interagency working party developing a common assessment framework.
- Arrangements for the lead professional role have been agreed in broad outline by Health and Children's Services through the National Service Framework.
- An interagency working group is considering joint care plans in line with the National Service Framework requirements.
- The participation of children and young people has been developed.
- Hear by Rights standards for consultation have been adopted.
- A shadow C&YP Partnership Board of young people has been established.

The Joint Area Review report has recommended actions within 6 months for:

- Reviewing the threshold criteria for the Child Concern Model with all partners and ensure these are understood and consistently applied.
- Training and support of all front-line staff on the CCM.
- Addressing recruitment and retention difficulties.
- Ensuring written records are made of all contacts with the duty team.

Where we want to be

- Better integrated services, processes and strategies.
- Further implementation and consolidation of the Child Concern Model as per JAR Action Plan.
- An information sharing agreement between all agencies and protocols in place.
- A common assessment framework in place and being used by all the agencies.
- Lead professional appointed for every new referral at Level 1 & 2 of the Child Concern Model.
- Interagency care plans drawn up for every child at Level 1 of the model.
- Multi-professional teams established and holding regular meetings with coordination around local service hubs.

How we are going to get there

- Consultation with young people to support their participation in strategic planning.
- Restructuring of Children's Services Directorate.
- Stakeholder events to take place to ensure involvement by all relevant groups.
- A multi-agency working party will be formed to develop plans for integrating services, processes, strategies and co-location, for ratification by the Partnership Board.
- An Action Plan for further implementation of the Child Concern Model is now in place.
- A multi-agency working party is developing the common assessment framework, care planning and lead professional role: the work must be concluded by June 2006.
- Information sharing agreements will be developed in line with government guidance.
- Developing the Children's Workforce Strategy and common core of skills and knowledge.

WHAT RESOURCES ARE AVAILABLE?

Herefordshire Council operates an annual planning framework with resources being aligned to the ambitions set out in the Corporate Plan and the Herefordshire Strategic Partnership. Priorities within the Corporate Plan and the Herefordshire Plan form a basis for the priorities in the Children and Young People's Plan as detailed elsewhere. In addition the Council are committed to improvements in Staying Safe and specifically to the JAR Action Plan. The Children's Services directorate has an Operations Plan which sets out in detail how priorities relating to the Children and Young People's Plan will be met and resources are identified.

The Children and Young People's Plan attempts to draw in and co-ordinate the work across other agencies. The focus in the Plan has been to co-ordinate and integrate services around the five outcomes and to outline how we can move forward on the development of multi-agency teams; integrated processes (CAF, information sharing, etc) and integrated strategies. As this work develops it will be necessary to consider the potential of pooled budgets. It will be necessary to set out the scope, aims and benefits of pooling arrangements as well as governance and financial arrangements. There are already some good experiences in Herefordshire of such arrangements, e.g. JAM (Joint Agency Meeting for out county placements). A legal agreement might set out responsibilities, service standards and management arrangements. The Local Area Agreement is another example of our commitment to pooling and aligning budgets.

There is already a significant investment in services for children and young people in Herefordshire, and much of this is in staff. By way of illustration, selected whole time equivalent staffing levels are shown below. The local challenge is for the Partnership Board to create a shared vision so that all staff in children's services work to commonly agreed priorities implementing the policy frameworks set out in this Plan.

To develop joint commissioning and explore pooled budgets, all partners will need to understand better their current spend and commissioning arrangements, and this work will be taken forward in 2006/2007. This year will also see progress in identifying which budgets might be appropriately considered for pooling arrangements. Governance arrangements will also be further developed.

Some current staffing resources include: (Approx numbers only)

- 2 Child Psychiatrists
- 46 Medical Staff in Hospital Paediatric Services
- 73 Hospital Paediatric Nursing Staff
- 2 Community Paediatricians
- 7 Educational Psychologists
- 43 Social Workers
- 24 Children's Therapists
- 7 Youth Counsellors
- 17 Youth Offending Staff
- 23 Operational Probation Staff
- 6 C.P. Police Officers
- 7 EWOs
- 27 Connexions Personal Advisers
- 20 Youth Workers
- 9 School Nurses
- 25 Advisers/Inspectors
- 36 Centrally retained Support Teachers
- 1282 Teachers in schools
- 30 Health Visitors
- 24 G.P Practices
- 87 Midwives

Workforce Strategies

In order to achieve the best services for our County's children we need to have a workforce which is skilled, effectively led and supported. We aim to ensure that staff work together across professional boundaries so that the child is at the centre of any service delivery.

The development of a Children's Workforce Strategy in 2006 will reflect the vision of reducing professional boundaries; increase the common understanding of each other's role, approach and language.

The CYPP Board are sponsoring in the Spring of 2006 a scoping day for all agencies. This work, with the support of the Children's Workforce Development Service, will be shaped into a Strategy over the next three years.

The key challenges focussed upon will be:-

- Recruitment and Retention
- Development of staff and core skills
- Integration of services
- Strengthening of our leadership, management and supervision

Conclusion

In this Plan we have outlined an exciting programme for improving the delivery of services for children and young people. There is a considerable amount of work to be done on this improvement journey but we have begun to detail the destinations and the route maps. The Plan is ground breaking; for the first time we have had the full participation of a range of agencies, professional groups and children, young people and their families. We have started to work together in deciding on what needs to be improved and how we might do this in an integrated and coordinated way. The Plan and our progress will be reviewed by April 2007.

GLOSSARY FOR CHILDREN AND YOUNG PEOPLE'S PLAN

A3, C20, C21	Performance indicators
ACPC	Area Child Protection Committee
APA Indicators	Annual Performance Assessment
ASBO	Antisocial Behaviour Order
AWI	Area Wide Inspection (14-19)
BVPI	Best Value Performance Indicator
CAF	Common Assessment Framework
CAMHS	Child Adolescent Mental Health Service
CASS	Children's and Students' Services
CCM	Child Concern Model
CDC	Child Development Centre
CDDR	Crime Disorder and Drugs Reduction
CDRP	Crime and Disorder Reduction Partnerships
CLD	CLD Youth Counselling Service
COMPACT	Agreement with the Voluntary Sector
CP	Child Protection
CSCI	Commission for Social Care Inspection
CSDP	Community Safety Drugs Partnership
CYPP	Children & Young People Plan
DDA	Disability Discrimination Act
DfES	Department for Education & Skills
DIS	Delivery Improvement Statement
EDP	Education Development Programme
EDP	Education Development Plan
EET	Education, Employment and Training
ELSS	Education & Learning Support Service (Looked After Children)
EP	Educational Psychologist
ESA Standards	Environmental Safety Awards
EWO	Education Welfare Officer
EYDCP	Early Years Development & Childcare Partnership
GCSE	General Certificate of Secondary Education
GP	General Practitioner
HASH	Hereford Association of Secondary Heads
HAT	Herefordshire Aftercare Team
HEP	Herefordshire Equality Partnership
HHSP	Herefordshire Healthy Schools Partnership
HLSS	Herefordshire Learning Support Service
HPS	Herefordshire Psychological Services
IFP	Increased Flexibility Programme
IMD	Index of Multiple Deprivation
IMPACT	Integrated, Modernisation, Planning and Change Team
IRT	Identification, Referral and Tracking
ISA	Information Sharing Assessment
KITE	Children with Disabilities Multi Agency Centre
KS (1,2,3,4)	Key Stage (1, 2, 3, 4)
KSF	Knowledge and Skills Framework
LA	Local Authority
LAC	Looked After Children
LDD	Learning Difficulties and Disabilities
LPSA	Local Public Service Agreement

LSC	Learning & Skills Council
LSCB	Local Safeguarding Children's Board
MAPPA	Multi Agency Public Protection Arrangements
MBSS	Medical and Behavioural Support Service
MIS	Management Information System
MMR	Measles, Mumps and Rubella
NCH	National Children's Homes
NEET	Not in Education, Employment or Training
NHS	National Health Service
NOF	New Opportunities Fund
NPFA	National Performance Framework Assessment
NSF	National Service Framework
NVQ	National Vocational Qualification
ONS	Office National Statistics
OT	Occupational Therapy
PAF	Performance Assessment Framework
PANDA	Performance and Assessment Data
PASS	Physical and Sensory Support Service
PCT	Primary Care Trust
PE	Physical Education
PEC	Professional Executive Committee (of PCT)
PEP	Personal Education Plan
PFI	Private Finance Initiative
PIs	Performance Indicators
PLASC	Pupil Level Annual School Survey
PRU	Pupil Referral Unit
PSHE	Personal, Social & Health Education
QCA	Qualifications and Curriculum Authority
QTS	Qualified Teachers
ROSPA	Royal Society Prevention Accidents
RSL	Registered Social Landlord
SA	Statutory Assessment
SACRE	Standing Advisory Council for Religious Education
SCBU	Special Care Baby Unit
SCITT	School Centred Initial Teacher Training
SEN	Special Educational Needs
SFSS	School's Formula Spending Share
SHYPP	Supported Housing for Young People Project
SIS	School Improvement Service
SLA	Service Level Agreement
SOP	School Organisation Plan
SRD	Staff Review & Development
STI	Sexual Transmitted Infection
VI	Visually Impaired
WRVS	Women's Royal Voluntary Service
YOS	Youth Offender Service
YS	Youth Service



IMPLEMENTING ELECTRONIC GOVERNMENT 6 RETURN

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

30TH MARCH, 2006

Wards Affected

Countywide

Purpose

To seek Cabinet's approval of the Implementing Electronic Government return (IEG6).

Key Decision

This is not a key decision

Recommendation

THAT Cabinet approve the IEG6 return.

Reasons

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against central government's 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from the investment in e-government and the use of IEG funding in individual local authorities

Considerations

1. This is the seventh time the Council has been required to submit an IEG return to central government to set out how it has or plans to achieve improvements in customer focused services underpinned by information technology. The ODPM has provided a prescriptive format that cannot be changed and this is essentially a technical document. The ODPM has mandated that the IEG6 return be submitted through the use of an electronic toolkit (ESD-toolkit); this toolkit has been used regularly to monitor local progress in the delivery of e-government through to March 2006 and is also used to submit the Council's Annual Efficiency Statement.
2. Self-assessment against priority outcomes again appears in this IEG return. These priority outcomes provide a focus for reaching 100% e-enablement of services by December 2005 and shift the onus onto the service areas. Priority Outcomes are defined in a detailed and specific way to overcome some of the interpretations possible under BVPI 157. During October 2004 an exercise was carried out to allocate responsibility for each priority outcome to the appropriate Director and Department head.

Further information on the subject of this report is available from Julie Holmes Head of Information Technology and Customer Services on telephone 01432 260403

3. This particular return marks the end of the IEG programme and will be used as a key reference document in the audit process for assessing how related grant funding has been used.

Risk Management

4. The IEG6 return is a required reference document providing evidence to auditors of how IEG grant funding has been used.
5. The Herefordshire Connects programme has impacted the short-term delivery timescales for IEG targets as certain projects have been suspended. However, in the longer-term, this programme will offer greater and more sustainable service improvement opportunities as well as taking into account the requirements of IEG through adopting a strategic approach to both ICT and IEG.

Consultees

The IEG6 return has been produced as a consequence of a Council wide collaboration to collate and validate the information provided within the report.

Background Papers

None identified.



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: Herefordshire Council

IEG Contact Name: Julie Holmes

Email: jholmes@herefordshire.gov.uk

Telephone No: 01432 260225

Local Context

The Corporate Management Board of the Council has recently approved a programme of work to build on the existing service plans of the council and create a Council Transformation Business Case to make substantial improvements to and efficiencies in the way the organisation delivers services to the communities of Herefordshire. This programme is known as 'Herefordshire Connects'.

Herefordshire Connects will articulate a 5-year vision for the delivery of critical Council Services through a series of both directorate and cross-cutting service improvement plans, which will outline the key priorities and the relevant projects needed to implement relevant service improvement. At the same time a supporting ICT strategy will be created that describes the necessary ICT application and technical infrastructure to support the service improvement activities. It must be noted that Herefordshire Connects is NOT an ICT lead initiative; it is a business-led transformation programme that will make best use ICT, where appropriate, to enable the changes that the organisation needs to achieve.

As the first phase of this programme, an initial 13-week strategic review has been started from the beginning of 2006. This first phase is supported by an external services partner – Axon – and a dedicated team from across all of the Council's directorates. Axon were chosen for this work based on their experience with other local authorities in this field and the capability to use a template based approach.

This first phase will produce:

- Service Improvement Plans (SIP) for each directorate. This will provide a business context in which both the initial projects can be determined and the ICT strategy designed. The SIP will include a summary of key projects the directorate will undertake in the next 3-5 years as well as the associated costs and benefits. The programme of work will be prioritised based upon need, cost and risk.
- A Council Transformation Business Case. The directorate specific SIPs above will be consolidated into a council business transformation business case.
- Detailed Business Cases for each of the initial projects. This will include (a) statement of how the project supports council priorities (b) implementation options (c) proposed approach and solution (d) detailed costs (e) detailed benefits and outcomes (f) proposed delivery approach – internal or external.

As a consequence of this programme, all other projects apart from a small number of key enablers (e.g. upgrade of ICT network infrastructure) are on hold pending the outcome of this review. This is necessary to limit any potential investments in solutions that will not fit in with the long-term vision of the Council. This decision has had a small impact on a number of planned projects to meet IEG criteria. However through this strategic approach and the

incorporation of IEG requirements into the transformation programme, the Council will better meet the goals, aspirations and service improvement opportunities offered through e-Government in the longer-term.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 01/11/2004	Amber 01/11/2004
	Comment: Project on hold due to infrastructure of website/services being updated as part of the Herefordshire Connects programme.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005
	Comment:	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 01/11/2004	Amber 01/11/2004
	Comment: Project on hold due to infrastructure of website/services being updated as part of the Herefordshire Connects programme.	
If already 'green' on R1, R2 & G1 above please comment on	Comment:	
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 31/12/2005	Green 31/12/2005
	Comment:	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 31/12/2005	Green 31/03/2006
	Comment: Liasing with the Youth Justice Board to implement an exchange of secure e-mails between Service providers.	
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 01/03/2005	Green 31/03/2006
	Comment: Herefordshire's County Portal is due to go live by 31/3/06. This will allow local organisations, community groups and clubs the ability to maintain their own information online.	
If already 'green' on R3, R4 & G2 above please comment on	Comment:	
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2004	Green 01/01/2004
	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/01/2005	Green 01/01/2005
	Comment:	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 10/11/2005	Green 10/11/2005
	Comment: All future consultations to be performed using corporate standard software allowing both the Council and Herefordshire Partnership to engage with the citizen.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/12/2005	Green 31/12/2005
	Comment: Video streaming has been enabled to support communications strategy relating to policies .	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:	
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 31/12/2004	Amber 31/12/2004
	Comment: Priority Outcome is being developed under the Integrated Customer Services Work Package, as part of the Herefordshire Connects programme.	
R8 Online receipt and processing of planning and building control applications.	Green 31/08/2005	Green 31/08/2005
	Comment: The Planning Portal and integration and availability of UK Planning implemented	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 30/12/2005	Green 30/12/2005
	Comment: Corporate GIS implemented	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/02/2005	Green 31/03/2006
	Comment: Sharing of Trading Standards data between councils has been implemented via the West Midlands hub based at Coventry. But that due to demand Hereford Council will be in the next round of Local Authorities to go live.	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Green 30/12/2005	Green 30/12/2005
	Comment: On-line forms and e-consultation available for electronic submission. Scanned copies of submitted plans to be available as part of GIS project.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/08/2005	Green 01/08/2005
	Comment: An e-procurement solution has been deployed across the Authority for ICT and consumables procurement. This provides the potential for a wider roll-out should future efficiency savings be identified.	
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/04/2004	Amber 01/04/2004
	Comment: The work which will achieve this outcome is part of the new Herefordshire Connects, and will be fully met by the Integrated Customer Services and Integrated Support Services work programmes. Implementation of this strategy will commence from April 2006.	
G9 Regional co-operation on e-procurement between local councils.	Red 01/04/2006	Red 01/04/2006
	Comment: The Authority and our partners in West Mercia Supplies [Worcestershire, Shropshire & Telford & Wrekin] are working closely with WMCoE, but have no firm projects in place at this point in time.	
If already 'green' on R9, G8 & G9 above please comment on	Comment:	
E5 Access to virtual e-procurement 'marketplace';	Comment:	
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:	
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:	
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 30/04/2005	Green 30/04/2005
	Comment: Improved e-Payment solution implemented on the Council's Internet site.	
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/08/2005	Amber 01/08/2005
	Comment: As part of the Corporate review, known as Herefordshire Connects, this has been identified as part of the Service Improvement Programme and as such will be included in future developments.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/01/2003	Green 01/01/2003
	Comment: The council has provided on-line payment facilities for the last 2 years via the internet. However the most efficient and cost effective e-method of payment is Direct Debit. This Council has increased direct debit payments for the past 4 years and collection figures have also improved consistently over the same period.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/08/2005	Amber 01/08/2005
	Comment: As part of the Corporate review, known as Herefordshire Connects, this has been identified as part of the Service Improvement Programme and as such will be included in future developments.	
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 26/04/2005	Green 26/04/2005
	Comment: Online reservations of library books available with effect from April 2005.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Amber 01/07/2005
	Comment: Herefordshire Council outsource their Leisure facilities to HALO Leisure Services. They have recently decided to disengage from the Councils ICT environment, therefore all planned projects are on hold.	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Current systems support the booking of library, sports and leisure services via membership cards using a swipe facility. A policy for the Council's adoption of smartcards is not yet in place though we are in consultation with regional bodies (Black Country Consortia) as to how this may be achieved.	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/01/2004	Green 01/01/2004
	Comment: A web-based timetable information and journey planner is available through deep links from Council Website.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 30/11/2005	Green 30/11/2005
	Comment: Public e-consultation recently implemented. Past consultations available on-line.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Downloadable "Challenge" form now available on the web-site. The work which will achieve this outcome is part of the Herefordshire Connects. Implementation of this strategy will commence from April 2006.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 30/12/2005	Green 30/12/2005
	Comment: This is included in Phase I of GIS project due for delivery December 2005	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 31/12/2005	Amber 31/12/2005
	Comment: Housing & Council Tax benefit "one-stop" resolution is part of the Herefordshire Connects project.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 31/12/2005	Green 31/12/2005
	Comment: Currently customers can download a claim form from the web, where there is also a benefit calculator. The web pages are updated regularly. Started implementation of online form with completion anticipated during December 2005.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/06/2005	Amber 01/06/2005
	Comment: Due to the embargo on completing the implementation of all the Academy modules this is now being addressed via the Herefordshire Connects project.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:	
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/12/2005	Green 31/12/2005
	Comment: A Public Contact Officer has been recruited and part of the remit of the post will be to cover this element. It is anticipated that information will be available from 31/12/2005.	
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Amber 19/09/2005	Amber 19/09/2005
	Comment: An Electronic Social Care Record forms part of the Herefordshire Connects. Implementation of this Strategy should commence in April 06.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/11/2004	Red 01/11/2004
	Comment: Herefordshire Connects intends to support ICS and IS index through its Integrated Customer Services. This will enable Common Assessment Framework to be used.	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/09/2004	Amber 01/09/2004
	Comment: The Single Assessment Process is included and forms part of Herefordshire Connects. Implementation of this Strategy should commence in April 06.	
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/01/2004	Green 01/01/2004
	Comment:	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/03/2004	Green 31/03/2004
	Comment: Policy and guidance has been developed. Flexible Working Guidance for Employees (Council internal document), plus presentation overheads. Flexible Working Policy and Guidance (Council internal document). Member Development programme in place (internal Council document).	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 31/12/2005	Green 31/12/2005
	Comment: Flexible Working policy and guidance in place includes supporting home working. Detailed employee guidance also in place re terms and conditions.	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2005	Green 31/03/2005
	Comment:	
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:	
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and will be fully met by the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/03/2004	Green 01/03/2004
	Comment: Signed contracts are in place with partnerships for website content which underpins council website.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Green 31/12/2005	Green 31/12/2005
	Comment: The adoption of ISO 15489 methodology is captured within the Policy document for Records Management. Work will be on-going to manage all records within a corporate records system, including an electronic record management system this programme of work will be included in the next phase of Herefordshire Connects.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/03/2005	Green 31/03/2005
	Comment: Software is in place to monitor compliance of published web/intranet content with AA standard at 78%, with 100% to be achieved by December 2005. Actively working towards AAA standard and RNIB "See It Right" accreditation	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/01/2004	Green 01/01/2004
	Comment:	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 30/09/2005	Green 30/09/2005
	Comment:	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/04/2004	Green 01/04/2004
	Comment:	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/12/2005	Green 31/12/2005
	Comment: These are under development as part of the Corporate Customer Services policy and will be supported through the web-reporting project.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 31/03/2005	Green 31/03/2005
	Comment: We have also now achieved Internet Crystal Mark accreditation, 08/11/2005.	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of the Herefordshire Connects, and is an integral part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/09/2005	Amber 01/09/2005
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and is part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/01/2004	Amber 01/01/2004
	Comment: The work which will achieve this outcome is part of Herefordshire Connects, and is part of the Integrated Customer Services work programme. Implementation of this strategy will commence from April 2006.	
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/01/2004	Amber 01/01/2004
	Comment: The integration of the CRM with back office systems will be clarified by the current Corporate ICT Strategy review. Workflow is included within this review.	
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Green 01/01/2004	Green 01/01/2004
	Comment: The Authority has a CRM solution, deployed in Info Shops, that allows citizens to notify a change of address - as part of this process the citizen is asked to specify which other departments in the Authority this information can be shared with to fulfil the requirements of the Data Protection Act.	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	Comment:	
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.		
Otherwise you may leave this row blank.		

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/01/2004	Green 01/01/2004
	Comment: Member e-champion is Councillor Mrs. June French Officer e-champion is Julie Holmes - Head of Information, Technology & Customer Services	
ii) e-government programme manager	Green 01/09/2004	Green 01/09/2004
	Comment: 2 new posts recruited to carry out project and programme management for e-government related projects	
iii) customer services management	Green 01/01/2004	Green 01/01/2004
	Comment:	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/01/2004	Green 01/01/2004
	Comment: New staff recruited with relevant areas of expertise and extensive staff training programme in place.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/11/2002	Green 01/11/2002
	Comment: IPG (Information Policy Group) has responsibility for e-programme delivery. This group has representatives from all Directorates and reviews and approves all ICT projects	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/01/2004	Green 01/01/2004
	Comment: Prince2 is used for project and programme management across the Council	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2004	Green 31/03/2004
	Comment: Corporate Risk Management strategy documented and agreed with Chief Executive.	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Red 01/10/2003	Amber 01/01/2006
	Comment: This is a key element of the Community Access Points programme which is funded by AWM, GOWM and the Council.	
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/01/2004	Green 01/01/2004
	Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002. Compliance officer appointed for FoIA - each Directorate also has a Data Protection Liason officer.	
<ul style="list-style-type: none"> • Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/09/2005	Amber 01/09/2005
	Comment: This will form part of the the delivery of a new Customer Services Strategy.	
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/05/2000	Green 01/05/2000
	Comment: LSP Partnership in place since May 2000	
<ul style="list-style-type: none"> • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 01/01/2004	Green 01/01/2004
	Comment: e-enabled service provided via INFO shops – age concern, CAB, Leominster Credit Union. Portals developed for partners.	
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Amber 01/11/2005	Amber 01/11/2005
	Comment: We have engaged with an external specialist consultancy company to advise on the implementation of BS7799. An additional post has been approved to support this initiative. Originally certification was planned for March 2006. Due to capacity issues and the need to plan for certification of both ICT and Children's Services, this has now been delayed until October.	
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/02/2005	Amber 01/02/2005
	Comment: Currently under review as part of the Authority-wide consultation on efficiency savings and a fundamental part of the Herefordshire Connects programme.	
<ul style="list-style-type: none"> • Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: It is our intention to adopt standards wherever possible in this area. As an 'early adopter' of the Government Connect programme we anticipate that through this engagement we will be able to make use of the experiences and best practices of the organisations involved in this programme.	
<ul style="list-style-type: none"> • Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 01/11/2004	Red 01/11/2004
	Comment: The Council has registered as an 'early adopter' for Government Connect. Through adopting the standards offered by Government Connect we expect to comply to HMG frameworks.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/04/2005	Red 01/04/2005
	Comment: Currently under review as part of the implementation of the Council's Customer Service programme which will include the use of Government Connect.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the initial phases of the Council's Customer Service strategy this year we intend to use the GC core register product for personalisation and registration.	
<ul style="list-style-type: none"> ii) adoption of Unique Identifiers (UIDs) and associated standards, as designated in Government Connect 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the Council's Customer Service strategy this year we plan to adhere to the required standards and adopt UID's.	
<ul style="list-style-type: none"> iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) 	Red 01/04/2005	Red 01/04/2005
	Comment: This is under review for inclusion as part of the implementation of the Council's Customer Services Strategy.	
<ul style="list-style-type: none"> iv) citizen & business authentication for services for services categorised at security levels 0-3 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the delivery of the initial phases of the Council's Customer Service strategy this year we intend to use the GC core register product for authentication for security levels 0 -1. As GC further develops services for higher security levels these will also be considered for adoption.	
<ul style="list-style-type: none"> v) registration & authentication of employees for internal and cross-agency services 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	
<ul style="list-style-type: none"> vi) corporate approach to collection of e-payments 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered under the Government Connect scheme. As part of the technical component of the current Corporate ICT Strategy review we will determine how we integrate govconnect into our enterprise services architecture.	
<ul style="list-style-type: none"> vii) cross agency secure transactions (Government to Government) 	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005
	Comment:	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005
	Comment: The Council has registered as an early adopter under the Government Connect (GC) scheme. As part of the technical component of the current Herefordshire Connects programme we will determine how we integrate GC into our business services architecture.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005
	Comment:	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005
	Comment:	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Red 01/04/2005
	Comment:	
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5)	Green 09/12/2005	Green 09/12/2005
	Comment:	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/02/2005	Green 01/02/2005
	Comment:	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/02/2006	Red 01/02/2006
	Comment: A review of the potential for this will be included as part of the Herefordshire Connects programme.	
• Establishment of dedicated telephone contact centre(s) services	Amber 01/09/2005	Amber 01/09/2005
	Comment: Being implemented as part of the Customer Service Strategy.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 01/01/2004	Green 01/01/2004
	Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002.	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 01/01/2004	Green 01/01/2004
	Comment:	
• Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Red 01/09/2005	Red 01/09/2005
	Comment: Under consideration as part of Customer Services contact centre implementation scope.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/01/2004	Green 01/01/2004
Comment:		
<ul style="list-style-type: none"> • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 01/11/2004	Green 01/11/2004
Comment: New children' services directory launched during October 2004.		

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 0 • 0.00 %	• 0 • 0.00 %	• 416 • 86.31 %	• 428 • 88.80 %	• 481 • 99.79 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	96 %	• 0 • 0.00 %	• 0 • 0.00 %	• 3 • 42.86 %	• 5 • 71.43 %	• 7 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	92 %	• 0 • 0.00 %	• 0 • 0.00 %	• 5 • 100.00 %	• 5 • 100.00 %	• 5 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	98 %	• 0 • 0.00 %	• 0 • 0.00 %	• 19 • 47.50 %	• 19 • 47.50 %	• 39 • 97.50 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	90 %	• 0 • 0.00 %	• 0 • 0.00 %	• 51 • 83.61 %	• 51 • 83.61 %	• 57 • 93.44 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	96 %	• 0 • 0.00 %	• 0 • 0.00 %	• 235 • 78.86 %	• 258 • 86.58 %	• 297 • 99.66 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	88 %	• 0 • 0.00 %	• 0 • 0.00 %	• 17 • 77.27 %	• 21 • 95.45 %	• 21 • 95.45 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	91 %	• 0 • 0.00 %	• 0 • 0.00 %	• 5 • 8.93 %	• 11 • 19.64 %	• 56 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	98 %	• 0 • 0.00 %	• 0 • 0.00 %	• 67 • 93.06 %	• 72 • 100.00 %	• 72 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %
Total: • Total types of interaction e-enabled • % e-enabled	97 %	• 0 • 0.00 %	• 0 • 0.00 %	• 818 • 78.20 %	• 870 • 83.17 %	• 1035 • 98.95 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	1,875,000	2,067,918	2,124,729	2,224,729	2,324,729
• Unique users, i.e. separate individuals visiting website (annual)	68,000	174,785	243,728	250,000	260,000
• Number of e-enabled payment transactions accepted via website	2,000	3,361	5,500	6,050	6,655
• Number of change of address notifications accepted via website	0	0	0	100	200
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	36	72	144
	Comment: Re- launch of new internet site has significantly increased the number of page impressions for 04/05. Forecast is based on a steady rise of around 200,000 per annum. Following the re-launch of the new Internet site an improved unique user ID count based on IP address calculation is available. Broadband rollout will increase web usage across the County and so forecasts are based around steady take-up of this service. Move towards transaction based site next year will also increase unique users.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	0	3,808	8,000	9,000	10,000
• Number of change of address notifications accepted via telephone	2,000	11,000	12,000	12,200	12,200
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	0	16,207	18,500	19,000	19,500
• Number of change of address notifications accepted via personal contact	4,000	3,396	2,900	2,600	2,400

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment:				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	489,000	468,000	454,500	458,950	463,500
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	23,300	23,500	23,750	24,000
• Number of change of address notifications accepted via other electronic media	0	0	1,000	1,200	1,400
	Comment:				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	470,000	335,300	320,000	310,000	30,000
• Number of change of address notifications accepted via non-electronic form	9,000	8,600	4,100	3,900	3,800
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment: No further monies confirmed.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	23,000	177,000	0	0	0
	Comment: Not awarded any further funds.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	331,000	662,000	821,000	286,000	100,000
	Comment: Flexible Working Disaster Recovery IEG Revenue / Capital budget				
• other resources (e.g. training) (please specify)	43,000	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2,450,000	2,048,000	681,000	808,000	0
	Comment: SRB Funds subject to approval ERDF Monies subject to approval				
TOTAL	3,247,000	3,237,000	1,652,000	1,094,000	100,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	7,600	7,600	29,800	29,800	35,000	35,000	40,000	40,000
	Comment: Services now using directional press advertising where possible to divert potential applicants to web based information. Significant savings achieved in all recruitment from this together with creation of central recruitment centre.							
• e-payments	25,900	25,900	26,700	26,700	27,500	27,500	28,200	28,200
	Comment: Payments are made for any transaction which has a reference number on the Internet. E payments can be made during office hours on the Intranet but involves customer making a phone call. 24/7 telephone payments not operational yet but commitment to do it. There has been a reduction in cashiers hours due to this although this is not quantifiable at the moment.							
• corporate services efficiencies not covered above	0	0	10,000	10,000	10,000	10,000	10,000	10,000
	Comment:							
e-Procurement, of which:								
• Service specific	0	0	45,000	15,000	44,000	14,000	43,000	13,000
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Productive time, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Service specific	0	0	401,000	401,000	546,000	481,000	546,000	481,000
	Comment: Social Care - Managing demand for services across all use groups while still giving choice Social Care - Improved Transport route scheduling County Treasurer - Introduction of Academy Benefits System EH & TS - further work to introduce a mini call centre as part of broader corporate initiative Education - Improved Transport route scheduling							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	0	0	0	0	0	0	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	33,500	33,500	512,500	482,500	662,500	567,500	667,200	572,200
LESS e-government implementation expenditure	3,237,000		1,652,000		1,094,000		100,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-3,203,500		-1,139,500		-,431,500		567,200	

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