

A G E N D A

Strategic Monitoring Committee

Date: **Monday, 15th January, 2007**

Time: **10.00 a.m.**

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

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

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Strategic Monitoring Committee

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

Councillors B.F. Ashton, W.L.S. Bowen, H. Bramer, A.C.R. Chappell,
J.H.R. Goodwin, Mrs. M.D. Lloyd-Hayes, J.P. Thomas and W.J.S. Thomas

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this agenda.	
3. MINUTES (TO FOLLOW) To approve and sign the Minutes of the meeting held on 22nd December, 2006.	
4. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
5. AUDIT OF LOCAL AREA AGREEMENT To report the outcome from the recent Audit of the Herefordshire Local Area Agreement (LAA) undertaken by Audit Commission.	1 - 4
6. MANAGING PERFORMANCE MANAGEMENT To consider the draft action plan. This is being developed as the Council's response to the recommendations of the recent audit of performance management. When finalised, this action plan will be sent to the Audit Commission.	5 - 28
7. BENEFIT INSPECTION BY THE BENEFIT FRAUD INSPECTORATE AND CHANGE TO BENEFIT INTERVENTION To update members on the Benefit Fraud Inspectorate reports for Benefit Interventions and CPA, and to advise on the planned changes to interventions.	29 - 30

8. INTERGRATED PERFORMANCE REPORT	31 - 106
<p>To note performance to the end of November 2006 against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme, which includes the Joint Area Review (JAR) Action Plan, the Adult Social Care Improvement Plan and the Herefordshire Connects programme.</p>	
9. UNDERSTANDING AND RESPONDING TO THE PUBLIC	107 - 110
<p>To consider the results from recent user satisfaction and Herefordshire Voice surveys. To decide if there are emerging themes that would merit further investigation as part of the Committees ongoing work programme or if it wishes to examine how the available data is being used to inform service delivery in a number of services.</p>	
10. FINANCIAL STRATEGY UPDATE	111 - 132
<p>To update Strategic Monitoring Committee on the Medium-Term Financial Management Strategy (MTFMS), with particular reference to emerging areas of pressure for the 2007/08 budget. The report also outlines remedies to meet these areas of risk. The report sets out already approved Invest to Save and Invest to Mitigate proposals, Directorate base budgets and capital investment proposals. It therefore provides the context for the draft Annual Operating Plan 2007/08, which is to be discussed elsewhere on the agenda.</p>	
11. ANNUAL OPERATING PLAN (TO FOLLOW)	
<p>To consider the Annual Operating Plan.</p>	
12. PAY AND WORKFORCE DEVELOPMENT STRATEGY	133 - 138
<p>To consider progress against the Council's Pay and Workforce Development Strategy, and provide comment to Cabinet.</p>	
13. CORPORATE ICT STRATEGY	139 - 142
<p>To seek comments on the proposed Corporate ICT Strategy.</p>	
14. COMPLAINTS TO THE OMBUDSMAN	143 - 144
<p>To report on the number and type of complaints to the Ombudsman on the Planning Service in 2005/06 and to note a breakdown of the informal and formal complaints received and compliments.</p>	
15. IMPLEMENTATION AND INTERPRETATION OF PLANNING (DEVELOPEMENT CONTROL) POLICIES	145 - 146
<p>To advise Members on the implementation and interpretation of planning policies.</p>	
16. SCRUTINY ACTIVITY REPORT	147 - 150
<p>To consider the work being undertaken by the Scrutiny Committees.</p>	
17. WORK PROGRAMMES	151 - 158
<p>To consider the Scrutiny Committees' current and future work programmes.</p>	

18. SCRUTINY IMPROVEMENT PLAN

To note progress on the Scrutiny Improvement Plan.

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PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

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

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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AUDIT OF THE LOCAL AREA AGREEMENT

Report By: Herefordshire Partnership Team Manager

Wards Affected

County-wide

Purpose

1. To report the outcome from the recent Audit of the Herefordshire Local Area Agreement (LAA) undertaken by Audit Commission.

Financial Implications

2. Herefordshire was awarded Single Pot status as part of its LAA negotiations. The management process for the Single Pot were considered as part of the Audit.

Background

3. The Audit Commission is undertaking high level audits of each Local Authority which holds a Local Area Agreement. A number of Local Authorities with Local Area Agreements have already been audited, and the remainder will be audited over the coming months. It is expected that Audits will be taking place on a regular basis to ensure that financial, performance management and accountability structures and procedures are in place.
4. The Audit Commission discussed the remit of the Audit with Government Office West Midlands (GOWM) to ensure that the Audit complemented and did not duplicate the 6-month Review of the Local Area Agreement. This was agreed in advance by Herefordshire Council and Government Office West Midlands.
5. The objectives of the Audit were to focus on three main areas. These are: Governance arrangements, Financial Management arrangements and Performance Management systems. Each area had a number of key, high level questions that were to be addressed.
6. The approach of the Audit was to be at a high level and not at a detailed day-to-day level. The focus of the Audit was on Herefordshire Council as the accountable body. However, it is also acknowledged that the Local Area Agreement was being undertaken in partnership with other organisations. This meant that the Auditor interviewed a number of officers from key partners, including the Commander of the Herefordshire Division of West Mercia Constabulary, the Chief Executive and Director of Performance Management at the Primary Care Trust, and a representative from the Voluntary Sector Assembly. The Auditor also interviewed officers and Councillors from Herefordshire Council including the Leader, the Chair of the Strategic Monitoring Committee, the Chief Executive, Director of Corporate & Customer Services and the Herefordshire Partnership Manager.
7. The Report concluded that good progress is being made by the Council and its partners in addressing to a greater or lesser extent all of the issues in the three

Further information on the subject of this report is available from
Jennifer Watkins, Herefordshire Partnership Team Manager on 01432 260610

areas. The Auditor found no serious weaknesses or gaps in the arrangements being developed, and clear enthusiasm among partners to make the Local Area Agreement process work. There was an obvious commitment to continuing the good work achieved to date. There were, however a number of specific points where the Auditor felt that more work could be undertaken.

8. The recommendations in the report are:

- a. Clarify the relative roles and responsibilities for decision-making within the various executive and non-executive groupings both within the partnership as a whole, and within the individual partners' organisations.
- b. Develop a programme of awareness raising for decision-makers in the key partner agencies around the key operational and strategic issues within each other's agency.
- c. Further develop the partnership's approach to risk management so that risks for individual LAA outcomes, indicators and targets are identified, managed and reported on as part of the overall LAA performance management framework.
- d. Clarify and develop the role of Council members in further developing the LAA – this might include a description of their role in the LAA refresh at the end of the first year of the agreement.
- e. Clarify and publicise the role and purpose of the Council's overview and scrutiny function in scrutinising performance against the full range of LAA targets.
- f. Develop a clearer approach to engaging with the public around the LAA – both in reporting performance and in developing the broader issue of partnership working.
- g. Develop a plan for increasing the involvement of the Voluntary and Community Sector (VCS) in the LAA process – this should include:
 - Cascading information on the purpose and nature of partnership working within the County to front-line workers in the VCS.
 - Clarifying which of the specific targets within the LAA the VCS is being expected to contribute to deliver
 - Identifying any further resource implications for the VCS that may come with greater involvement in the LAA and partnership working.
- h. Develop a formal process for increasing the amount of pooled money in the single pot. Included in this, should be consideration of the governance, performance management and accounting issues around making collective decisions on how to allocate joint resources to meet collectively agreed outcomes.
- i. Ensure that pooled money is explicitly linked to LAA targets, and that decisions on the use of this money are made collectively and in line with a formally agreed process.

- j. Set up processes within the partnership to quantify the increases in value for money and efficiency savings made via the single pot, and to agree how to distribute such savings.
 - k. Improve the data collection processes within the partnership by the collective use of a shared electronic database.
9. Herefordshire Council offices are now working with the Herefordshire Partnership Chief Executives Group and Performance Management Group to incorporate these recommendations into the partnership action plans. Joint work is also being undertaken with the Councils Policy Team to jointly undertake similar recommendations arising from the recent Performance Management Audit.
10. The LAA 6 month review and annual refresh is now nearing completion. GOWM will be informing Herefordshire Council of the scoring in early 2007.

RECOMMENDATION

THAT, the Herefordshire Local Area Agreement Audit Report be noted.

BACKGROUND PAPERS

- None identified

MANAGING PERFORMANCE MANAGEMENT

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

To consider the draft action plan attached at Appendix 1. This is being developed as the Council's response to the recommendations of the recent audit of performance management. When finalised, this action plan will be sent to the Audit Commission.

Financial Implications

There are no financial implications

Background

1. The Audit Commission re-examined the Council's performance management processes, systems and procedures last September as a follow up to the CPA & JAR in 2005.
2. The 2005 corporate assessment found performance management to be the weakest area of the Council's overall arrangements. This more recent two-week audit covered processes, systems and procedures as well as the extent to which these are now embedded in the culture of the Council. Three key services were used to test the development of a performance management culture – adult social care, children's social care and benefits.
3. The main conclusion of the audit is that the Council is making steady progress in strengthening its performance management arrangements and in embedding a performance culture. However the report makes it very clear that the Council still has a long way to go and needs to move even faster in future if it is to bridge the gap between itself and what the Commission has identified as best practice local authorities.
4. The audit found that arrangements for managing performance in the two social care areas are improving steadily. These arrangements have been criticised in the past by various inspectorates. As a result of these improvements, the Commission consider it less likely that serious under-performance will go unreported in future. However, as with corporate arrangements, more needs to be done, particularly in children's social care, to ensure that improvements are sustained in line with corporate policy and embedded across the services.
5. Arrangements for managing performance in benefits were found to have improved significantly over the past year with particular strengths around workload monitoring and the setting of individual targets.

6. The Cabinet received the audit report itself in December and will consider the draft action plan on the 18th January. The Audit & Corporate Governance Committee will consider the same plan on 19th January. After this the Council's formal response will be sent to the Audit Commission.
7. The draft action plan is attached at Appendix 1 and covers the fourteen audit recommendations. These recommendations have already been considered by those directly involved in the audit, directorate improvement staff, policy and performance, communications, human resources, the senior management team and corporate management board. All the recommendations are accepted by officers.
8. The audit clearly expects the Council to maintain its current focus on:
 - streamlined, fit for purpose, processes and crucially,
 - establishing a culture of continuous improvement shared by members and officers

In order to achieve fundamental service improvement. Delivering the action plan is key to the Council demonstrating this continuing focus. The adequacy of the Council's performance management arrangements will continue to be scrutinised by the Audit Commission & other inspectorates over the next 12 months. The ways in which this will be done are not yet clear but completion of the action plan will be an important aspect of any future work.

9. The draft action plan at Appendix 1 is not a simple list of tasks to be completed although it does contain a considerable number of these. Like the Overall Improvement Plan developed as a response to the 2005 CPA / JAR, a more comprehensive view of the Councils activities and future challenges is required. Amongst these challenges are the recently published local government White Paper *Strong and prosperous communities*, the Herefordshire Connects change programme and the creation of a Public Services Trust. The challenge of the audit is just as fundamental and far reaching and the Councils response cannot be seen in isolation. As such the response signals a programme of concerted action that brings together a wide range of activities and changes the way in which the Council and its partners behave. It is not sufficient to respond to the words of the recommendations, many of which appear very simple to complete. They are however, linked in a variety of complex ways and the action plan reflects this.
10. Two recommendations are of fundamental strategic importance to be considered first. They are:
 - Recommendation 5: *Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership*
 - Recommendation 1: *Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement*

Recommendation 5 is of the most importance over the medium to long-term, since the view we take about it will provide the context within which all the other recommendations, including Recommendation 1, will need to be developed.

11. Recommendation 5 is critical because the recent local government White Paper, *Strong and prosperous communities*, expects local authorities to lead partnerships, as first among equals, to improve their communities and quality of life. The current Comprehensive **Performance** Assessment of local authorities will be replaced with a new Comprehensive **Area** Assessment; buttressed by the new duty to co-operate that will be placed on most partners. There will also be increasing pressure to achieve large-scale efficiency savings through partnership. The action plan is the start of our preparations for this new system
12. All this points to the need for the fullest possible integration of the Council's planning, priorities and performance management with its key partners in the *Herefordshire Partnership*. This model is already operating in one part of the Council: Children and Young People's Services. The strong improvements over the past year in the *Herefordshire Partnership's* performance management arrangements provide a good platform; but the White Paper requires us to go a good deal further.
13. The intention to create a Public Service Trust with the PCT in the coming months provides an immediate challenge and opportunity in this respect.
14. Working with partners to develop well-integrated planning and performance arrangements will take time and patient negotiation; but, with the White Paper changes beginning to take effect from 2008, it would seem prudent to aim for them to be in place by April of that year. The action plan includes this assumption.
15. However, rapid improvement in the Council's performance cannot wait until then. That means that, in parallel with developing the longer-term arrangements with partners, we must put in place our own improved arrangements in the coming months, with a view to their operating from 1 April 2007. These include the recommendations of the recently completed, annual, internal audit report on performance management. These arrangements would then be further developed into the longer-term partnership model.
16. The other recommendations are all important and tackling them will help the Council to improve. But all of them need to be taken forward in the context of what is agreed in respect of recommendations 5 and 1. That's why the draft action plan starts with these two recommendations. Then follow the most significant of the recommendations that are directly related to the implementation of 5 and 1, these are recommendations 6 and 8. After this the action plan deals with the remaining recommendations in as close to numerical order as is possible. The internal audit recommendations have been incorporated into the action plan where appropriate.
17. It will be possible to add more actions and milestones to the action plan in future, once some of the key decisions have been taken and areas of uncertainty resolved.

RECOMMENDATIONS

THAT:

- (a) the draft action plan and make appropriate recommendations to the Cabinet be considered;
- (b) how the Committee wishes to monitor progress against the action plan in future be considered; and;

(c) identify any particular recommendations from the audit that it would wish to follow up as part of its future work programme.

BACKGROUND PAPERS

- Managing performance management 2006/07 – Audit Commission, September 2006
- Local Government White Paper – *strong and prosperous communities* – October 2006

RECOMMENDATION 5		
Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership		
RESPONSE		
a) The fullest possible integration of planning, priorities and performance management with key partners is crucial for successful implementation of the <i>Strong and Prosperous Communities</i> Local Government White Paper		
b) Immediately, the highest priority is integration between the Council and the Herefordshire PCT, as part of the creation of the Public Service Trust		
ACTION	TIMESCALE	LEAD
a) Discussion with the Herefordshire Partnership Chief Executives' Group and Performance Management Group, then the Partnership Board, leading to the preparation of a detailed implementation plan	Discussions to be completed by June 2007 and the detailed implementation plan in place by December 2007, with a view to the new arrangements operating from 1 April 2008	JJ, TG, JW
b) Inclusion in the detailed implementation plan for the creation of the PCT	Integrated arrangements to be operating from the time the PST is operational	NP
PROGRESS		
Already in place re. children and young people, with a single C&YP three-year plan and underpinning joint Forward Delivery Plan, integrated with the C&YP Directorate's Plan		
The new Herefordshire Partnership Board met in December 2006 and agreed that it needs to give early and detailed attention to development of the Local Area Agreement and other implications of implementing the Local Government White Paper		

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RECOMMENDATION 1		
Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement		
RESPONSE		
<p>The initial basis for the high-level model will be a detailed analysis of what is necessary to raise the Council's BVPI and other key PI scores, as well as its CPA scores - in all cases related to the achievement of the Council's existing strategic priorities.</p> <p>The results will be discussed fully by SMT, then CMB, Cabinet, SMC and the individual subject scrutiny committees, leading to the design and implementation of the high-level model.</p> <p>The resulting programme of action will be taken forward as part of the overall Transformation Programme and led by the relevant individual transformation boards, with operational responsibility and accountability vested in individual heads of service. Its roll-out will be an integral part of the Council's performance improvement cycle, which relates investment to the achievement of the Council's priority outputs and outcomes</p> <p>The model's subsequent development and implementation will be taken forward as part of the programme to integrate arrangements with key partners (see Recc. 5 above)</p> <p>Reflect the above in revised Performance Improvement Framework</p> <p>All the above and the supporting elements below to be underpinned by a comprehensive communications plan.</p>		
ACTION	TIMESCALE	LEAD
a) The analysis to be discussed by SMT and CMB	30 January 2007	JJ, TG
b) Then by Cabinet and scrutiny	22 February 2007	
c) In parallel, identify potential models from high-performing local authorities	End February 2007	

APPENDIX 1

ACTION	TIMESCALE	LEAD
d) Resulting initial Council model to be approved by CMB and Cabinet, including user-friendly template that identifies and rates the key measures of performance	March 2007	JJ, TG
e) The initial Council model to be operating based on its critical performance indicators	From 1 April 2007	JJ, TG, SR, DP, transformation board chairs, heads of service
f) Cabinet approval of initial revised Council Performance Improvement Framework	April 2007	JJ, TG
g) Cabinet and Partnership approval of the joint Partnership Performance Improvement Framework and model	February 2008	JJ, TG, JW
h) Develop communications plan, including arrangements for publicising the completed template regularly to members, staff and other stake-holders	End February 2007	JJ, RB
i) Implement communications plan	As to be set out in the communications plan	
PROGRESS		
Scrutiny visits to Shropshire and East Riding of Yorkshire councils scheduled for January and February. These will be used to examine their performance management model generally.		

11

RECOMMENDATION 6		
Develop a simpler, clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress		
RESPONSE		
To be determined as part of the implementation of Reccs 5 and 1 above - so ensuring easily understood consistency between the Council's priorities and those of the <i>Herefordshire Partnership</i> ; indicators for organisational improvement priorities; a basket of indicators for each priority; and good communication of all this to members, staff and other stakeholders		
ACTION	TIMESCALE	LEAD
a) As for Recc. 1 earlier	As for Recc. 1 earlier	JJ, TG
b) Strategic public consultation	June 2007]	
c) Decisions on priorities by the newly elected Council: i. Cabinet approves Corporate Plan 2008-11 ii. Council approves Corporate Plan 2008-11	October 2007 November 2007	
PROGRESS		
Action already taken to simplify the reporting of perception PIs and in hand to ensure adequate actions/milestones in the underlying feeder Pis CX will be consulting the Group Leaders shortly on the timing of the proposed strategic consultation.		

RECOMMENDATION 8		
Produce regular high-level strategic assessments of performance trends, identifying, where relevant, barriers and levers to performance improvement		
RESPONSE		
<p>The Recc. 1 model to be the initial basis for future integrated performance reports (IPRs). Will be developed further in the light of the agreed longer-term arrangements with partners in response to Recc. 5.</p> <p>There will be periodic overall assessment (frequency to be decided - while regular, these assessments will not be frequent or they would not be strategic).</p> <p>But IPRs will include key intelligence immediately it becomes available, e.g. APA and other inspection results.</p> <p>Also to include consideration of a Council-wide process to collect customer feedback more consistently.</p>		
ACTION	TIMESCALE	LEAD
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b) Operate the revised format	June 2007	
PROGRESS		

RECOMMENDATION 2			
Develop and implement a consistent strategic approach to embedding a performance management culture			
RESPONSE			
<p>a) To be done so as an integral part of implementing Reccs. 5 and 1 - drawing on successful practice in other LAs; the IPC work in Children's Services, the PWC work in Adult Social Care and other good practice in the Council; the Director of Corporate and Customer Services and the Director of Resources working together to champion improved performance management, particularly through an even more rigorous and demanding performance improvement cycle; and the inclusion of indicators that track cultural change in the high-level model</p> <p>b) Momentum to be maintained to deliver and gain maximum impact from measures already in hand, including the continuation of the Leadership Programme and directorate initiatives such as the adult social care performance clinics.</p>			
	ACTION	TIMESCALE	LEAD
	a) Programme of detailed action to be developed for implementing Reccs. 5 and 1 (embedding to be achieved through the performance improvement cycle and the communications plan)	Operating from 1 April 2007	JJ, TG
	b) i. Complete appointment of performance improvement managers	April 2007	TG
	ii. Currently programmed SRD and risk management training to be delivered	January to March 2007	DJ, TG, DP
	iii. Develop targeted mandatory annual training and development programme, initially for 2007-08	Operational from April 2007	DJ, TG

APPENDIX 1

	ACTION	TIMESCALE	LEAD
	iv. Disseminate the results of the performance management improvements in C&YP Services (from IPC) and Adult Social Care (from PWC) and other good practice, considering their application more generally (particularly through SMT and its performance improvement sub-group and the performance improvement network)	From April 2007	TG
PROGRESS			

RECOMMENDATION 3		
Ensure that the respective roles & responsibilities of the Council's partnership team & the directorate performance management officers are clear		
RESPONSE		
<p>a) Secure clear understanding and ownership amongst directors and heads of service</p> <p>b) Keep guidance under review in the light of experience and changing requirements</p> <p>c) and d) regular fora to ensure good communication, mutual understanding and ownership</p> <p>e) Equally important to ensure that there is a clear understanding of the respective roles and responsibilities of PIMs and corporate Policy and Performance staff, so that overall capacity, efficiency and effectiveness are maximised.</p>		
ACTION	TIMESCALE	LEAD
a) Discuss with directorate management teams	Before end March 2007	TG
b) Identify the key meetings in Directorates below DMT level where performance is debated and decisions taken	Before end March 2007	
c) Review, develop & refresh the guidance/protocols to reflect the activities & tasks that need to be carried out under the agreed arrangements with key partners in pursuit of Recc. 5	December 2007	
d) Regular meetings of the performance improvement network	At least monthly	

APPENDIX 1

ACTION	TIMESCALE	LEAD
e) Review the effectiveness of the performance improvement network and the SMT performance improvement sub-group, recommending changes where necessary	September 2007	
f) Corporate Policy and Performance roles to be reviewed and posts re- evaluated	June 2007	
PROGRESS		
b) Have already – in November 2006 - clarified and reissued description of roles and responsibilities for plans and PIs. c) Have established performance improvement managers (PIMs) network meetings, including senior members of the Partnership Support team in the membership (ditto Policy and Performance staff and the Risk Manager). Provides regular forum for discussion and resolution of any remaining uncertainties. Also SMT performance improvement sub-group.		

RECOMMENDATION 4**APPENDIX 1**

Ensure that members, both at cabinet and overview and scrutiny level are fully involved in, and integrated into, the Council's performance management arrangements

RESPONSE

- a) To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2 - involving extensive informal and formal discussion with both executive and non-executive members; linked with the constitutional and local democracy changes required to implement the Local Government White Paper
- b) and c) This will be reflected in a members' guide to performance management
- c) Maintain momentum with implementation of the existing scrutiny improvement programme

ACTION	TIMESCALE	LEAD
a) As for Reccs. 5, 1, 6, 8 and 2	As for Reccs. 5, 1, 6, 8 and 2	JJ, AMc, TG
b) Circulate IDeA guide to members	January 2007	
c) Establish a members reference group to advise upon/ road-test drafts of a members guide	January 2007	
d) Initial members' guide	April 2007	
e) The induction programme following the May 2007 election will include sessions on performance improvement	Beginning May 2007	
f) Members' guide reflecting the longer-term arrangements agreed with partners	February 2008	
g) Implementation of relevant elements of the existing Scrutiny Improvement Plan, including: <ul style="list-style-type: none"> - Cabinet members' annual presentations to scrutiny committees - Regular, improved IPR reports to SMC, which will refer matters to scrutiny committees, as appropriate - Regular progress reports on detailed improvement plans for individual service areas - Annual review of the operation of the performance management framework - Visits to LAs successfully using scrutiny to drive performance improvement - Scrutiny members as "critical friends" for specific services as part of the performance improvement cycle 	June 2007 Continues Continues October 2007 Continues From May 2007	

PROGRESS

The monthly meetings between Cabinet members and directors are being reviewed

The Scrutiny Improvement Plan is on track for completion as planned. Scrutiny visits to Shropshire and East Riding of Yorkshire councils scheduled for January and February.

RECOMMENDATION 7		
Ensure that the role, purpose and content of service plans clearly links to the high-level set of indicators and measures, and reflect the approach the Council has decided to adopt in linking with partnership priorities		
RESPONSE		
To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2, including such further guidance as is needed on developing local indicators, setting targets and ensuring that risks are dealt with as part and parcel of performance management		
ACTION	TIMESCALE	LEAD
Reflect in revised requirements for directorate and service plans 2008-11	September 2007	TG
PROGRESS		

RECOMMENDATION 9		
Develop the current performance reporting process to provide both a more consistent approach to reporting performance within directorates, and a clearer, higher-level report of progress against priorities		
RESPONSE		
<p>a) Make initial improvements on the basis of the actions in respect of Recc. 1 above, including in the IPR and directorate reports clear messages about good performance and areas of concern, summaries of progress against remedial action in previous reports and information on compliments and complaints; deciding how often reports will be made on individual items; and putting in place effective arrangements to communicate the headlines to members and staff</p> <p>b) Make longer-term improvements consistent with the implementation of Recc. 5</p> <p>c) Part of implementing Reccs 1 and 6 above</p>		
ACTION	TIMESCALE	LEAD
a) Map and review current procedures and experience of reports to lead Cabinet members and the CX's performance review meetings with individual members of CMB; apply the best practice identified as part of the programme to implement Recc. 1, including that from high-performing LAs; issue fresh requirements/templates; institute arrangements to communicate the performance headlines to members and staff	To be in operation from 1 April 2007	TG, RB, directors, heads of service
b) Bring the longer-term improvements into effect	1 April 2008	
c) As for Reccs. 1 and 6 above	As for Reccs. 1 and 6 above	JJ, TG
PROGRESS		

RECOMMENDATION 10			
Improve the way in which remedial action to address poor or under-performance is both presented and progress against it reported at corporate as well as directorate level			
RESPONSE			
<p>Corporately: Part of implementing Reccs. 8 and 9 above, embedding it through making challenge even more systematic and rigorous under the performance improvement cycle.</p> <p>Within directorates: Part of implementing Recc. 9 above</p>			
	ACTION	TIMESCALE	LEAD
22	a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
	b) Operate the revised IPR format	June 2007	
	c) Introduce challenge board under the performance improvement cycle, relating proposed outputs and outcomes to budget planning	July 2007	JJ, SR
	d) Make initial improvements on the basis of the actions in respect of Recc. 1 above	1 April 2007	JJ, TG, directors, heads of service
	e) Make longer-term improvements consistent with the implementation of Recc. 5	1 April 2008	
PROGRESS			

Both the West Mercia Police overall and divisional models for challenge boards are already being investigated. Contacts have already been established with Worcestershire and the East Riding of Yorkshire Council.

RECOMMENDATION 11		
Ensure that there is a better consistency and purpose in the reporting of performance to executive and non-executive members		
RESPONSE		
Part of implementing Reccs. 9 and 10 above, making clear the specific roles of scrutiny members in respect of performance management issues; and ensuring that there are well-understood links between scrutiny committees, staff in the relevant services and research and other forms of support for scrutiny. The Local Government White Paper’s proposals for frontline members are relevant here		
ACTION	TIMESCALE	LEAD
See Reccs. 9 and 10 earlier	See Reccs. 9 and 10 earlier	JJ, TG, directors, heads of service
PROGRESS		

RECOMMENDATION 12		
Improve the quality assessment of the SRD process to ensure that, among other things, individual targets are linked to service and corporate targets		
RESPONSE		
QA process initiated and now needs to be rolled out consistently and embedded across the Council		
ACTION	TIMESCALE	LEAD
a) Cascade of QA to be initiated by HR with directors and rolled out for the coming round of SRDs Guidance to be re-issued by HR Cascade to be documented	Directors and Heads of Service by March, other tiers before the end of May 2007	DJ, directors and heads of services
b) Internal audit to test effectiveness of the cascade	<i>[To be agreed with Internal Audit – June 2007?]</i>	TF
c) Routine monitoring of satisfactory and timely completion of SRDs by departmental HR officers, reporting results to SMT, CMB and Cabinet	May 2007 and annually thereafter	DJ
d) First phase of new SRD training programme to be completed	March 2007	DJ, TG
e) Subsequent phases of SRD training to be developed as part of the targeted mandatory annual training and development programme	April 2007	
PROGRESS		

RECOMMENDATION 13		
Ensure that there are clear links between the action points in the Directors' Performance Review meetings and the issues discussed at DMTs and other management and team meetings within the directorates		
RESPONSE		
To be implemented alongside Reccs. 3 [road map of key performance meetings], 9 and 10		
ACTION	TIMESCALE	LEAD
a) Identify and disseminate best practice	March 2007	TG
b) Implement best practice	April 2007	Directors and the Head of HR
PROGRESS TBA		
Following the January cycle of meetings with the Chief Executive, Directors will include the appropriate items on their DMT agendas		

RECOMMENDATION 14		
Place more emphasis on the celebration and rewarding of success		
RESPONSE		
To feature in all aspects of implementation and as part of the Council's wider approach to developing rewards and recognition. To include the positive results of customer feedback		
ACTION	TIMESCALE	LEAD
a) Feature highlights of good performance in the IPR and in all other performance reports, corporately and in directorates	Immediately	TG, directors, heads of service
b) Develop full rewards and recognition programme	<i>[To be discussed with DJ and RB – link to drive to gain awards]</i>	DJ, RB
PROGRESS		

27

BENEFIT INSPECTIONS BY THE BENEFIT FRAUD INSPECTORATE AND CHANGES TO BENEFIT INTERVENTIONS

Report By: Head of Benefit and Exchequer Services

Wards affected

County-wide

Purpose

To update members on the Benefit Fraud Inspectorate reports for Benefit Interventions and CPA, and to advise on the planned changes to interventions.

Financial Implications

The level of benefit subsidy received could be affected if we fail to meet Department for Work and Pensions targets.

Background

1. In July 2006 the Benefit Fraud Inspectorate (BFI) inspected the Council's Benefit service in relation to interventions work. Interventions are the review of housing and council tax benefit claims that are in payment. Herefordshire was selected for inspection because it was one of a number of councils that had not met the DWP target for the number of interventions started during 2005.
2. The main reason the Council failed to achieve this target was a backlog of work resulting from the implementation of new benefits computer software in March 2005. This software was necessary because the existing system was unable to meet statutory requirements and in recognition of this the DWP helped to fund the new software.
3. The Benefit Fraud Inspectorate is also responsible for the Benefit CPA and their report for the 2006 CPA was issued at the end of November. Their assessment was based on performance figures for 2005/6, which reflected the adverse impact on benefit processing times of the implementation of the new software.
4. The 2006 assessment used performance figures for the whole of the 2005/6 financial year. For the previous CPA assessment in 2005 the BFI accepted that the performance figures for the first quarter of 2005 were not representative of the Council's overall performance and decided to apply exceptional circumstances, which resulted in a 'Good' categorisation for benefits.

Benefit Interventions

5. In their report on interventions, whilst recognising a number of areas of good practice, the BFI made a total of sixteen recommendations. In response to these, the Benefit service produced an action plan and has already implemented fourteen of these recommendations.
6. The two remaining recommendations require significant resources and because of the plans recently announced by the DWP to replace interventions in April 2007 the Audit and Corporate Governance Committee agreed to sign off the action plan as completed.
7. The planned changes from April remove the requirement to complete a set number of interventions each year and instead set a target for the overall number of benefit changes processed that result in a reduction or termination of benefit.
8. The 2007/8 target for Herefordshire is 9,840 changes and we are currently analysing the number of changes effected in the current year that produced a reduction in benefit to see how this compares to the target.
9. An action plan to implement this new requirement is currently being prepared.

Benefit CPA

10. The BFI report for the 2006 CPA assessment acknowledges that the Benefit service has made significant performance improvements since the 2005 assessment and this is further evidenced by current performance figures, which show processing times for November of 25 days for new claims and 13 days for changes compared to average figures for 2005/6 of 52 days for claims and 42 days for changes.
11. In spite of the clear evidence that the Benefit service had improved processing times significantly since its 2005 assessment, the inspectors felt unable to acknowledge this in the scoring process for the 2006 CPA hence they have reduced the rating from 'Good' to 'Fair'.
12. Based on the current performance the Benefit service is well on target to return to the 'Good' categorisation in 2007 and to meet the aim of achieving the 'Excellent' rating by 2008.

Recommendation

That the 2006 CPA score, and the planned changes to the way benefit entitlement is reviewed from April 2007 be noted.

Background Papers

- Report from the Benefit Fraud Inspectorate – Inspection of Security – Interventions
- Report from the Benefit Fraud Inspectorate – CPA 2006
- Benefit Circular A/20 – Changes to Interventions

INTEGRATED PERFORMANCE REPORT

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider performance to the end of **November 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme.

Financial Implications

2. None.

Background

2. The report to Cabinet scheduled for 18th January 2007 is appended. The views expressed by this Committee will be reported to Cabinet at its meeting on 18th January.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

INTEGRATED PERFORMANCE REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

18TH JANUARY 2007

Wards Affected

County-wide

Purpose

To report performance to the end of **November 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme.

This report is scheduled to be presented to Strategic Monitoring Committee on 15th January 2007. The views expressed by Strategic Monitoring Committee will be reported at the meeting.

Key Decision

This is not a Key Decision

Recommendations

THAT performance to the end of November 2006, and remedial action to address areas of under-performance, be considered.

there should no longer be in-year reporting of most of the performance indicators that measure the public's perceptions of quality of life or services; but, instead, that progress towards improving them should be judged against 3-year targets, with performance being reported annually; and with in-year performance reporting of the things that are happening that should change for the better how people perceive their quality of life and services

the Overall Improvement Plan and associated Board should be closed down as soon as possible, but no later than 31st March 2007, and all designated major transformation and improvement programmes be taken forward under the umbrella of the Transformation Board

Reasons

The Council's current Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2006-09. The Annual Operating Plan (AOP) is the detailed action plan for the first of these years, 2006-07 and has been updated for the purpose of these reports to include the indicators in the Local Area Agreement (LAA) and Herefordshire Community Strategy (HCS). This report summarises progress in the first **eight** months of this operating year, including action being taken to address under-performance.

Considerations

HIGHLIGHTS OF THIS REPORT
<ul style="list-style-type: none"> • There are now 13 indicators marked R and 27 marked A.
<ul style="list-style-type: none"> • The indicators that have become R since the last report - to September - are: <ul style="list-style-type: none"> - HCS 15: No. of emergency unscheduled hospital bed days occupied by a person 75 and over - HCS 16: No. of people aged 65+ helped to live at home (per 1,000 population) - HCS 30: % of pupils achieving 5 or more GCSEs at grades A* - G or equivalent, including Maths and English (LEA schools) - HCS 35a: No. of looked after children who missed a total of 25 days or more schooling - HCS 42a: British Crime Survey Comparator crimes - HCS 42c: No. of all recorded crimes - HC 74c: No. of adults with physical difficulties helped to live at home (per 1,000 population)
<ul style="list-style-type: none"> • There are continuing concerns about the indicators for crime and disorder. Data has now been provided for many of the indicators for the first 6 months of the year showing performance below target. Although West Mercia Constabulary believe that performance will improve before year-end, based on current figures it appears likely that many targets will not be achieved.
<ul style="list-style-type: none"> • The indicators that have become G but were previously reported as R in the last report to September are: <ul style="list-style-type: none"> - HCS 40 '% of 16-18 year olds NOT in education, employment or training' - HCS 50 'No. of Class A drug supply offences brought to justice' - HCS 51d '% of sanction detections for domestic violence'
<ul style="list-style-type: none"> • The number of families housed in bed and breakfast has reduced from 40 in April 2006 to 5 at the end of November and those housed in bed and breakfast for more than 6 weeks has fallen from 28 in April to 2 at the end of November. (Explanation of performance against this indicator is expanded on in Appendix A (2) page. 6).

<ul style="list-style-type: none"> Children in need referrals continue to increase above target; this had led to a significant increase in the number of assessments but it is likely that not all assessment targets will be met
<ul style="list-style-type: none"> The overall revenue budget position shows a projected underspend of £0.37 million, compared with the overspend of £1.226 million forecast in the last report.
<ul style="list-style-type: none"> The revised capital budget forecast is £51.801 million, against a forecast of £59.803 million in the last report and an original budget of £37.015 million.

Progress against the Council's Priorities

1. Performance has been monitored for each indicator using the following system:

G	Achieved, or on track to be achieved, on schedule
A	Not on track
R	Not achieved, or not expected to be achieved, or no targets/milestones identified

2. Analysis of performance by Council priority is detailed below.

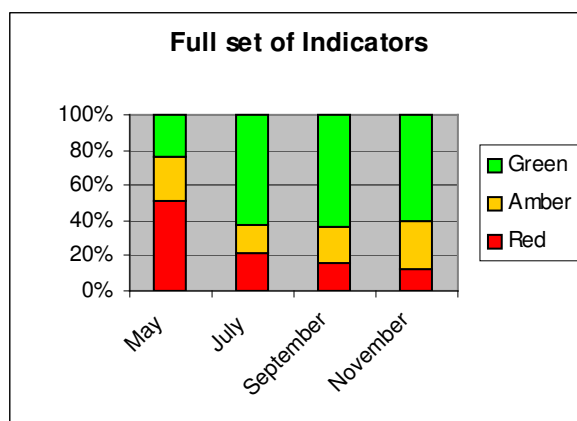
Priority	No. of Indicators	Judgement		
		R	A	G
<i>Maximising the health, safety, economic well-being, achievements and contribution of every child</i>	22	2	2	18
<ul style="list-style-type: none"> HCS 40 'the percentage of 16-18 year olds NOT in education, employment or training' was judged as R in the last report based on available data. However, a significant increase in November in the number moving into education, employment or training means that this indicator is now judged as G. An additional indicator is marked as A when compared to end September report. This is HCS 21a 'the percentage of babies born to teenage mothers who are breastfeeding at 6 weeks', where outturn data to September shows that performance is below target. Although actions continue to schedule it is unclear whether these will now lead to achievement of the target. The outturn for HCS 35a 'No. of looked after children who missed a total of 25 days or more schooling' shows that for the 2005/06 academic year there were 11 children that missed 25 days or more schooling against a target of 9. The indicator has been marked R. 				
<i>Improving the achievement of pupils</i>	7	1	0	6
<ul style="list-style-type: none"> Although exam results during the summer were better than in 2005, and progress continues in reducing absenteeism levels in primary and secondary schools, HCS 30 '% of pupils achieving 5 or more GCSEs at grades A* - G or equivalent, including Maths and English (LEA schools)' has been marked as R because the target was not achieved. 				
<i>Enabling vulnerable adults to live independently, and many more older people to continue to live in their own homes</i>	19	5	10	4

<ul style="list-style-type: none"> HCS 15 'No. of emergency unscheduled hospital bed days occupied by a person 75 and over', HCS 16 'the number of people aged 65+ helped to live at home (per 1,000 population)' and HCS 74c 'the number of adults with physical difficulties helped to live at home (per 1,000 population)' are now marked R; they had previously been marked G in the report to September. Many of the actions that contribute towards achievement of the target are starting to fall behind schedule, casting serious doubts as to whether the targets will be met. 				
<i>Protecting the environment, producing much less waste, recycling much more of what remains and significantly reducing carbon emissions</i>	5	0	2	3
<ul style="list-style-type: none"> The Council remains on course to reduce the amount of household waste collected per person and, through the expansion of the kerbside recycling scheme in October, the amount of waste going to landfill should also be reduced. The 2 indicators marked A are HCS 55 and 57, Sites of Special Scientific Interest and key species. Although the only requirement this year is to fully consider the indicator and develop an action plan to establish a baseline, these indicators continue to be marked A because it is unclear whether an action plan will be developed during the year. 				
<i>Improving transport and the safety of roads</i>	8	0	0	8
<ul style="list-style-type: none"> There is no change in performance against this priority since the previous report to September; progress against action plans remains on track. Outturn data will not be available until year-end. 				
<i>Sustaining vibrant and prosperous communities, providing more efficient, effective and customer focused services, clean street, tackling homelessness and effective emergency planning</i>	32	5	12	13
<ul style="list-style-type: none"> Many of the indicators contributing to this priority are no longer being reported in-year (see paragraphs 3-6), which explains why there is a reduction in the number indicators, marked R since the end September report. Actual performance, however, is not improving against this priority. Outturn data against some of the crime and disorder indicators has been provided that show performance to be well below target. Although advice from West Mercia Constabulary suggests that performance in the next 4 months will improve, there remains a real risk, based on current performance, that a number of targets are not going to be achieved. 				
<i>Promoting diversity and community harmony, and striving for equal opportunities</i>	2	0	1	1
<ul style="list-style-type: none"> Performance hasn't changed against this priority since the last report. The Council continues to make good progress towards achieving Level 2 of the Equality Standard by March 2007. The other indicator, HCS 63 'the percentage of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together', has been marked A because, even though the priority this year is to establish a baseline, an action plan needs to be developed to improve performance in the future. 				
<i>Understanding the needs and preferences of service users and Council Tax payers</i>	1	0	0	1

<ul style="list-style-type: none"> • Training of complaints administrators continues, as does awareness raising of the impact that complaints handling has on the Council's reputation. The results of the BVPI General Survey in autumn 2006 should be available in time for the next report; these will show whether the target of 40% has been achieved against the indicator HC 68 '% of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall'. 				
Recruiting, retaining and motivating high quality staff	3	0	0	3
<ul style="list-style-type: none"> • Sustained activity by HR, working with directorates, has led to a lowering of sickness absence better than target. This is also the case in respect of staff turnover. • The final indicator against this priority is concerned with Investors in People accreditation. The Council has committed to achieving accreditation in autumn 2007, with an action plan being put in place to achieve this. 				
Embedding corporate planning, performance management and project management systems	3	0	0	3
<ul style="list-style-type: none"> • There has been no feedback from the Audit Commission to suggest that the Best Value Performance Plan or any individual Best Value Performance Indicators will be qualified. 				

- Officers have given detailed consideration to whether it makes sense to report in-year against perception indicators, such as HCS 44 'the fear of crime'. We have concluded that it does not because results are only available once a year and there is a better way of reporting and managing performance. This parallels the approach of Government Office West Midlands, which has accepted that a number of perception indicators in the Local Area Agreement are to be monitored by tracking improvement at the end of each year (when annual survey results are available) rather than in-year.
- We have therefore excluded the relevant perception indicators from the assessment of whether indicators are **R**, **A** or **G**.
- The indicators are the Quality of Life indicators (HCS 60a-f), access to services indicators (HCS 59a-e) perceptions of anti-social behaviour (HCS 43), fear of crime(s) (HCS 44) and the indicators that cover residents' perceptions that they can influence decisions affecting their local community and delivery of services (HCS 61, HC 69 and HC 70).
- It is, however, crucial that we are able to assess progress in-year in achieving the things that are likely to improve the public's perceptions of quality of life and services. It is proposed to do this by continuing to include in this report performance against such underlying indicators. For example, in the case of the perception indicator Fear of Crime we would measure in-year performance by reference to how we are doing against targets for actual levels of crime, disorder and drug misuse and the actions being taken to reduce them. It may also make sense to measure the actions being taken to communicate to the public the realities about the risks of being a victim of crime.
- Commencing with this report to end November, it is proposed that the indicators referred to in paragraph 5 above should no longer be reported against in-year, but instead be reported against at year-end, when we have the annual survey results.

8. For the full set of strategic performance indicators, there are now 13 marked as **R**. This compares to 19 in the report to September. However, 6 of those indicators in the report to September are no longer being reported in-year. To provide a truer comparison, if the indicators that are no longer being reported in-year (as explained in paragraphs 3-6 above) were taken out of the September report, the proportion of indicators marked **R** has reduced slightly.
9. The chart below shows the change in the proportions of indicators marked as **R**, **A** or **G** during the year.



10. Details on each of the indicators assessed as **R** or **A** are given in **Appendix A(1)** and the actual templates assessed as **R** are at **Appendix A(2)**.
11. Progress towards the LPSA2G and LAA indicators, all of which are included in the full set of indicators above, is attached at **Appendix A(3)**.

The Council's Overall Improvement Plan

12. The Overall Improvement Plan (OIP) Board was set up early in 2006 to oversee the development and implementation of the action plan produced in response to the reports of the Corporate Performance Assessment and Joint Area Review inspectors in autumn 2005. The latest exception report is attached at **Appendix B**.
13. It was the intention from the outset to review the need for the Plan and Board before the end of 2006: as a general rule, the expectation is that action plans of this sort should be rolled up into mainstream programmes within a year. It has since been agreed with Cabinet and the Audit Commission that this would be done having regard to the Commission's report of October 2006 on the operation of the Council's performance management arrangements.
14. At the time the OIP Plan and Board were introduced, the Transformation Programme was in development and the various transformation boards were not fully established. They are now in place and between them cover most of the matters in the OIP.
15. Also, the key actions and milestones will be in the Corporate Plan 2007-10 and the Annual Operating Plan 2007-08. These will need to include those in respect of the Local

Government White Paper, the creation of the Public Service Trust and the action plan in response to the Audit Commission's review of our performance management arrangements. This will provide a sound basis for corporate performance reporting.

16. CMB has considered all these factors and recommends that the OIP and associated Board should be closed down as soon as possible, and that this should happen not later than 31 March 2007. Thereafter, all designated major transformation and improvement programmes would be taken forward under the umbrella of the Transformation Board. The component continuing elements of the OIP and the new action plans in development would become the responsibility of the relevant individual Transformation Programme boards; or, in the case of matters that are more routine or have otherwise become established, be assigned as the responsibility of an individual director and/or head of service.
17. But this will be subject to the strict condition, in the case of matters to be placed under a Transformation Programme board, that the board is governed and functioning effectively; that there is sound overarching project management across all the constituent improvement programmes under the Transformation Board; and that exceptions reporting is operating at all levels.

The Children's Services Performance Improvement Action Plan (formerly known as the JAR Improvement Action Plan)

18. The former JAR Improvement Plan focused largely on the period to the end of December 2006. A large majority of the actions have now been completed and the success criteria met in respect of them. This resulted in the document becoming largely historical. The GOWM Board has agreed a new Action Plan that retains the outstanding issues of significance and the associated success criteria from the former JAR Plan.
19. At the same time the current JAR Performance Improvement Action Group has become the Children and Young People's Improvement Board. Its work focuses on the GOWM Improvement Board Action Plan and the priorities emerging from the recent APA letter and the GOWM Priorities meeting held on 13th November.
20. The Children and Young People's Partnership Board at its meeting on 13th November 2006 adjudged progress against the Children and Young People's Delivery Plan to be satisfactory.
21. Since the last report, the purchase of a fourth additional unit of accommodation for care leavers has been completed. Purchase of two further units is proceeding with completion currently anticipated for January 2007. Nomination rights to four additional units, with support, are being negotiated.
22. The number of families housed in bed and breakfast has reduced from 40 in April 2006 to 5 at the end of November. The number housed in bed and breakfast for more than 6 weeks has fallen from 28 in April to 2 at the end of November.
23. The number of referrals of children in need continues to be well above target. This has led to a 10% increase in referrals leading to Initial Assessments from the end of June 2006 to the end of November 2006. Over the same period, there has been a 12% increase in the numbers of Core Assessments per 10,000 population (aged under 18 yrs). These increases continue to place pressure on resources in the Children's Safeguarding and Assessment Service, to the extent that it is unlikely that targets for the completion of initial and core assessments undertaken within the target timescale will be

achieved in 2006-07. The final outturn for initial assessment completion (DIS1704) is likely to be 65% against a target of 75%; for core assessment completion (PAF C64) it is expected to be nearer to 70% than the target of 80%.

24. Actions are being taken to ensure that performance is maximised. This is influenced significantly by the continuing challenge of recruiting and retaining qualified social workers. The recruitment drive is delivering improvements: the recent influx of new Social Workers has resulted in there being only a 0.5 fte substantive vacancy. There are currently 3.9 fte Agency Social Workers meaning that for the first time the current establishment of 12.3 qualified social workers per 10,000 children (46.1 fte posts) has been exceeded with 49.5 fte Social Workers in post. GOWM have commented positively on the progress being made and the policy of recruiting suitably qualified and experienced staff above current establishment in order to manage turnover and build towards the targets agreed by cabinet. GOWM have also welcomed cabinets 'in principle support' for additional funding to provide additional social work personnel and have asked to be advised of the outcome of the Councils budget deliberations in order to inform what is scheduled to be their final report to the Minister in late March 2007.
25. However, the current social work complement is insufficient to deal with the current and expected future need. Recognising this, Cabinet earlier agreed that we should work incrementally towards a staffing complement of 57 fte social workers by 2008-09, which would bring us into line with the national average. This requires a net increase of 10.9 social workers. In line with this, Cabinet has approved in principle a 'spend to mitigate' allocation of £300K for 2007-08 with further monies provisionally identified for 2008-09 (subject to confirmation as part of the detailed budget setting process).
26. Given the current recruitment market nationally and the likelihood of continued turnover, it is considered highly unlikely that a net additional 10.9 qualified social workers could be recruited in one year. In these circumstances, the appointment of suitable people will continue to be made even if that takes the service above the current funded establishment. Options for the release of some additional funds in the current financial year are being pursued through an examination of the directorate's budget and discussions with the Director of Resources.

Revenue Budget and Capital Programme Monitoring

27. Details of the **revenue budget** position are at **Appendix C**.
28. The overall position shows a projected £0.37 million underspend. This is 0.3% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved by £1.53m since the last report, in which a £1.226million overspend was projected. The projected position is after allowing for use of the Social Care contingency and the impact of the revised cash flow profile that has increased the projected income from financing transactions. Slippage in the capital programme has helped this improved position. The report details the reasons for the movement. The headlines are as follows:
- £1.4m reduction in projected overspend for Adult and Community Services due to inclusion of grant income
 - £0.25m improvement in the projected interest from investments
29. Details of spending on the **capital programme** are at **Appendix D**.

30. The revised forecast for 2006-07 as at 30th November totals £51,801,000, a decrease of £8,002,000 from the September forecast. The main reason for the decrease from September is a reduction in both Corporate Accommodation (£3,800,000) and Herefordshire Connects (£4,503,000). This compares to an original budget of £37,015,000, explanation for which is in Appendix D. The expected use of Prudential Borrowing has decreased by £7,920,000 as result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year.

Corporate Risk monitoring

31. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.

32. The following table summarises the corporate risk log at the end of November 2006. The analysis covers the assessment of risk were no controls in place) and an assessment of the residual risk with control measures implemented.

Priority Rating	Assessment of Risk (no controls in place)	Assessment of Risk (control measures implemented)
High	10	4
Medium	6	11
Low	1	2
Total	17	17

33. This shows that the majority of risks (10 out of 17) are in the highest category before controls are in place, but the majority move to the medium category (11 out of 17) with control measures implemented.

34. The 17 identified risks are all key issues for the Council but some have a greater potential impact on service delivery than others. One such area is the Herefordshire Connects programme, in respect of which there are two identified risks (CR3 and CR14). The overall programme is closely linked to other areas of the risk register because its associated changes to service delivery will produce savings for reinvestment.

35. The corporate risk around spending pressures exceeding resources (CR2) is mitigated to some extent by the Medium Term Financial Management Strategy (MTFMS) that helps plan future expenditure. However, a key part of the strategy is the ability to reinvest in frontline services as savings are realised from the Herefordshire Connects programme. The level of savings will be monitored as the programme moves through its various phases but there is a risk as to whether the full targeted savings in 2007-08 will be delivered. This is being covered by the updated MTFMS.

36. The 2005 “inadequate” rating for “Staying Safe” in Children and Young People’s Services has been turned round; with the Annual Performance Assessment letter for 2005-06 describing overall performance as “Good”. The risk has been amended to reflect this substantial improvement. The key challenge now is to ensure the changes are fully embedded in the Directorate.

Alternative Options

None.

Risk Management

Effective performance reports and their follow-up are an essential element in the management of risks.

Consultees

Relevant internal officers have been consulted. No external consultation has been necessary, although partners have been involved in developing the performance indicator templates for the LAA, and will continue to be involved in developing templates for the Herefordshire Community Strategy.

Background Papers

None

Indicator			CMB Lead	Cabinet Lead	HCS	CP	LAA	LPSA2G	Judgement	Reason	
HCS	1	Ratio of earnings compared to West Midlands Region	Mr Hughes	Cllr Mayson	1					As stated in the last report, further consideration needs to be given to Herefordshire's performance against the rest of the West Midlands in the target setting. Whilst there is a target for earnings in Herefordshire this needs to be presented as a ratio to the rest of the West Midlands. There is also a question mark as to whether the actions will contribute towards improving performance. The majority of the actions relate to attracting new business, but this does not necessarily contribute towards improving performance against this indicator.	
HCS	2	No. of VAT registered businesses & % change	Mr Hughes	Cllr Mayson	1		1			As stated in the last report, the focus of the action plan is on developing new businesses but there is no apparent consideration of working with existing businesses. Some actions have also been delayed until 2007 which cast doubt as to whether the target will be achieved.	
HCS	4	a % of working age population qualified to at least Level 3 or 4(% of working age population with higher level qualifications)	Mr Hughes	Cllr Stockton	1					As stated in the last report, there is still no target for this indicator.	Appendix A(2), p.2
HCS	4	b No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton		1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	4	c No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton		1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	4	d No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton		1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	4	e No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton		1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	8	Mortality rate from cancer for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					There is a lack of progress reported. Mention is made of a report being available in September, but there is no evidence that this is now available. Also, some of the references in the template refer to 2004/05.	
HCS	9	Mortality rate from circulatory diseases for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	10	No. of deaths per annum from chronic diseases	Mr Hughes	Cllr Mrs Barnett	1		1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	11	'All causes' Standardised Mortality Ratio (SMR) for deprived areas of Herefordshire	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	12	a % of adults who smoke (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	12	b % of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	12	c % of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	

HCS	12	d	% of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1						As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	13		Average length of stay in B&B accommodation for homeless households	Mr Hughes	Cllr Mrs Barnett		1	1				Performance reported during the year makes it clear that the target will not be achieved. Although good work is taking place to reduce the number of families in temporary accommodation, the target of 0 weeks has proved to be unachievable. Greater consideration will be given in setting a realistic, but challenging target in future.	Appendix A(2), p.4
HCS	15		No. of emergency unscheduled hospital bed days occupied by a person 75 and over	Mr Hughes	Cllr Mrs Barnett		1	1	1			Discussion with the PCT suggests that there are serious problems with the collection of data for this indicator.	Appendix A(2), p.7
HCS	16		No. of people aged 65+ helped to live at home (per 1,000 population)	Mr Hughes	Cllr Mrs Barnett		1	1				Many of the actions are either running late or yet to start creating serious doubts as to whether the target will be achieved.	Appendix A(2), p.10
HCS	17		Satisfaction with homecare services provided through Social Care via direct payments (65+)	Mr Hughes	Cllr Mrs Barnett		1	1	1			The baseline for this indicator is informed by 2 separate surveys. Although the surveys have been completed there is a lack of clarity surrounding the indicator guidance, currently causing difficulty in pulling the results of the 2 surveys together to establish the baseline.	
HCS	19		Independence and choice for older people and vulnerable adults	Mr Hughes	Cllr Mrs Barnett	1						Many of the actions have yet to commence.	
HCS	21	a	% of babies born to teenage mothers who are breastfeeding at 6 weeks	Ms Fiennes	Cllr Rule		1	1	1			6 month data showed performance was below target. Although actions are ongoing throughout the year, it is uncertain whether the target will be achieved.	
HCS	25		No. of young people (under 25) who are victims of crime in Herefordshire	Ms Fiennes	Cllr Stockton	1						Data at 8 months showed performance to be below target, although not so far below target to suggest that remedial action could not recover the situation.	
HCS	30		% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)	Ms Fiennes	Cllr Rule	1	1	1	1			Despite an improvement in exam results from 2005, target was not achieved.	Appendix A(2), p.13
HCS	35	a	No. of looked after children who missed a total of 25 days or more schooling	Ms Fiennes	Cllr Rule							Outrun for this indicator is reported for the academic year, therefore the position at July of 11 LAC missing 25 or more days of schooling exceeded the target	Appendix A(2), p.15
HCS	42	a	BCS Comparator crimes	Ms Fiennes	Cllr Stockton			1				Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.18
HCS	42	b	No. of criminal damage incidents	Ms Fiennes	Cllr Stockton		1	1	1			Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.20
HCS	42	c	No. of all recorded crimes	Ms Fiennes	Cllr Stockton	1						Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.23
HCS	45		No. of violent crimes	Ms Fiennes	Cllr Stockton		1	1	1			Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.25
HCS	46		No. of people in drug treatment	Ms Fiennes	Cllr Stockton			1				The action plan does not contain many actions for the year; many are specific to 2007-08 onwards.	

HCS	47	Measure of Drugs Intervention Programme	Ms Fiennes	Cllr Stockton			1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	
HCS	48	Measure of Priority and Prolific Offenders Scheme	Ms Fiennes	Cllr Stockton			1			There is currently no baseline for this indicator, but the template suggests that one would have been established by October against which a target should have been set in November. There is no evidence that this work has taken place.	
HCS	49	b No. of vehicles crimes per 1,000 population	Ms Fiennes	Cllr Stockton			1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged, although outturn would suggest that the target may be achieved.	
HCS	51	a No. of calls to the Herefordshire Women's Aid Helpline	Ms Fiennes	Cllr Stockton			1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged, although outturn would suggest that the target may be achieved.	
HCS	53	Mortality rate from accidents	Mr Hughes	Cllr Barnett	1					No template has been submitted.	
HCS	55	% of Sites of Special Scientific Interest (SSSIs) in favourable/recovering condition	Mr Dunhill	Cllr Edwards	1					Work is ongoing to determine the exact definition of the indicator and what it includes. Meetings will take place in December.	
HCS	57	No. of key species	Mr Dunhill	Cllr Edwards	1					Work is ongoing to determine the exact definition of the indicator and what it includes. Meetings will take place in December.	
HCS	63	% of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	Mr Hughes	Cllr Phillips	1					A question was asked in the recent Best Value General Survey to establish the baseline, but there is not yet any evidence of work taking place that will contribute to improvement in future.	
HCS	65	a % of adults who use sports and leisure facilities at least once a month	Mr Hughes	Cllr Stockton			1			Attendance at facilities was poor during the summer, suggesting that the target may not be achieved. Also, many of the actions suggest a lack of finance leading to postponement of some initiatives.	
HC	74	b No. of adults with mental health difficulties helped to live at home (per 1,000 population)	Mr Hughes	Cllr Barnett			1			Many of the actions are falling behind schedule or have no progress reported against them.	Appendix A(2), p.28
HC	74	c No. of adults with physical difficulties helped to live at home (per 1,000 population)	Mr Hughes	Cllr Barnett			1			Many of the actions are falling behind schedule or have no progress reported against them.	Appendix A(2), p.30

PERFORMANCE INDICATOR TEMPLATES

This Appendix includes the templates that have been marked **R** in Appendix A (1).

Indicator:	HCS 4a Percentage of working age population with higher level qualifications (Level 3 & 4)
HCS Theme	Economic development and enterprise
HCS Outcome	A more adaptable and higher skilled workforce
Council Priority	To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning
Council Objective	A more highly skilled adult population

Judgement**R**

Cabinet Lead:	Cllr Stockton	Strategic Lead-HP Board	Sharon Gray (LSC)
Council Lead:	Mr Hughes	Features in:	HCS

- | | |
|--|-----------------------|
| 1. % of the working age population (males aged 16-64 and women aged 16-59 years) qualified to at least Level 3 | Baseline:
1. 43.4% |
| 2. % of the working age population (males aged 16-64 and women aged 16-59 years) qualified to at least Level 4 | 2. 24.8% |

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
1. Service Level Agreement with Herefordshire Group Training Association to deliver project aimed at assisting businesses in the engineering and manufacturing sector to access management training. Wherever possible this will be to full NVQ level 4 in Learning and Development of Management. 1.1 Service Level Agreement to be signed July 2006. 2. Scheme to commence July 2006.	5 businesses signed up to NVQ's within two weeks of launch. Discussion taken place with HGTA with regard to the best method of progressing the scheme and ensuring successful delivery. Herefordshire Council Officer responsible for monitoring and liaison with scheme recruited. SLA signed by Council week commencing 17 th July 2006 Scheme launched 21 st July 2006. 5 businesses signed up to NVQ's within two weeks of launch. Discussion taken place with HGTA with regard to the best method of progressing the scheme and ensuring successful delivery. Herefordshire Council Officer responsible for monitoring and liaison with scheme recruited.

<p>3. 20 managers signed up to scheme – December 2006.</p> <p>4. Additional 10 managers signed up to scheme – March 2007.</p> <p>5. First managers completing training – October 2007.</p>	<p>28 managers signed up within first two months of the assisted business scheme.</p>
<p>Resource required to deliver the action(s)</p>	
<p>LPSA2 funding.</p>	
<p>Risk(s) to achievement</p>	
<p>Lack of businesses interested in the scheme.</p> <p>None completion of NVQ's by managers.</p> <p>Lack of spend on scheme due to lack of interest in scheme.</p>	
<p>Risks mitigated by</p>	
<p>HGTA have very good record of delivery of this type of scheme. Promotion of scheme will be undertaken by HGTA through their usual methods.</p> <p>HGTA have adopted an approach to training delivery that minimises drop-out rates.</p> <p>Economic Regeneration Team to undertake revue and monitoring of scheme on a monthly basis to determine take up and spend.</p>	

Roles & responsibilities

<p>Operational Lead – lead officer</p>	
<p>Support/Facilitator-Improvement Manager</p>	
<p>Data owner for PI</p>	

Indicator: HCS 13 **The average length of stay in bed and breakfast accommodation of households (towards whom the Council has a full statutory duty)**

HCS Theme Healthier Communities and Older People

HCS Outcome Reduce health inequalities and promote healthy lifestyles

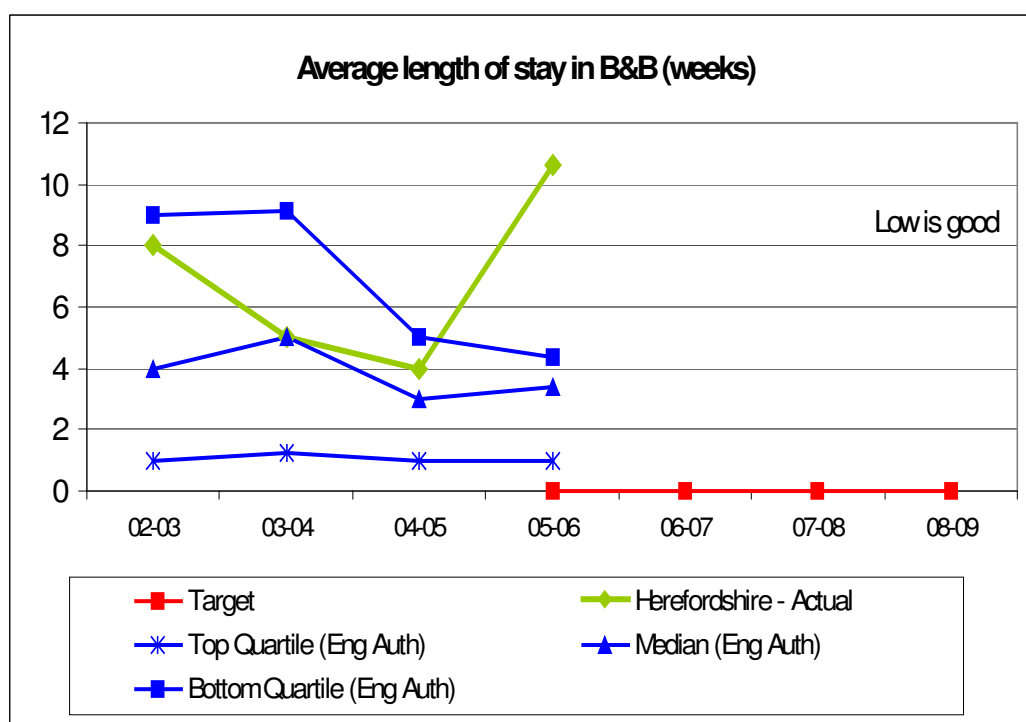
Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Council Objective To eliminate the use of bed and breakfast accommodation for households with children

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)

Council Lead: Geoff Hughes **Features in:** CP, LAA



The most effective measure of the availability of adequate housing for families with children

BV183a
Average length of stay for families with children in B&B accommodation

Quarter 1 = 17.9

Q2 = 15.5

Action(s) required to achieve the target (including key milestones)

Progress against action/resource/risk/mitigation/budget

<ol style="list-style-type: none"> 1. The implementation, with our partners, of our Homelessness Strategy Action Plan and in developing more affordable housing (161 units target for 06/07). 2. Establishment of Homelessness Advisory Group by end of April 2006. 3. Review of HSAP in June 2006. 4. Prevention approach to homelessness, reducing levels of applications and acceptances under the homelessness legislation (target of 417 for 06/07). 5. Target families with children who are rejected for nomination on account of former tenant history ie arrears, in partnership with RSLs. Expand private sector leasing scheme – minimum 5 extra units 06/07. 6. Expand private sector leasing scheme – minimum 5 extra units 06/07 	<p>Ongoing working document until 2008 Homelessness Strategy Implementation group established.</p> <p>Affordable homes provided on target. So far over 90 this year.</p> <p>Established and named the "Homelessness Advisory Steering Group" 2 meetings held</p> <p>Ongoing. To be finalised</p> <p>Prevention work has proved successful in fourth quarter of 05/06 with a successful intervention in 68 cases. This has resulted in a reduction in levels of applications and acceptances. This low level of Applications & Acceptances has continued into Q1 06/07.</p> <p>Q1 Acceptances - 29 Q2 Acceptances - 39</p> <p>Work to be progressed during 06 on identifying these families on the Homelessness 'database' to establish extent of problem. Discussed with RSLs at June 06 meeting and protocol will be in place by autumn 06/07 to reduce the problem by improving joint working practices</p> <p>Continuing. Will exceed target for year.</p>
<p>Resource required to deliver the action(s)</p>	
<ol style="list-style-type: none"> 1. Homelessness Change Manager, 2. Homelessness Prevention Officers. 3. Use of Prevention Fund – including roll forward of funds allocated in 05/06 to 06/07. 4. Flexible use of B & B budget and use of capital resources to fund new development. 	<p>Employed in 2005</p> <p>Established.</p> <p>Set up and being used</p> <p>Part of B & B budget is used on the principle of "spend to save" and used as part of the prevention fund.</p>
<p>Risk(s) to achievement</p>	
<ol style="list-style-type: none"> 1. Lack of affordable housing and financial resources. Unwillingness of RSLs to allocate housing to homeless households with poor track record. 2. Lack of homelessness database and reporting ICT. 	<p>Evaluating courses of action. Producing report for Geoff Hughes and Richard Gabb.</p> <p>A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.</p>

3. The options and speed of move on accommodation – i.e.- from temporary accommodation to permanent housing.	Meeting with RSLs in June 2006 to discuss proposed protocols. Were agreed and will be incorporated in autumn 06/07 in protocol document for signatures. Draft protocol produced to put to RSLs
Risks mitigated by	
1. Ongoing programme of affordable housing development.	Affordable Housing provided exceeding target
2. Strategic Housing to negotiate with RSLs direct on selected families. Meeting arranges for June 06.	Meeting was successful with a range of improved joint working practices being agreed, which will come into effect this autumn. Affordable Housing provided exceeding target
3. Permission to carry forward the underspend of the Prevention Fund into 06/07	Done – carried forward.
4. Identify alternative temporary accommodation options.	Member paper completed and strategy for reduction approved. Reduction of FWC in B&B to 0 is target for 06/07
5. Flexibility around temporary accommodation budget	Yes, and flexibility continues

Roles & responsibilities

Operational Lead –	Richard Gabb
Support/Facilitator-	
Data owner for PI	Paul Griffiths

NB – The measuring guidelines for this indicator (BVPI 183) means that an outturn is only recorded when a family is moved OUT of the B&B/hostel. Therefore a successful outcome of moving a family into permanent accommodation after a long time in temp results in a very poor BVPI outturn. For instance, a FWC (Family with Children) could have spent a number of weeks in B&B during 04/05, been moved to temporary accommodation and just recently permanently rehoused. Hence good work in getting families who have been in various forms of temporary accommodation into permanent accommodation triggers (through us being able to discharge our duty) a large outturn for BV183. It is this time lag and our success in moving families into permanent accommodation that is causing the current problems.

Indicator: HCS15 **Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals, commissioned by Herefordshire PCT**

HCS Theme Healthier communities and older people

HCS Outcome Independence and choice for older people and vulnerable adults

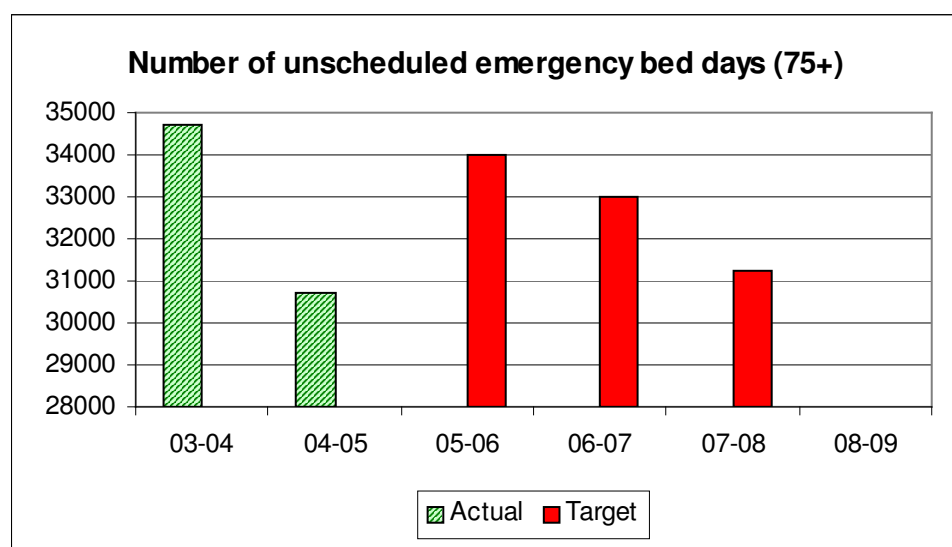
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To minimise the length of time older people spend in acute hospitals

Judgement **R** **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** (PCT)

Council Lead: Mr Hughes **Features in:** CP, LAA, LPSA2



Older people's independence and health is compromised if they spend longer than absolutely necessary in hospitals

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Leadership and multi-agency commitment:</p> <p>Ensure engagement of all key agencies in the reduction of this target – Hereford Hospitals Trust, Primary Care Trust and Social Care.</p> <p>Key managers in PCT, HHT and Social Care to ensure staff, continually monitor practice and make necessary changes designed to achieve the outcome.</p>	<p>Integrated Change Management Group to take the lead. Reporting to the Older Peoples Programme Board. Lead Officer Stephanie Canham</p> <p>Integrated Change Management Group to develop action plan and measurable timescales. Lead Officer Stephanie Canham</p>

Ensure staff understand what is needed and why, and enable them to make informed and useful suggestions or changes to practice.

Ensure the Single Assessment Process is implemented across all agencies

Continue to develop preventative services and specifically, implement LPSA 2 schemes, including village warden scheme, foot-care scheme and out of hours ambulance sitter service.

Contracts for Village Wardens Scheme to be let **August 2006**.

Performance indicators will be set prior to start of pilot schemes, including a satisfaction survey in relation to the village warden scheme. **September 2006**.

Implement the chronic disease management strategy

Continue to develop the integrated falls strategy by improving Dexa scanning service for local residents.

Data management

Ensure accurate data collection, interpretation and reporting

Achieve multi-agency agreement to the data

Commissioning:

Develop a robust commissioning and performance management system

Lead Officers Stephanie Canham, Trish Jay

SAP is not yet introduced to acute hospital or by GPs. SAP Coordinator to work with both from August 2006. System complete by **March 2007**. **Lead officer Pam Saunder**.

The Village Warden contract has been let to the Red Cross. First four wardens have been appointed plus coordinator. **Lead Jean Howard**

It has been decided to undertake a wider establishment of baseline data and this will be complete by January 2007. **Lead Officer Jean Howard**

Signposting post currently being advertised, with secondment option to speed up process. **Lead Officer Jean Howard**.

Lead Officer Trish Jay reporting to Physical Disability programme Board

Peter Sowerby working with Paul Ryan

Lead Officers Stephanie Canham, Trish Jay and Alan Dawson

Robust systems for commissioning including performance review e.g. as defined by the Audit Commission "Making Ends Meet" are undeveloped. A joint commissioning plan agreed in June 2005 made a useful start to consider strategic commissioning but both the plan and the underpinning systems need to be developed and embedded. The proposed Commissioning and Improvement Services Division evidences intentions to build the necessary capacity; this development is on hold pending the emergence of the Public Service Trust (see mitigation section below)

Resource required to deliver the action(s)

Staffing:

Redefine roles across health and care organisations to ensure modernisation can occur

Work on a joint workforce development strategy is to start in **Autumn 2006** as part of the Public Service Trust development and in response to the

<p>Be clear about what is to be achieved and ensure staff are adequately informed and trained</p> <p>Finance:</p> <p>Ensure that commissioning plans contain sound financial commitment, including development of funding sources and how the transition will be managed and funded when re-engineering services</p> <p>Ensure funding pick up for successful LPSA 2 pilots is reflected in PCT and Social Care budget cycles.</p>	<p>Service Trust development and in response to the Social Care recovery plan. The scope will cover Health Social Care, the Alliance and private sector partners. Framework to be completed by March 2007.</p> <p>Joint leads Liz French Social Care and Jan Parfitt, PCT.</p> <p>Older Peoples Commissioning Plan due to be completed Autumn 2006. Lead officer Peter Sowerby.</p> <p>Learning Disability Commissioning Plan due to be completed December 2006. Lead Officer Mike Metcalf.</p> <p>Physical Disability Commissioning Plan due to be completed June 2007 Lead Officer TBA.</p> <p>Health and Care Joint Commissioning Group to sign off and senior commissioners from each organisation represented on group to take appropriate action. September 2007.</p>
Risk(s) to achievement	
<p>This performance indicator is managed and reported by Hereford Hospitals Trust, which makes it difficult to manage by Social Care or the PCT. This is compounded by fragmented data collection and performance management.</p>	<p>Integrated Change Programme Board to agree common understanding of how this statistic is calculated and then ensure compliance through agreed mechanisms. Lead Officer Stephanie Canham.</p>
Risks mitigated by	
<p>Probable development of a Public Service Trust which should at least provide a single commissioning and performance management system across the PCT and Social Care. Better commissioning should lead to improved service delivery for providers.</p>	<p>Draft PST proposals complete, high level sign off being established currently. Target date for new joint management structure is October 2006. Lead Officers Neil Pringle and Paul Bates</p>
Budget and financial performance	
£353,000	Schemes cost breakdown available in next report

Roles & responsibilities

Operational Lead – lead officer	Stephanie Canham, Social Care 01432 260320
Support/Facilitator	Jean Howard, IMPACT 01432 363942
Data owner for PI	Ian Lamputt PCT 01432 363907

Indicator: HCS 16 **The number of people aged 65 and over helped to live at home, per 1000 adults aged 65 and over**

HCS Theme Healthier communities and older people

HCS Outcome Independence and choice for older people and vulnerable adults

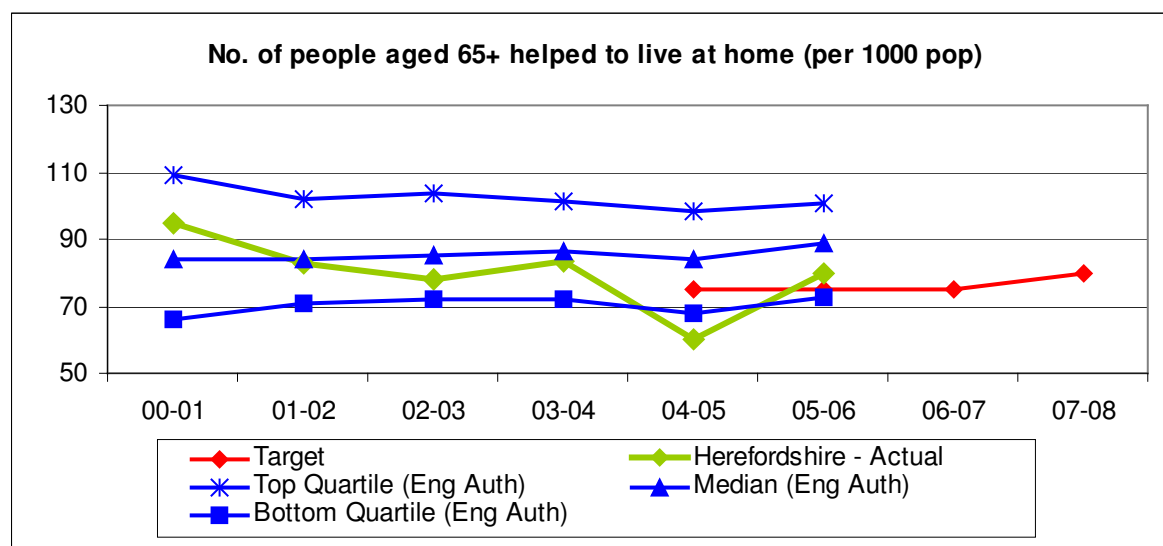
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To maximise the independence of older people

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)

Council Lead: Mr Hughes **Features in:** CP, LAA



Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> 1. Re-draft the eligibility criteria to reflect the change in emphasis from critical to low/moderate. <ol style="list-style-type: none"> 1.1 Key Milestones to be linked to the Improvement Plan, eligibility criteria re-drafted Dec 2006 2. Training for the Teams, multi-disciplinary approach to identify services users who require prevention services. 	<p>Part of improvement plan</p> <p>September sessions delivered.</p>

<p>2.1 Key Milestone to incorporate through developing Excellence Sessions which are ongoing.</p> <p>3. Developing Supporting People services.</p> <p>3.1 Key Milestone access additional funding by October 2007 to support re-ablement, telecare and Handy Man services</p> <p>4. Review literature available.</p> <p>4.1 Key Milestone: All literature to be produced by March 2007.</p> <p>4.2 Direct Payments, Carers Services, Re-ablement literature to be produced by September 2006.</p> <p>5. Target key groups and monitor the number of referrals received.</p> <p>5.1 Key Milestone awareness raising sessions with key stakeholders to be delivered by December 2006.</p> <p>6. Develop the use of assistive technology to support older people to remain in their own homes.</p> <p>6.1 Key Milestone through 3 pilot projects to be implemented by September 2006.</p> <p>7. Partnership working with the Voluntary Sector and Health to develop a joint prevention strategy and Commission appropriate services.</p> <p>7.1 Key Milestone: Prevention Strategy and Commissioning Plan drafted by November 2006. Prevention matrix to include signposting, Village/Community Wardens, Welfare Rights information and advice.</p> <p>7.1 Key Milestone: introduction of services by January 2007.</p>	<p>September sessions delivered.</p> <p>Proposals drawn up for submission to next supporting people board.</p> <p>No milestone achieved</p> <p>Awareness Raising Seminar held on the 08/08/06. Project Co-ordinator appointed, commence 02/10/06.</p> <p>Prevention Strategy Group set up and planning and commissioning framework agreed.</p> <p>Wardens Scheme now operational. Joint Team Manager is appointed</p>
<p>Resource required to deliver the action(s)</p>	
<p>Named worker to redraft eligibility criteria, provide training to teams, liaise with multi-disciplinary stakeholders to promote prevention services and prepare literature and awareness raising in the community.</p> <p>Ensure maximisation of Supporting People Monies</p> <p>Re-invest any de-investment monies e.g. SLA's reviews.</p>	<p>Part of improvement work</p> <p>On going</p> <p>Planned for New Year.</p>

Risk(s) to achievement	
Lack of investment monies to develop prevention services. Excess demand Lack of Supporting People Providers.	
Risks mitigated by	
Framework to be developed and resource identified to review all SLA's. Agreement to re-invest any savings. Develop prioritisation criteria for service provision. Work in partnership with providers to promote the development of Supporting People Providers.	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 30 % of pupils achieving 5+ A*-G grades at GCSE (incl. Maths & English) or equivalent

HCS Theme Children and Young People

HCS Outcome Children and young people achieve educational, personal, social and physical standards

Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

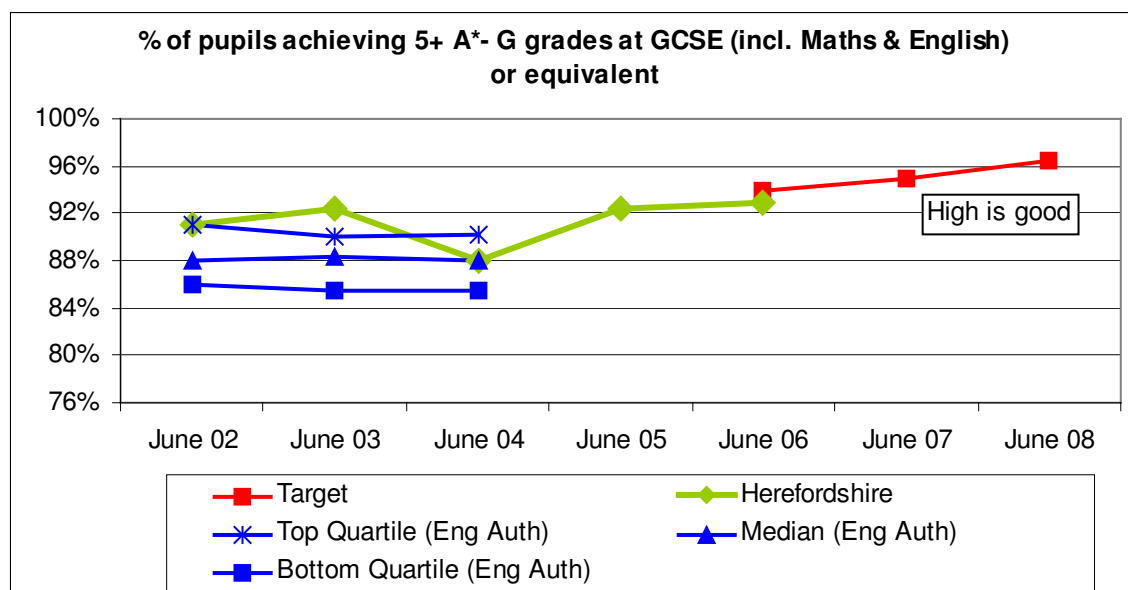
Council Objective To improve the educational attainment of Herefordshire pupils

Judgement R **A** **G**

Cabinet Lead: Cllr Rule **Strategic Lead-HP Board** Neil Pringle

Council Lead: Ms Fiennes **Features in:** LAA, LPSA2G, HCS, CP

2006 Data: Herefordshire 92.9%: 25th Centile 86.1 Median: 88.4 75th Centile 90.5



Good performance at GCSE is a crucial foundation for future educational achievement and improved life chances

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Use Secondary Strategy Staff and expertise to: <ul style="list-style-type: none"> - analyse and interpret individual school and pupil related performance data for all secondary schools - identify schools below the national floor targets at KS3 Maths, Science & English 	2006 GCSE Results: 5+ A* - G (E,M) 92.9% No schools below target.

<ul style="list-style-type: none"> - identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 & KS2 – KS4 - identify schools with low conversion rates from KS2 – KS3 – KS4. - identify schools with low or declining performance in 5A*-G grades. - Data is provided by QCA, NCER late August-October. <p>Target consultant teaching, learning & leadership support at the identified schools or departments.</p> <p>Initial analysis by late September using QCA data.</p> <p>Detailed analysis by late October.</p> <p>Target setting data provided to schools and SIS team by autumn half term break.</p>	<p>CVA to be published January 2007.</p> <p>4 schools identified.</p> <p>1 school identified.</p> <p>Data received and analysed.</p> <p>Support plans in place.</p> <p>Initial analyses conducted. Meeting with Regional advisors 13/10/2006.</p> <p>Detailed analyses underway.</p> <p>Target setting planned for w/c 16/10/2006.</p>
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Resource required to deliver the action(s)

Annual DfES Grant: £332,835 (2006/7) to support Secondary Strategy Staff and administration costs

Additional targeted support provided by central inspection team

Risk(s) to achievement

Loss of staff

Restructuring

Gender imbalance in cohort

Risks mitigated by

Monitoring of pupil progress.

Early intervention strategies for pupils falling behind

Schools provide end of year progress information via teacher assessments (May/June)

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 35a Absenteeism of looked after children**HCS Theme** Children and Young People**HCS Outcome** Children and young people achieve educational, personal, social and physical standards**Council Priority** To maximise the health, safety, economic wellbeing, achievements and contribution of every child, including those with special needs and those in care.**Council Objective** To improve the outcomes for looked after children by increasing school attendance**Judgement** **R** **A** **G****Cabinet Lead:** Cllr Rule **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)**Council Lead:** Ms Fiennes **Features in:** LAA, LPSA2G, HCS, CP

		00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-Sep
Herefordshire	Target						9	9	8	7
	Number	26	20	8	13	14	11			
	Percentage	21%	16%	6%	12%	13%	9%			
English Authorities	Top Quartile	7%	8%	8%	9%	10%				
	Median	11%	12%	11%	12%	12%				
	Bottom Quartile	15%	16%	15%	16%	15%				

The number children looked after by Herefordshire continuously for at least 12 months during the previous year missing 25 days or more for any reason.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>ELSS attendance monitoring officer to commence bi weekly attendance collection from primary schools. Sept 2006</p> <p>Members of EWS to raise profile of service in schools via assemblies, leaflets etc. To form part of SLA with each school. To be reviewed termly.</p> <p>Principal officer EWS invited to speak at Foster Forum</p> <p>Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis.</p> <p>Use LPSA2 funding to appoint an attendance-monitoring officer within ELSS.</p> <p>Monthly meetings with other colleagues / services monitoring attendance data to assess</p>	<p>Data collection commenced. A member of ELSS follows up children for whom attendance is a concern.</p> <p>Creating extra posters for distribution during August 2006</p> <p>Foster Forum 13th October 2006</p> <p>Post advertised, interviews held appointee commences on September 1st 2006.</p> <p>Agreed at recent policy review and dates set. Meetings have taken place.</p>

effectiveness of actions.	Meetings have taken place.
Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
ELSS to establish a system of recording and tracking the attendance of all looked after children and young people	System established June 2006
ELSS team members to discuss attendance with schools, carers and social workers to raise the awareness of the LPSA target and need for care and vigilance when appropriate opportunities arise.	ELSS/PEWO to present at a foster forum- Oct 06
Resources required to deliver the action(s)	
Attendance Monitoring Officer required	Attendance Monitoring Officer started 17 th May.
Certificates and reward vouchers to reward attendance to be ordered	Certificates ordered July 2006. Voucher orders to be placed October 2006
Risk(s) to achievement	
<p>Unexpected absence due to ill health or exclusions from school cannot be anticipated</p> <p>Delays in school admission particularly when moving out of county- e.g. when placed for adoption.</p> <p>Holidays taken in term time.</p> <p>Time lost during school transition, particularly for children placed for adoption</p> <p>Inability to collect data from all schools in the same format and using the same absence coding structure</p>	<p>Carers prompted to contact ELSS or EWS to support at Foster Forum talk</p> <p>Discussion with Adoption manager to take place a.s.a.p.</p> <p>Resources manager has included guidance relating to this in the Fostering Handbook</p> <p>Discussion with Childcare managers to take place a.s.a.p.</p> <p>Standardised format use becoming more frequent</p>
Risks mitigated by	
<p>Close monitoring of the LAC cohort with very high-risk group and CYP causing concern.</p> <p>Access to home tutorial or Hospital school with long-term sickness.</p> <p>Liaison with Social Inclusion officer where at risk of exclusion.</p> <p>Support from colleagues in EWS</p> <p>Visits from family social worker or family support where discerned</p>	<p>Carried out by monitoring officer on a bi-weekly basis and followed up by team members</p> <p>Regular meetings to discuss issues and concerns</p>
Budget and financial performance	
£10k per annum for three years to include new post and certificates and rewards for attendance.	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator:	HCS42a British Crime Survey comparator crimes
HCS Theme	Safer and stronger communities
HCS Outcome	Reduced levels of, and fear of, crime, drugs and anti-social behaviour
Council Priority	Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.
Council Objective	To reduce British Crime Survey (BCS) Comparator Crime Figures by 2007-08

Judgement	R	A	G
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Cabinet Lead:	Clr Stockton	Strategic Lead-HP Board	West Mercia Constabulary
Council Lead:	Ms Fiennes	Features in:	LAA, HCS, CP

Performance:

04/5 6207 05/6 6002

06/7 -

Apr 530 May 480 Jun 514 Jul 490 Aug 558 Sep 584 Oct 621

Nov 554

Year to date total - 4331

To reduce outturns by 15% by 2007/08.

Baseline 6909 (03/4)

Targets

06/07 5986

07/08 5872

Action(s) required to achieve the target (including key milestones):	Progress against action/resource/risk/mitigation/budget:
<p>Implementation of the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005-08 as follows:</p> <ul style="list-style-type: none"> - Recruit Marketing Officer to promote work of partnership, deliver crime reduction and harm minimisation messages – in post by September. - Recruit Community Development Workers (2) to engage with the community and enable them to tackle community safety issues – by September. - 3 month radio campaign to promote Domestic Violence Helpline, Road Safety and Zig Zag (young people's drug service). - Drug Intervention Programme – assessment to be carried out on 60% of adults with whom 	<p>1 Community Development post already started. There has been a considerable delay due to team restructure. This is now moving forward, issues around staff contracts with partners agencies have been resolved and so progress can be made. Recruiting in new year, expect to have posts filled February 2007.</p> <p>Radio campaign completed on 31st July 2006.</p> <p>100% have received assessment by the Drug Intervention Programme. (Jul – Sept results,</p>

<p>initial contact is made and who are not already on the DIP caseload.</p> <ul style="list-style-type: none"> - Drug Intervention Programme – Direct 95% of adults on the caseload into treatment. - Promote services of DASH (adult Drug Treatment service) and at key locations in county. <p>Review progress against outturn and agree remedial action – Mar 07</p>	<p>delay in data reports from H.Office)</p> <p>Achieved to date 89.5%. (Jul – Sept results, delay in data reports from H.Office)</p> <p>Developing a leaflet for promoting drug services to clients. Due to be printed early in the new year and then distributed.</p> <p>National Drug Treatment Monitoring System report due out in Aug 06. Positive report, performance good against targets.</p> <p>Next report due January 2007.</p>
Resource required to deliver the action(s)	
Herefordshire Community Safety and Drugs Partnership team and police Community Safety team, plus partner agency staff	See all other templates for progress reports.
Risk(s) to achievement	
As per details on other templates	See all other templates for progress reports.
Risks mitigated by	
As per details on other templates	See all other templates for progress reports.

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 42b **No. of criminal damage incidents**

HCS Theme Safer and stronger communities

HCS Outcome Reduced levels of, and fear of, crime, drugs and anti-social behaviour

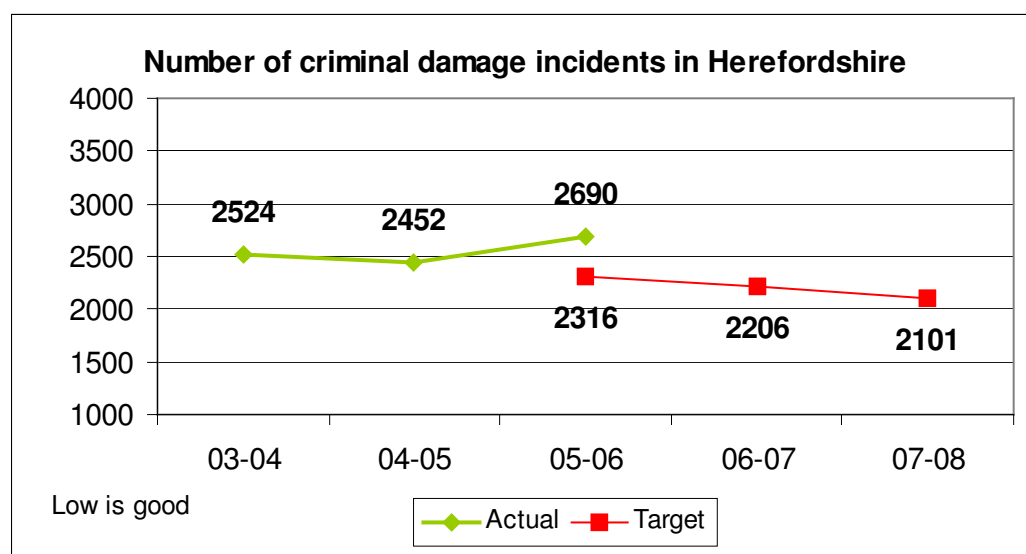
Council Priority To sustain vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services, clean streets and emergency planning

Council Objective To reduce the number of criminal damage incidents in Herefordshire

Judgement R **A** **G**

Cabinet Lead: Cllr Stockton **Strategic Lead-HP Board** West Mercia Constabulary

Council Lead: Ms Fiennes **Features in:** LAA, LPSA, CP



Criminal damage is one of the major factors affecting the quality of life in communities

The number of criminal damage incidents

Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD
252	211	245	211	254	266	294	296					2029

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Establish sub-group of Anti-social Behaviour Group to tackle this area, by July, working with StreetScene Carry out hotspot analysis using police and environment data, by July	Sub group established. Hotspot analysis completed, however no pattern emerged or concentration of crimes.

<p>Develop action plan, by August</p> <p>Introduce team of Ward Officers, by September – led and managed by Police</p> <p>Introduce tasking for Community Development Worker, via ASB Group, and link in with Ward Officers, by August</p> <p>Work with the police to set up PACT (Partners and Communities Together) meetings across county, as part of Local Policing Project, by October - led and managed by Police</p> <p>Recruit Community Development Workers (2) to engage with the community and enable them to tackle community safety issues – by September</p> <p>To track progress on agreed performance targets with police, on a quarterly basis Re-establish graffiti database between environmental services and the police , to aid hotspot analysis and evidence gathering.</p>	<p>Action plan delayed due to no identified hotspots. Establishing best practise around the country to assist.</p> <p>There has been a delay in police recruitment due to lack of training courses available. This has now been rectified and recruitment processes started.</p> <p>Tasking of the Community Development worker is currently being formalised; it is however working in an informal manner now.</p> <p>The PACT process is being developed across the county and will assist us tackling this area of work; any areas of concern highlighted through this route will tasked via Anti-social Behaviour Group</p> <p>One worker has been recruited, other delayed due to team restructure.</p> <p>Anti-social behaviour group is regularly reviewing performance and analysing data to identify trends and then tasking. The re-establishment of the database is being investigated, however staff shortages may have a negative impact, as the post holder responsible has been seconded elsewhere. This is being pushed forward.</p>
Resource required to deliver the action(s)	
<p>LPSA2 Funding from a range of organisations to include LPSA2 funding</p> <p>Co-operation of staff from other agencies and officers to drive work forward</p> <p>Additional staffing (Community Development Workers and Ward Officers)</p>	
Risk(s) to achievement	
<p>Community apathy to engagement work</p> <p>Delays in employment</p> <p>Relationship with key stakeholders</p>	
Risks mitigated by	
<p>Wide ranging publicity campaign to ensure awareness of partnership work and key educational / prevention messages</p> <p>A robust performance management framework</p> <p>Maintain a positive relationship with key stakeholders</p>	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator:	HCS 42c Numbers of all recorded crime (overall crime rate)
HCS Theme	Safer and stronger communities
HCS Outcome	Reduced levels of, and fear of, crime, drugs and anti-social behaviour
Council Priority	Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.
Council Objective	To reduce British Crime Survey (BCS) Comparator Crime Figures by 2007-08

Judgement	R	A	G
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Cabinet Lead:	Cllr Stockton	Strategic Lead-HP Board	WMC
Council Lead:	Sue Fiennes	Features in:	LAA HCS CP

Baseline 2005/6 – 12,034 Target 2005/6 – 11,418 Performance – 11,535 2006/7 – 10,831 2007/8 – 10,229	Actual performance 06/7 – Apr 984 May 961 Jun 971 Jul 971 Aug 1133 Sep 1045 Oct 1018 Nov 1036 Year to date total - 8119
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Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Implementation of the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005-08 as follows: <ul style="list-style-type: none"> - Recruit Marketing Officer to promote work of partnership, deliver crime reduction and harm minimisation messages – in post by September. • Recruit Community Development Workers (2) to engage with the community and enable 	Job description has been developed and currently being evaluated. Aiming to recruit Feb 07. 1 Community Development post already started. There has been a considerable delay due to team

<p>them to tackle community safety issues – by September.</p> <ul style="list-style-type: none"> - 3 month radio campaign to promote Domestic Violence Helpline, Road Safety and Zig Zag (young people’s drug service). - Drug Intervention Programme – Direct 95% of adults on the caseload into treatment. - Promote services of DASH (adult Drug Treatment service) and at key locations in county. <p>Review progress against outturn and agree remedial action – Mar 07</p>	<p>restructure. This is now moving forward, issues around staff contracts with partners agencies have been resolved and so progress can be made. Recruiting in new year, expect to have posts filled February 2007.</p> <p>Radio campaign completed on 31st July 2006.</p> <p>89.5% previously received assessment by the Drug Intervention Programme. 90% now achieved. 100% of the client caseload is engaged with treatment.</p> <p>(Jul – Sept results, delay in data reports from H.Office)</p> <p>Developing a leaflet for promoting drug services to clients. Due to be printed early in the new year and then distributed.</p> <p>National Drug Treatment Monitoring System report due out in Aug 06. Positive report, performance good against targets. Next report due January 2007.</p>
Resource required to deliver the action(s)	
Herefordshire Community Safety and Drugs Partnership team and police Community Safety team, plus partner agency staff	See all other templates for progress reports
Risk(s) to achievement	
As per details on other templates	See all other templates for progress reports.
Risks mitigated by	

Roles & responsibilities

Operational Lead –	
Support/Facilitator-	
Data owner for PI	

Indicator: HCS 45 Number of Violent Crimes

HCS Theme Safer and stronger communities

HCS Outcome Reduced levels of, and fear of, crime, drugs and anti-social behaviour

Council Priority To sustain vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services, clean streets and emergency planning

Council Objective To reduce the number of violent crimes in Herefordshire

Judgement

R **A** **G**

Cabinet Lead: Cllr Stockton

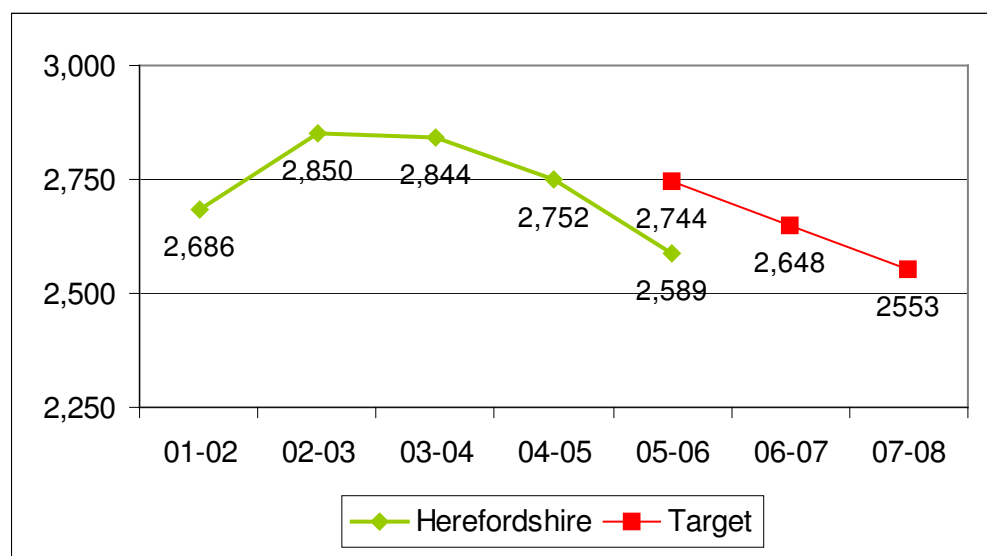
Strategic Lead-HP Board

West Mercia Constabulary

Council Lead: Ms Fiennes

Features in:

LAA, LPSA, CP



LPSA2G Target 7

Target

2648 (06/07)

2553 (07/08)

Baseline 03/4 2844

Performance 04/05

2752

Performance 05/06

2589 (target 2744)

The number of violent crimes in Herefordshire (LPSA2G)

Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Y.T.D.
220	204	203	219	239	261	242	236					1824

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
1. Work with police to introduce an Alcohol Co-ordinator, by September – led and managed by police Develop work action plan for post holder, by September	1. Alcohol Co-ordinator now in post, induction and initial training completed. Work programme currently being developed by line manager

<p>2. a) Continuation of the Alcohol Referral Scheme, on-going – led by Partnership, PCT and Police</p> <p>b) Improve effectiveness of bail condition part of referral scheme, by September – led by police</p> <p>c) Improve relationships with A&E, by September – led by PCT</p> <p>d) Review Alcohol Referral Scheme, September - Partnership, PCT and Police</p> <p>3. Introduction of Night-time Economy Beat Manager, by September – led and managed by police</p> <p>Develop work action plan for post holder, by September</p> <p>4. Develop CCTV service to provide improved monitoring for evidence gathering</p>	<p>2. a) Alcohol Referral Scheme has recently been reviewed.</p> <p>b) Bail conditions are being used more effectively, after custody staff received training and support and planning a trial with a Fixed Penalty Scheme referral for 6 months, from 1st November 2006.</p> <p>c) Meetings been held with A&E staff. Assessing alternative ways of relationship building, considering new post to act as a conduit.</p> <p>d) Alcohol Co-ordinator is monitoring all referrals and assessing effectiveness of scheme.</p> <p>3. Delays in recruitment by West Mercia.</p> <p>4. Installation of new camera in Union Street started. Commercial Street BT Fibre Optic links have been replaced. Questionnaire sent to all Heads Of Service to assess where CCTV can assist across the council.</p>
Resource required to deliver the action(s)	
<p>LPSA2</p> <p>Officer and other agency staff time to support developments</p> <p>Additional staff (Alcohol Co-ordinator and Night-time Economy Beat Manager)</p>	
Risk(s) to achievement	
<p>Delays in employment</p> <p>Changes to PCT</p> <p>Relationship with partners</p>	
Risks mitigated by	
<p>Maintain a positive relationship with key stakeholders</p> <p>A robust performance management framework</p>	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	

Data owner for PI	
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Indicator **HC 74b** **Adults with mental health problems helped to live at home per 1,000 population aged 18-64**

HCS Theme

HCS Outcome

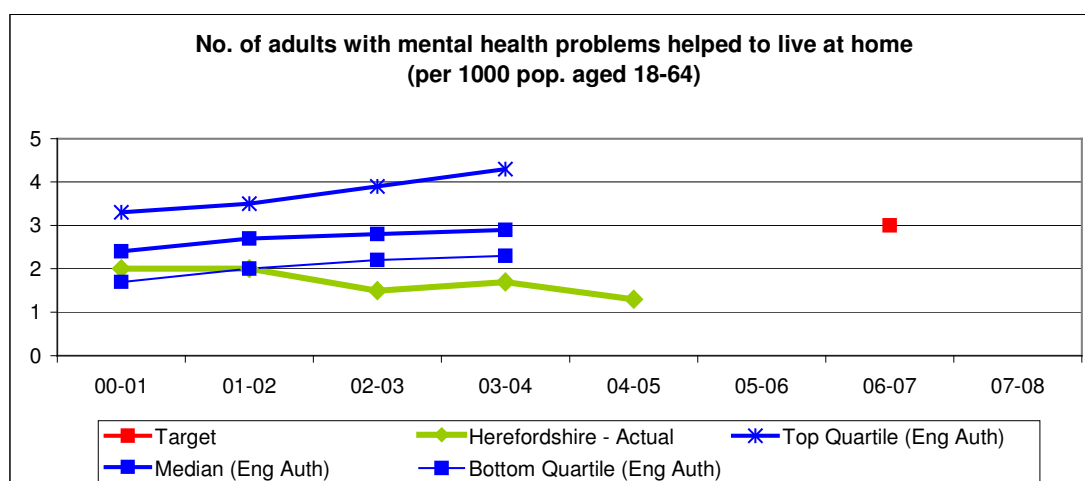
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To maximise the independence of vulnerable adults

Judgement **R**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** N/a

Council Lead: Mr Hughes **Features in:** CP



Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Target:

06/07 = 4.0

Out Turn = 37

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> Expand early intervention service and carers' support. Expand deliberate self-harm service Ensure all activity is recorded on Clix, as well as CPA (activity is currently under-reported) Housing strategy to be developed. 	<p>Position on hold as part of PCT cost improvement plan (CIP)</p> <p>This has been expanded through the Crisis Assessment & Home Treatment Team providing 24/7 availability to A&E</p> <p>Need to review roles of admin' staff to input CPA data into CLIX</p> <p>Housing Strategy is currently being developed, anticipated to be finalised early in the new year</p>

Resource required to deliver the action(s)	
Additional resource identified through PCT LDP Crisis team to expand their role to incorporate deliberate self-harm Clix clerk to be deployed 2 days per month to reconcile data	Review of CIP to release savings and re-visit CIP
Risk(s) to achievement	
Resource could be withdrawn due to PCT budget recovery plan Non-identified Recruitment timescales could mean data not fully reconciled by out-turn in March 2007. Affordable housing not easily available.	Formal consultation required with staff to incorporate Crisis and Deliberate Self-Harm teams into one team
Risks mitigated by	
CMHT absorbs the role Action plan developed to prioritise activities Work with Strategic Housing to develop alternative options	

Roles & responsibilities

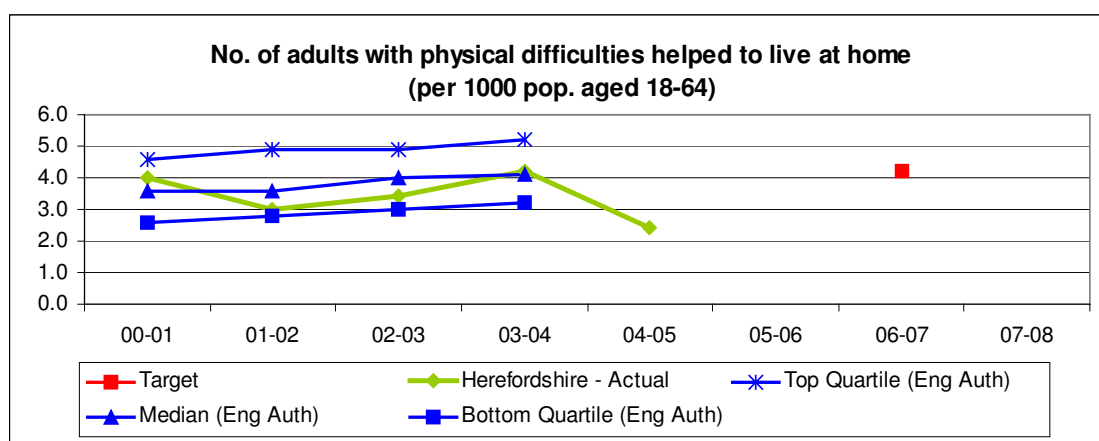
Operational Lead	
Support/Facilitator	
Data owner for PI	

Indicator: **HC 74c Adults with physical disabilities helped to live at home**
HCS Theme N/a
HCS Outcome N/a
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes
Council Objective To maximise the independence of vulnerable adults

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** N/a

Council Lead: Mr Hughes **Features in:** CP



- Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Target 06/07 = 5.0

Adults with physical disabilities helped to live at home per 1,000 population aged 18-64

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>1. Implement the Best Value Review Action Plan</p> <p>1.1 Key Milestones: Meet the key milestones identified in the Best Value Review Action Plan. Ongoing. A Best Value Action Plan has been developed and the Implementation Group works to the key milestones identified in the plan.</p> <p>2. Modernisation of Day Opportunities, moving from a building based approach to a community-based model. Promoting employment, training and volunteering opportunities.</p>	<p>Community Equipment</p> <p>Transport and programme board have been signed off by the group</p> <p>Involving people training for consultation</p>

2.1 Key Milestone: Strategic Plan and Commissioning Strategy to be completed by December 2006. Change Programme to be commenced March 2007.

3. Promote flexibility within Direct Payments, through the setting up of an Operational Group and the development of team plans and targets to increase the uptake of Direct Payments.

3.1 Key Milestone: is to develop reference group and operational group by July 2006. How will these groups promote flexibility? Will they produce a plan or strategy?

4. Re-model transport provision.

4.1 Key Milestone: to implement Transport Strategy groups findings and recommendations December 2006.

5. Implement Assistive- Technology Projects.

5.1 Key Milestone: Implement 3 pilot projects September 2006.

6. Maximise welfare benefits, through the development of a model for partnership delivery with the Voluntary Sector. Outcome based SLA's to be agreed.

6.1 Key Milestone: Current SLA's reviewed and services re-commissioned, September 06.

7. Development of a Prevention Strategy to be delivered in partnership with the Voluntary Sector.

Work ongoing to feed into the commissioning strategy

Operational Group will meet second time in December.

Reference Group members identified and meeting being arranged for new year

Operational Group will meet second time in December.

Reference Group members identified and meeting being arranged for new year

Transport planning post agreed and Job Description and Person Specification drafted.

Supporting People Bid drafted to include an independent travel training services.

Criteria redrafted for transport.

Charging to be reviewed as part of improvement plan.

Transport planning post agreed and Job Description and Person Specification drafted. Supporting People Bid drafted to include an independent travel training services. Criteria redrafted for transport. Charging to be reviewed as part of improvement plan.

Project fully operational. Currently 28 referrals being processed,

Joint Team Manager appointed and Customer Service Officer post appointed.

<p>7.1 Key Milestones: Prevention Strategy and Commissioning Plan drafted by November 2006. Introduction of services January 2007.</p> <p>8. Develop Supporting People services.</p> <p>8.1 Key Milestone: Commissioning of new services through approved providers by Oct 2006, to include handy persons schemes, reablement services and telecare. These new service won't have an effect on this year's target if the deadline is the end of the year.</p> <p>9. Develop advocacy services.</p> <p>9.1 Key Milestone: Benchmark existing services September 2006. Draft service specification by December 2006.</p>	<p>This work is now part of the transformation board.</p> <p>Handy Persons Scheme proposal completed and to be taken to the next Supporting People Commissioning Board.</p>
Resource required to deliver the action(s)	
<p>Physical Disabilities Team Manager in post.</p> <p>Project Manager identified to lead modernisation of Day Opportunities and Transport</p> <p>Telecare Grant</p> <p>Joint Team Management</p> <p>Investment needed for advocacy services.</p>	
Risk(s) to achievement	
<p>Budgetary Pressures</p> <p>Excess demand</p> <p>Failure to award Supporting People Funding</p> <p>Resistance to manage change.</p>	
Risks mitigated by	
<p>Appropriate eligibility Criteria</p> <p>Working with providers to develop the market</p> <p>Change management programme- awareness raising training</p>	

Roles & responsibilities

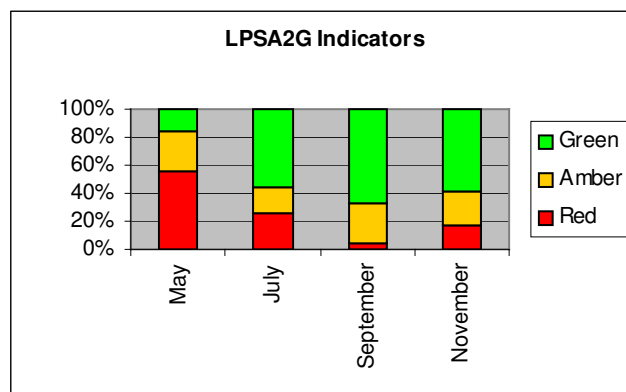
Operational Lead	
Support/Facilitator	
Data owner for PI	

The Local Public Service Agreement (LPSA2G)

As at the end of November **4** indicators are marked **R**, compared to 1 at the end of September. The 4 indicators are HCS 15 'No. of emergency unscheduled hospital bed days occupied by a person 75 and over', HCS 30 '% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)', HCS 42b 'No. of criminal damage incidents' and HCS 45 'No. of violent crimes'. The assessment for HCS 15 is based on information from the PCT suggesting unreliability in the collection of data, HCS 42b and HCS 45 has been based on data figures for the first 6 months of the year, which shows performance is below target. Although West Mercia Constabulary are suggesting performance will improve before year-end, based on current figures many targets will not be achieved.

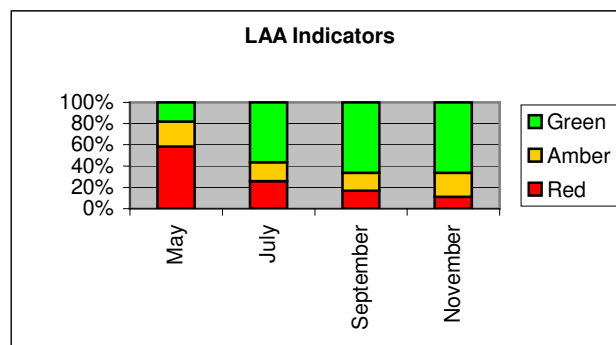
In the report to September HCS 17 'Satisfaction with homecare services' had been assessed as **R** because there was a lack of understanding of the indicator guidance against which a baseline could be established. Communication is ongoing with GOWM to obtain further guidance, and the assessment has now moved to **A** to reflect increased belief that the survey results will be capable of being used to establish the baseline.

The following chart shows the change in the proportions marked as **G**, **A** and **R**.



The Local Area Agreement (LAA)

At the end of November **6** indicators have been assessed as **R**, compared to 13 at the end of September. The reason for the drop in the number of indicators assessed as **R** between reports is explained by reference to paragraphs 3-6 of the main report, and the 'removal' of a number of indicators for the purposes of in-year reporting. In terms of real performance, there has been little change against the LAA since the last report to September.



Overall Performance Improvement Plan: exceptions report to the Leader and Chief Executive from the meeting of the Board on 21 December 2006

Children and young people's services - Status Amber

It was always the attention, agreed with Government and the inspectorates, that the Joint Area Review (JAR) Improvement Plan, produced in response to the JAR report in late 2005, should be substantially completed by the end of 2006, with any remaining actions taken forward as part of mainstream programmes for the improvement of children and young people's services.

The JAR Plan having mostly been completed, the GOWM Herefordshire Council Improvement Project Board has agreed that the continuing work should be rolled up into the wider programme of the Children and Young People's Directorate Improvement Board. This has now happened.

This involves no let up in the pace of improvement: the implementation of the JAR Improvement Plan has laid foundations on which has to be built sustainable long-term success. The coming months, in particular, are crucial, as the GOWM Board takes stock of the Council's progress and performance and recommends to the Government Minister whether the GOWM Board needs to continue beyond 31 March 2007.

In that context, it is significant that, at the GOWM Board meeting on 20 December 2006, the GOWM representatives accepted the attached statement of the achievements the Council had made with its partners in 2006.

Within the context of this record of significant overall achievement, the Overall Performance Improvement Plan Board draws attention to two elements of the original JAR Improvement Plan that will not be achieved within the target timescales.

The first is the **targets for the completion of initial and core assessments of children in need**: initial assessment completion is likely to be 65% to the end of March 2007, against the stated target of 75%; and core assessment completion is likely to be nearer to 70% than the target of 80%.

This is the result of the earlier reported good news about the enormous increase in referrals of children in need. This has meant that, while many more assessments are being carried out, it has not yet been possible to attain the numbers necessary to reach the targets.

Robust arrangements are in place to ensure that all priority needs are being identified and addressed. There is also a well-developed programme to continue to improve performance.

All this was reported to the GOWM Board at its December meeting and accepted by GOWM as a sound response.

The second exception is the **delay in developing a full, multi-agency workforce strategy for children and young people's services**. This was originally scheduled for May 2006 and then, following more detailed consideration of what would be involved, for December 2006.

A Project Initiation Document has now been approved by the Children and Young People's Partnership Board (CYPPB). It is intended that the finalised strategy and implementation plan will be submitted to CYPPB for approval in May 2007.

The GOWM representatives expressed concern about these delays at the December meeting of the GOWM Board. A meeting is to take place between the lead Cabinet member and the Director of Children and Young People's Services and GOWM's Children and Young People's Services Adviser in early January to discuss this and other issues that may affect the Government's judgement as to the need for the continuation of the GOWM Board beyond the end of March 2007.

STATEMENT OF ACHIEVEMENTS 2006

- APA grades of **adequate/satisfactory for services**.
- Staying Safe – **good overall**.
- **Outcomes**
 - (a) Staying Safe
 - **More children in need being assessed**.
 - Numbers of referrals – well in excess of target. (969 at the end of November 06 against a target of 823 for the year to April 07)
 - Numbers of assessments.- The rolling year initial assessment level in November is 200 greater than in April (552 compared with 352). Similarly the core assessment level in November is 55 higher than in April (165 compared with 110)
 - Tight management and regular review is ensuring more effective and robust risk management, providing greater assurance that safeguarding activity is both effective, appropriately targeted and prioritised.
 - **More children with disabilities being assessed** by social care and occupational therapists
 - OT assessments during the period April – November 2006 have increased by 41% (86 – 121) when compared with the same period for 2005. Over the same period social care assessments have increased by 100% (22 to 44).
 - Increase in family support services. On target to increase the number of short breaks provided by 10% (63 – 70). Negotiations well developed with independent sector provider for a jointly funded £100,000 plus contract to provide expanded family support services.
 - (b) **Achieving Economic Well Being**
 - **Increase in suitable accommodation and support for care leavers**. On target to deliver 10 additional units. 4 of the 6 units of accommodation purchased and 3 occupied. Purchase completion of a further 2 units scheduled for January 07. Negotiations progressing well to secure nomination rights to 4 additional units with support provided by Supported Housing for Young People (SHYP)
 - **Decrease in numbers of families housed in bed & breakfast**.- On target to have no families in B&B by April 2007. Down from over 40 in

April 2006 to 5 at the end of November 2006. Families housed in B&B for more than 6 weeks down from 28 in April 2006 to 2 at the end of November 2006.

- **Service Management/Performance Management**
 - APA grade for capacity to improve – adequate A programme of 4 projects is in place to improve performance management and a joint commissioning strategy is nearing finalisation with the aim of securing integration, effective, efficient and cost effective provision of services.
 - C&YP Plan – mid year review concluded performance on track and satisfactory Key initiatives going into 2007 include the CAF pilot.
- **Workforce Capacity**
 - Social workers above current establishment target. Cabinet have prioritised budget proposals for C&YP and Adult Services recognising the challenges being faced.
 - Effective Workforce Strategy development in place – for “children’s social care” and connected as 1 of the 4 priorities for the wider workforce strategy. The on-going recruitment campaign for qualified social workers is starting to deliver results.
- **Performance Management**
 - Internal and External assessments of performance management – all point to going in the right direction, performance improvement plans in place to ensure that good practice is followed and becomes embedded over the coming year.
 - Prince 2 disciplines for improvement plan quality assured and in place.
 - Performance Management system agreed and reporting arrangements in place.
 - Performance Data Management and Performance Team now on sound basis and a positive evaluation report is anticipated from IPC in March 2007.
 - Council’s Corporate Policy and Performance Unit regard the draft Directorate and Service Plans for 2007/10 as of a good standard which will facilitate effective performance monitoring. (Work continues to complete them, particularly in respect of targets and key milestones for years 2008/09 and 2009/10.

2006-07 REVENUE BUDGET MONITORING

Summary

1. The following table summarises the 2006-07 projected outturn as of the end of November 2006. It also includes figures from the previous report to permit comparison between current and previously reported figures.

	November 2006 Net over or (-) Underspending £000	September 2006 Net over or (-) underspending £000
Adult and Community	+1,424	+2,783
Children & Young People's	+214	+167
Customer and Corporate	+1	+83
Environment	+25	+25
Resources	<u>+19</u>	<u>-30</u>
Net position	+1,683	+3,028
Less:		
Social Care Contingency	-1,302	-1,302
Financing Transactions projected surplus	<u>-750</u>	<u>-500</u>
Net Council projected overspend	- 369	+1,226

2. The overall position shows a projected £0.37 million underspend. This is 0.3% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved by £1.53m since the last report where a £1.226million overspend was projected. The projected position is after allowing for use of the Social Care contingency and the impact of the revised cash flow profile. Slippage in the capital programme has helped this improved position. The report details the reasons for the movement but the headline areas are as follows:
- £1.4m reduction in projected overspend for Adult and Community Services due to inclusion of grant income
 - £0.25m improvement in the projected interest from investments
3. As previously reported, there is a key concern around the potential overspend position on Adult Social Care budgets. As part of the overall 2006-07 budget, some contingency funding is available to mitigate this problem. The medium term financial management strategy identifies that the social care contingency will be increased by £1.7million, topping it up to £3m given the previous forecasted overspend. However, the use of the contingency can only be sanctioned after a review of the causes for the overspend and assurances that mitigating action was taken.
4. The position in Children and Young People's Services remains in a projected overspend position and must also be viewed as a key risk for the remainder of the financial year.
5. Future projections may also see the impact of a potential receipt in excess of £1m from the Local Authority Business Growth Incentive (LABGI) scheme. In February 2006, central government allocated the first year (2005-06) of the three-year LABGI

grant programme to local authorities. The LABGI scheme aims to reward authorities that continue to encourage business growth, with the grant based upon the authority's increase in rateable value over the previous calendar year. The 2006-07 allocation will not be announced by central government until February 2007 but the allocation for Herefordshire may be significant if current estimates are correct.

Revenue Reserves Position as at 30th November 2006

General Reserves

6. The General Revenue reserves as at 30th November totalled £14.525 million including £3.72 million of underspendings carried into 2006-07 from 2005-06.
7. The Council's draft Medium Term Financial Management Strategy includes proposals for managing General Fund Balances and specific reserves and ensuring a balanced budget. A key message is a move away from a higher level of General Fund balances to specific Reserves to deal with key corporate financial risks.

Earmarked Reserves

8. At 30th November 2006 the Council held £13.9 million of earmarked reserves. The three largest reserves are:
 - Waste Management Reserve £1.386m;
 - Herefordshire Connects £1.928m; and
 - School Balances £8.739m
9. School balances are ring fenced and will reduce at year-end as the Balance Clawback scheme is implemented.
10. It is expected that a proportion of the Herefordshire Connects Reserve will be used to fund 2006-07 revenue expenditure and that some of the smaller revenue reserves will be utilised in 2006-07.

DIRECTOR OF ADULT AND COMMUNITY SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Adult Services	+1,530	+2,743
Strategic Housing	-45	+8
Community Services	+54	+79
Commissioning and Improvement	-115	-47
Total	+1,424	+2,783

Adult Services

11. The projected outturn for Adult Social Care is an overspend of £1.53 million. Details of the projected area overspends are as follows:
- Learning Disabilities - £1,241,000 overspend
 - Older People – (£512,000) underspend
 - Physical Disabilities - £327,000 overspend
 - Mental Health - £442,000 overspend
 - Service Strategy - £53,000 overspend
12. A cautious approach was taken at the start of the year in respect of the Access and Systems capacity grant, to ensure the grant was used appropriately and met its terms of use. The grant has been predominately utilised within the older people client group. The main aim of the grant funding is to assist vulnerable older people.
13. The Access and Systems grant funding for financial year 2007-08 has been notified to the Council. Work is underway to ensure that recurrent commitments are allocated to the funding. Any uncommitted funding will be allocated to specific client groups in the next couple of months.

Strategic Housing

14. The projected outturn for Strategic Housing is an underspend of £45,000 based on current demand levels for temporary accommodation. The situation is being closely monitored in case demand increases. However, this year has seen good progress to reduce pressure.
15. The projection does include an allowance for seasonal trends. One trend is an

increase in the number of clients presenting and being accepted as homeless during the Christmas and New Year period. The trend has been built into the projected outturn figures.

16. The projections reflect the decrease in the number of people presenting themselves as homeless. The decreasing numbers are reflected in lower spending in line with planned budget reductions. Details of numbers involved are as follows:
 - Highest 2005-06 98
 - Lowest 2005-06 66
 - Average 2005-06 82
 - Highest 2006-07 58
 - Lowest 2006-07 18
 - Average 2006-07 29.67
17. Since January 2006 there has been a prevention team within the homeless section. The team's key objective is to prevent service users going into temporary accommodation.
18. Some non-recurrent staff vacancy savings have assisted the underspend position. Once these posts have been filled the saving will cease.

Community Services

19. The projected overspending of £54,000 is a net position made up of Public Rights of Way (PROW) work, the accumulated leisure deficit brought forward and additional traffic modelling costs for the Edgar Street Grid. These overspends are partially offset by under-spending on staff within Community Regeneration.
20. The projected under-spend on Community Safety relates to home office grant funding received in the current and previous year. The extent to which this funding could be re-directed within the division whilst still meeting the grant conditions is currently being explored.
21. Halo has agreed in principle to assist in the managed reduction of the accumulated Leisure deficit over the medium-term. A decision will need to be made as to whether the deficit should again be carried forward into 2007-08, in expectation of a managed reduction, as was the case for 2006-07.
22. Grounds Maintenance costs are being managed within budget, however the severe weather conditions currently being experienced are likely to put extreme pressure on the budget over the coming months. The position will be closely monitored and budgets will be re-allocated wherever possible to mitigate the impact.

Efficiency Savings

23. All the Adult Services efficiency savings have been allocated out to client groups. Discussions are on going about Mental Health and work is in hand to ensure savings are being achieved.

24. The Community Services efficiency savings were all implemented into the base budget at the start of the year and the required savings are being achieved on an on-going basis.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Directorate Central Budgets	-573	-421
Children's Social Care/Safeguarding and Assessment Services	+787	+588
Total	+214	+167

25. The current position is a projected overspend of £214,000. In the last report the overall position for the Directorate was an overspend of £167,000. There is a significant risk that the overspend will increase as the projection assumes no additional external placements for the remainder of the financial year.

Dedicated Schools Grant

26. Most (80%) of the former Education budget is now funded by Dedicated Schools Grant. This funds delegated school budgets and central services to schools and pupils. Any under or overspending will be carried forward into the Dedicated Schools Grant for 2007-08.
27. Schools Forum set the schools' budget in February 2006 and subsequent finalisation of DSG has resulted in a £185,000 budget deficit to be carried forward to 2007-08. It is anticipated there will be an underspend of around £185,000 to meet this shortfall.

Directorate Central Budgets

28. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport. The projected underspend is £573,000, mainly on school transport (£278,000), Special Education Services (£91,000) and staff vacancies in the Youth Service (£140,000).

Children's Social Care/ Safeguarding and Assessment Services

29. The projected overspend on Children's Social Care has risen by nearly £200,000 to is £787,000 and is mainly related to external residential agency placements (£520,000), fostering (£235,000) and Social Work (£150,000). These are offset by savings in Assessment and Family Support (£119,000). External agency placements have risen from 24 at the beginning of the year to 29 with each placement costing approximately £150,000 pa. Unless numbers can be reduced, this cost pressure will continue into the new financial year. The number of children in foster care has also risen from 111 at the beginning of the year to 121.
30. A further pressure remains around Out of Area Placements for children with complex needs, which are jointly funded through a section 31 agreement between Health and Children and Young People's Directorate (Schools Budget and Social Care elements). An overspend is projected as more children are expected to be placed

during the remainder of this year. A claim on the social care contingency for the appropriate contribution will have to be considered.

Summary

31. Overall, the Children and Young People's budget continues to overspend with a project deficit of £214,000 at the end of November compared with a projected overspend of £167,000 at the end of September.

Efficiency Savings

32. The efficiency savings required for 2006-07 have been fully taken into account in the Directorate's budget planning for the year. The transport savings identified from route reviews last September are being maintained and further savings will be identified this September on an academic year basis. Efficiency savings are a key part of containing social care spending.

DIRECTORATE OF CORPORATE AND CUSTOMER SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Herefordshire Partnership	-40	-40
Communications	-20	-20
Director and Administration	-50	-50
Emergency Planning	+6	+6
Legal and Democratic Services	+187	+187
Info. By Phone	0	0
Policy & Performance	-82	0
Information Services	0	0
Corporate ICT Projects	0	0
Total	+1	+83

Corporate and Customer Services

33. The projected overspend in Legal and Democratic Services should be mitigated by under-spends in other areas. A view will need to be taken regarding the on-going provision for possible reductions in partner contributions within Herefordshire Partnership.
34. The launch of the proposed INFO by phone centre will bring significant budget pressures for start-up and on-going costs. Detailed work is on going to identify resources to fund the project. It is the intention that related savings in service directorates will be identified and re-directed. A clear benefits realisation plan has yet to be agreed by the Corporate Management Board to avoid uncertainty. The Resources Directorate is working with the Corporate and Customer Services Directorate to review budgeted and actual spending and income on the ICT Trading account for 2006-07. ICT are also currently looking at their ability to support corporate priorities and there may be some further cost implications.

DIRECTOR OF ENVIRONMENT**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Environmental Health and Trading Standards	0	0
Planning	+25	+25
Highways and Transportation	0	0
Total	+25	+25

Environmental Health and Trading Standards

35. The overall year-end position is estimated as break even. The level of payment against the Waste Management contract is below the profiled budget, this is mainly due to the slippage in the contract variation on the PFI Disposal contract and will continue to be monitored over the coming months for its impact on future projections. The current position indicates an underspend is likely to occur due to lower levels of activity and this will be confirmed in the next report. Any underspend against the contract will need to be earmarked for reserves to meet future waste management pressures.

Highways and Transportation

36. A number of budgets remain under pressure. Although steps are being taken to ensure, in the absence of Street Lighting managers in both HC and HJS, that a programme of works is being carried out in 2006-07 it is unlikely that this budget will be fully spent. Budget will be reallocated to meet pressures in other areas such as adverse weather, street cleansing and car parking.

Planning

37. An overspend of £25,000 is projected after assessing fee income to the end of the year. Planning fee income is treated as a corporate resource.

Efficiency Savings

38. The efficiency savings have all been taken into account in the Directorate's budget. Action is being taken to ensure the savings are made.

DIRECTOR OF RESOURCES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Corporate Budgets	-114	-150
Property Services	0	0
Finance	+103	+120
Procurement	+30	0
Total	+19	-30

Corporate Budgets

39. At this stage in the year a net overspending of £114,000 is expected. Anticipated savings on corporate subscriptions, insurance and Environment Agency levies will be offset by an amendment to previous grant settlements of £165,000.
40. There is the potential for a significant underspend against Corporate budgets due to the Local Authority Business Growth Incentive (LABGI) scheme. The LABGI grant scheme is a three year programme of allocation that depend on the increase in rateable value of business properties in a local authority's area. The scheme aims to reward authorities that continue to encourage business growth. Analysis of the current position shows a rise in rateable value but the allocation won't be announced by central government until February 2007 and at this stage any income can only be estimated.

Finance

41. It is assumed costs of the Directorate restructure are met by the reserve for organisational development. However, until a decision is made on its use, the costs will be shown against the relevant service areas.

Property

42. The net position is break-even although some significant variations exist within the service area. There is additional income for rent that offsets overspending on buildings and corporate property maintenance. The Director of Resources is currently working towards achieving greater transparency in the Asset Management and Property Services budgets to improve financial management reporting.

Efficiency Savings

43. All the efficiency savings have been allocated to cost centres and services. Careful budget monitoring will help ensure that the savings will be achieved.

FINANCING TRANSACTIONS

44. At this stage in the year an underspending of £750,000 is being estimated representing an increase of £250,000 on the previous report. This results from careful investment management as well as the effect of capital programme slippage. Slippage has occurred in previous years and 2006-07 is no exception. This has increased the underspending on financing transactions. If slippage continues to grow it will further increase the position.

2006-07 CAPITAL PROGRAMME BUDGET MONITORING

Summary

1. The revised forecast for 2006-07 as at 30th November totals £51,801,000, which is a decrease of £8,002,000 from the September forecast. The main reason for this decrease is a reduction in both Corporate Accommodation (£3,800,000) and Herefordshire Connects (£4,503,000). The expected use of Prudential Borrowing has decreased by £7,920,000 as result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year.
2. Each individual capital project has an expected spend profile and expected spend totalled 58% of the revised forecast. The actual spend of £25,361,000 represents 49% of the revised forecast. Including commitments this rises to 55% of the revised forecast. The under spend to date mainly relates to the expected spend on Herefordshire Connects not being incurred. A summary of the expenditure for each service area is set out in table D2.

Capital Receipts Reserves Position as at 30th November 2006

3. The capital receipts reserve totals £14,696,000, £5,754,000 of which is ring fenced to housing. The remaining balance is earmarked, along with expected future capital receipts, to fund the next three financial years capital budget including Corporate Accommodation costs of £8,256,000.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£11,690,000
Capital Budget Increases	
• School Building Improvements (new budget)	£150,000
Capital Budget Decreases	
• Weobley High Sports Hall (slippage)	(£200,000)
Other budget revisions (<£100k)	(£48,000)
Revised Budget	£11,592,000

4. The school building improvements budget is to be funded through a revenue contribution. The various building project works are being undertaken to reduce future revenue insurance costs.
5. The Weobley High sports hall works are scheduled for completion in March, spend and funding have been re-profiled to reflect this.
6. The predicted funding shortfall has been delayed by the offer of an advance of formula capital grants. This is not extra funding but the early receipt of future funding allocations. This position will be reviewed regularly through the capital monitoring process.

DIRECTOR OF RESOURCES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£5,726,000
Capital Budget Increases	
• Purchase of Franklin House (new budget)	£1,256,000
Capital Budget Decreases	
• Leominster Broad St Car Park (slippage)	(£114,000)
• Salix Fund (slippage)	(£120,000)
• Corporate Accommodation (reduction)	(£3,800,000)
Other budget revisions (<£100k)	£11,000
Revised Budget	£2,960,000

- Franklin House is being purchased as part of the Edgar Street Grid development. This purchase is being funded through grant from Advantage West Midlands.
- Leominster Broad Street car park work has slipped due to only testing works being carried out this year. The Salix Fund 'invest to save' energy costs projects will carry on into next year. The funding of these schemes has been carried forward.
- The purchase of Plough Lane offices budget has been removed; subject to developments in the accommodation strategy. This highlights the close links between capital financing issues and the Medium Term Financial Management Strategy (MTFMS). The accommodation strategy capital financing costs are included in the MTFMS at a level of £146,000 in 2007-08. This is now being reviewed.

DIRECTORATE OF CORPORATE AND CUSTOMER SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£12,245,000
Capital Budget Decreases	
• Herefordshire Connects (no spend)	(£4,503,000)
Revised Budget	£7,742,000

- There has been no updated forecast provided in this round of capital monitoring however the Herefordshire Connects spend has been reduced to an estimate of £4,000,000 due to no spend being incurred to date. As with the issues raised in the accommodation strategy section a similar link with the MTFMS exists for Herefordshire Connects where £1.336m is included for capital financing costs in 2007-08.

DIRECTOR OF ENVIRONMENT

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£13,810,000
Capital Budget Decreases	
• Crematorium (slippage)	(£423,000)
• Safer Routes to Schools (slippage)	(£112,000)
Other budget revisions (<£100k)	£112,000
Revised Budget	£13,387,000

11. The capital forecast has been reviewed and changed slightly to accommodate the slippage identified on the St Thomas Cantilupe and St Martins safer routes to schools schemes.
12. The Crematorium forecast has slipped to reflect that a contractor has not yet been appointed. Tenders are under review and a contract should be awarded shortly.

DIRECTOR OF ADULT AND COMMUNITY SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£16,330,000
Capital Budget Decreases	
• Social Care ICT Development (slippage)	(£132,000)
Other budget revisions (<£100k)	£78,000
Revised Budget	£16,120,000

13. Social Care ICT development is now part of the Herefordshire Connects programme, funding has been carried forward.

TABLE D1

FUNDING OF REVISED 2006-07 CAPITAL PROGRAMME

Capital Programme Area	2006-07 Revised Forecast 30/09/06	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People's Services	11,592	2,459	2,000	4,305	342	2,486	-
Resources	2,960	-	251	1,567	30	1,112	-
Corporate and Customer Services	7,742	-	7,472	270	-	-	-
Environment Services	13,387	10,475	2,034	801	-	77	-
Adult and Community Services	16,120	217	4,130	7,528	17	4,228	-
Total Revised Forecast	51,801	13,152	15,887	14,471	388	7,903	-
<i>September 2006 Forecast</i>	<i>59,803</i>	<i>13,152</i>	<i>23,807</i>	<i>13,209</i>	<i>378</i>	<i>9,257</i>	<i>-</i>
<i>Change from September Forecast</i>	<i>(8,002)</i>	<i>-</i>	<i>(7,920)</i>	<i>1,262</i>	<i>10</i>	<i>(1,354)</i>	<i>-</i>

<u>Reported to date</u>							
<i>Original Budget</i>	<i>37,015</i>	<i>13,197</i>	<i>9,499</i>	<i>9,431</i>	<i>33</i>	<i>4,855</i>	<i>-</i>
<i>July 2006 Forecast</i>	<i>60,671</i>	<i>13,152</i>	<i>23,491</i>	<i>13,483</i>	<i>96</i>	<i>10,410</i>	<i>39</i>
<i>September 2006 Forecast</i>	<i>59,803</i>	<i>13,152</i>	<i>23,807</i>	<i>13,209</i>	<i>378</i>	<i>9,257</i>	<i>-</i>
<i>November 2006 Forecast</i>	<i>51,801</i>	<i>13,152</i>	<i>15,887</i>	<i>14,471</i>	<i>388</i>	<i>7,903</i>	<i>-</i>

TABLE D2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2006-07 Forecast as at 30/11/06	Actual spend at 30/11/06	Actual spend as a % of the revised forecast	Committed Spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Programme area	2005-06	2006-07	2006-07	2006-07	2006-07	2006-07	2006-07
	£'000	£'000	£'000	£'000	%	%	%
Children & Young People's Services	7,907	8,048	11,592	6,707	58%	58%	54%
Resources	662	520	2,903	602	21%	21%	48%
Corporate & Customer Services	4,623	1,760	7,742	2,003	26%	26%	48%
Environment Services	10,288	12,554	13,387	6,099	46%	65%	60%
Adult & Community Services	8,365	14,133	16,120	9,950	62%	66%	67%
Total	31,845	37,015	51,801	25,361	49%	55%	58%

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Improvements around managing the reputational impact of the 'Staying Safe' rating being 'inadequate' in the JAR assessment have been noted in the Annual Performance Assessment letter. The challenge is now to ensure the Council secures the completion of the formal engagement with DIES on Children & Young People's outcomes and project and performance management.	CR1	4	3	High	Measures put in place to tackle the shortcomings against a planned and timed programme drawing in the assistance of better performing authorities as may be required. External risk management experts engaged to preliminary assess level of risk in plan. Favourable initial assessment of Action Plan - good steps have been made to improve the position. Institute of Public Care engaged to work with staff to build a performance management culture as part of JAR Action Plan together with support from Department of Health.	SF	4	3	High
Corporate spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Adult Social Care.	CR2	4	4	High	Medium Term Financial Strategy now adopted by Cabinet and highlights the need for corporate capacity to be created to meet future spending pressures. Social Care overspend has been highlighted at Cabinet and at Scrutiny Cttee. Budget Plan adopted to minimise pressures and needs analysis identifying future patterns of service with costed options. This will be reported by the end of August.	ALL/SR	4	3	High
Herefordshire Connects: Programme does not go through robust investment appraisal and subsequent savings not being realised leading to service cuts.	CR3	4	4	High	Robust appraisals are carried out based on hard data, comparative and sensitivity analyses and deliverability. Strong corporate governance arrangements are in place. Change Manager appointed. Business Transformation Board created and the new governance arrangements approved. Procurement approach agreed. Benefits realisation framework to be developed. The MTFs highlights both the investment required for Herefordshire Connects and the expected savings both in the short and long term. A key risk will continue to be the timing and identification of savings flowing from the programme whilst minimising the risk of service cuts needing to be made to balance the budget.	NP	4	3	High
Failure to maintain CPA "3 star" rating and move from improving adequately to improving strongly	CR4	4	3	High	Capacity created at a senior level and adherence to the Overall improvement Plan agreed in March. Board to monitor progress set up under Director of Corporate & Customer Services. It requires effective implementation of the corporate planning and performance frameworks, including the full integration of financial planning. Use of Resources Improvement Plan being implemented included VIM self assessment in August. Considerable work has taken place in embedding a strong performance management framework including structured meetings between Chief Executive and Directors. Improvement manager posts have been approved for all Directorates and recruitment is well advanced with most posts to be filled by early 2007.	ALL/NP SR NP/JJ	3	3	Medium

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Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Business continuity management	CR5	3	4	High	Substantial capital investment made in ICT network and disaster recovery arrangements. Workshops held for all directorates and service continuity plans have been prepared and due for testing during the year in business critical systems and services. Monthly checks made to ensure amendments are made to all plans. Annual update of of Community Risk Register to inform the review process of Council emergency response plans in support of the emergency services and teh Council's arrangements to assist recovery and return to normality of teh community & environment following an emergency. Bi-annual exercising of eht Emergency Response Team. Annual exercising of emergency response plans.	ALL/NP	3	3	Medium
Continuity of Herefordshire Jarvis Services and successful partnering arrangements	CR6	4	3	High	Regular consultation held between senior management from both sides of the partnership.	GD	3	3	Medium
Corporate Capacity to deliver a range of changes the Council has embarked upon.	CR7	4	3	High	Programme Management, Clear Leadership and Senior Management Restructuring. Capacity issues identified within CPA inspection and will be part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues.	NP	4	2	Medium
Achievement of LPSA 2 targets and hence the Performance Reward Grant (PRG). Failure to manage future PRG will have a significant and detrimental impact on the Council's ability to invest in future performance gains in services.	CR8	3	3	Medium	LPSA Partnership Manager and the Head of Policy & Performance now met regularly with the assigned project manager and have agreed responsibilities for chasing progress and ensuring action. In addition performance indicators are received every 2 months, in line with the Council's performance management arrangements, enabling proactive management through this management group.	SF/GH/GD	3	3	Medium
Delivery of Local Area Agreement	CR9	3	2	Medium	LAA - Partnership team and Policy & Performance have agreed a joint approach to including the LAA review issues and LAA refresh mandatory indicators in the preparations for the Corporate Plan thus ensuring that there is only one process and no confusion about targets.	JJ	3	2	Medium
Recruitment and retention of staff where there are national skills shortages and including the impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims	CR11	3	3	Medium	Succession planning as part of management development provision Utilise SRDs / implement career development posts and conclude job evaluation. 93% SRDs completed by the end of May. Further work being carried out on identifying gaps. HR to support Directorates deliver to identified training needs, to work to Investor in People standard. Focused recruitment activity to support identified shortages e.g. Social Work (Childrens), plus development of a workforce plan, and work to implement national data sets. Work to set and establishment for the Council has begun. Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. . Improving leadership and management through a review of management development Pride in Herefordshire approach to be implemented. Implement software to review new pay structure to ensure that it is equality proofed.	ALL/DJ	2	2	Medium
			4	4	High				

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Approach to Diversity: Risk of not achieving level and not improving Standard	CR12	3	2	Medium	Long term development plan produced. EIA action plans to be incorporated into Service Plans and monitored through the performance management process.	JJ	3	2	Medium
Successful implementation of Accommodation Strategy.	CR13	4	4	High	Issues concerning the acquisition of the property following a meeting with Scottish & Newcastle where Council were notified of a property review of all production sites. Initial moves within property to continue. An emerging risk is the move towards flexible working. Homework place assessments will need to be carried out for all staff formally working from home.	SR DJ/JH	3	2	Medium
Herefordshire Connects: Management capacity and capabilities not sufficiently developed to plan in advance, and deliver, the service changes required for realisation of efficiency savings.	CR14	4	4	High		NP	4	3	High
Development of a Public Services Trust for Herefordshire	CR15	3	2	Medium	External assistance for the first phase of development has been secured.	GH	3	2	Medium
Failure of Waste Management Contract leading to failure to meet diversion targets and the potential for the Authority to be paying £150 per tonne extra on our missed target tonnages. Failure of the contract would also lead to the loss of PFI credits	CR16	4	2	Medium	Ongoing commitment from Herefordshire and Worcestershire to retaining the existing contract. The incorporation of subcontractors into the existing contract as a variation should enable adequate waste to be diverted to ensure the authority does not become subject to penalties under the Landfill Allowance Trading Scheme (LATS). Herefordshire and Worcestershire have an agreement to Trade LATS between the two authorities at "no cost" to offset risks - this risk needs to be formalised.	GD	4	1	Low
Use of Resources Judgement	CR17	4	2	Medium	Managers have been allocated elements of the Key Lines of Enquiry so that all required actions have been completed. The Audit Commission's inspection has been completed. Any action plan produced by the audit commission will be given priority.	SR	3	2	Medium
BFI Inspection	CR18	2	2	Low	BFI report on interventions has made a number of recommendations and an action plan has been drawn up to deal with these. Monthly monitoring is in place by the Head of Service to ensure we deliver this plan which will enable us to meet both the performance measures and enablers aspects of the the benefit performance standards.	SR	2	2	Low

Signed: _____

Position: _____

Date: _____

UNDERSTANDING AND RESPONDING TO THE PUBLIC

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the results from recent user satisfaction and Herefordshire Voice surveys. To decide if there are emerging themes that would merit further investigation as part of the Committees ongoing work programme or if it wishes to examine how the available data is being used to inform service delivery in a number of services.

Financial Implications

2. There are no financial implications

Background

3. As reported to the Committee on 26 June, following consideration of a number of possible themes for the future scrutiny programme, Members expressed an interest in pursuing how well the Council was doing in responding to customers. This report provides some brief information on the available sources of customer views but focuses on some recent results from the authority's research programme. This information is intended to help the Committee decide if there are any emerging themes that merit investigation in future or where it wishes to examine just how customer data are being used.
4. The Council obtains feedback from the public in a variety of ways; through front line services, correspondence and telephone calls, through specific consultations, from elected members, MP's, local media, individual events and, of course from complaints. There is a corporate complaints process and some individual services – most notably social care – have additional statutory obligations relating to complaints. The various complaints processes are currently being reviewed to ensure a consistently high standard across the authority. The Corporate Management Board will consider the matter this month. In addition, the bi-monthly Integrated Performance Report (IPR) will, in future, cover complaints across the authority and supplement the existing, directorate lead, reporting.
5. The planned introduction of a customer relationship management system will be a major step towards bringing together and reporting all the various forms of customer data in a systematic manner. However, in the absence of such an authority wide approach, the annual user satisfaction survey conducted by the Council's research team, is currently one of the few consistent, statistically valid, sources of customer data that is available to establish public opinion and track its changes over time.

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on 01432 261855

6. All Councils are required to conduct a user satisfaction survey every three years to establish inter-authority comparisons as part of the Best Value regime. The last such survey was in 2003 and the 2006 survey returns are being analysed with the results due in the spring. The national survey informs processes like the CPA and provides benchmarks for best value indicators for all local authorities. This survey is tightly specified and subject to quality checks by the Audit Commission. In line with best practice this Council started to conduct additional surveys in both intermediate years, beginning in October 2005. The local surveys allow us to measure and monitor progress much more closely and to ask a number of other questions tailored to Herefordshire. These can form the measures for Local Public Service Agreement and / or Local Area Agreement targets.
7. Key findings **about the Council** from the 2005 survey are as follows:
 - Around half of respondents [49%] are satisfied with the way the Authority runs things overall [a similar proportion to 2003] and 23% are dissatisfied.
 - 54% of respondents felt that they were kept well informed by Herefordshire Council, a slight increase from the 2003 figure
 - Of the 19% of respondents who had complained to the Council in the last 12 months, 31% were satisfied with the way in which it had been handled [similar to 2003] while 53% were not, a slight decrease since 2003
8. Key **general findings** from the 2005 survey are that:
 - 80% of respondents are satisfied with their local community as a place to live
 - With regard to quality of life aspects, most are perceived to have deteriorated. The biggest deterioration in the last three years is perceived to be traffic congestion and wage levels / local cost of living.
 - Anti-social behaviour is now seen as less of a problem than in 2004. In all types of anti-social behaviour listed there has been a marked decrease in the proportion of respondents who think each is a problem in their local area.
 - Perceived ease of access to various local services has stayed at similar levels in most cases since 2003.
9. Amongst the **key findings relating to individual services** are that:
 - Satisfaction with local recycling facilities has increased since 2003 while satisfaction with kerbside recycling collection has decreased.
 - Satisfaction with the provision of public transport information and local bus services have both decreased.
 - Satisfaction with sports and leisure facilities, and parks and open spaces has remained steady while satisfaction with other cultural and recreational services has decreased.
10. Following these individual service results, the 14th Herefordshire Voice survey in July 2006 focussed on cultural & recreational services, public transport and included a series of locally important questions on volunteering as part of the LPSA. The object of the follow-up, detailed, survey was to determine in greater detail the reasons and factors leading to the dissatisfaction levels summarised in paragraph 9 above and to obtain specific suggestions for improvement to include in future service planning. Key findings for the services concerned are set out in the sections below.

Culture

- Respondents thought the aspect of libraries most in need of improvement was the range of books, followed by opening hours, information about the services and the range of films and talking books.
- 61% of respondents were satisfied with libraries and library services overall.
- Respondents thought that the aspect of museums and galleries most in need of improvement was the variety of exhibitions, followed by the frequency with which permanent exhibitions were changed and the space available for displays.
- 40% of respondents were satisfied with museums and galleries overall.

Sport and Leisure

- Respondents thought the aspect of sport and leisure most in need of improvement was the quality of the facilities, followed by information about the services, availability for use and value for money.
- 43% of respondents were satisfied with sports and leisure facilities overall.

Parks and Open spaces

- Respondents thought the aspect of parks and open spaces most in need of improvement was accessibility to footpaths, followed by information about the facilities and services and the maintenance of playgrounds.
- 69% of respondents were satisfied with parks and open spaces overall.

Public Transport information

- Of the various sources of public transport information, the booklets and information at bus stops are most used, the most in need of improvement and most preferred sources.
- Overall around 40% of the panellists are fairly or very satisfied with the provision of public transport information compared with 15% who are fairly or very dissatisfied.

Local Bus services

- Over half the panellists had not used local buses in the last 12 months.
- Of the respondents who use the bus service, the most common main reasons was when they were unable to use their own transport [33%] followed by avoidance of the need to park [17%] and due to not driving [13%].
- Of the respondents who don't regularly use the bus service, the main reasons for not doing so was that buses are too infrequent or not at the right times [25%]. Next most common was the convenience of – or simply possession of – their own car.
- Frequency of service and being able to rely on arriving on are the most commonly identified high priority improvements needed.
- Overall a third of panellists are fairly or very satisfied with the bus service and 15% fairly or very dissatisfied.
- 60% of users are fairly or very satisfied compared with 15 who are fairly or very dissatisfied.

NB The recent Local Government White Paper indicated that local bus services were one area that might benefit from increased local input in future.

11. More details about these panel findings, or the original 2005 survey can be given at the meeting. When the 2006 survey results are available it will be possible to compare how the Council is regarded by its customers relative to other local authorities. When the access to services information – referred to in paragraph 12 below - has been analysed, this may also be of interest to the Committee.

12. The next Herefordshire Voice survey is already underway and will be completed in early January. This is focussing on a key finding in paragraph 8 - access to services. The intention is to better understand the nature of any difficulties the panellists have in getting to the services they need. This includes dentists, doctors surgeries, local hospitals, chemist, library/mobile library, the Courtyard, a cinema, swimming pool and sports / leisure facilities.
13. In summary, there is a considerable amount of data available should members wish to use it as a starting point in selecting areas of service or public concern for their future scrutiny work programme. Equally the Committee could consider how the available data is currently being used to improve a selected range of services. Finally, given adequate lead in times, future local surveys could also be used to provide information during a piece of scrutiny work.

RECOMMENDATION

THAT the Committee consider the range of data available and the recent results and agree what, if any, areas they wish to consider in their future work plan.

BACKGROUND PAPERS

- Herefordshire Annual Satisfaction Survey 2005 – 2006 Summary Report Issue 3
- HV0607 The 14th Herefordshire Voice Survey report of July 2006.

FINANCIAL STRATEGY UPDATE

Report By: DIRECTOR OF RESOURCES

Wards Affected

County-wide

Purpose

1. To update Strategic Monitoring Committee on the Medium-Term Financial Management Strategy (MTFMS), with particular reference to emerging areas of pressure for the 2007/08 budget. The report also outlines remedies to meet these areas of risk. The report sets out already approved Invest to Save and Invest to Mitigate proposals, Directorate base budgets and capital investment proposals. It therefore provides the context for the draft Annual Operating Plan 2007/08, which is to be discussed elsewhere on the agenda.
2. The report covers four separate but linked areas:

Section 1 – Update of the Medium Term Financial Management Strategy

Section 2 – Directorate Base Budgets for 2007/08

Section 3 – Invest to Save/Invest to Mitigate Proposals

Section 4 – Capital Spending Proposals

Financial Implications

3. These are covered in the report and flow from the parameters of the MTFMS.

Background

4. The Medium-Term Financial Management Strategy (MTFMS) provides the financial framework for making sure cash resources follow corporate priorities. On 16th October 2006 Strategic Monitoring Committee (SMC) received the draft Corporate Plan for 2007/10 and associated strategic budget proposals. The Cabinet approved these documents on 26th October 2006.
5. Herefordshire's financial position is shaped by national policy. This context leads to the inevitable conclusion that local government's proportion of public spending will contract as the Government's priorities are in areas, such as health, that lie outside of its remit. In addition, any resources to honour a commitment to increase Education funding will be passported to schools via the Dedicated Schools Grant (DSG).
6. The Government's Comprehensive Spending Review 2007 will cover the national three-year spending plans to take effect from 2008/09. The outlook continues to look

bleak, with a nil growth forecast for local government. This will be coupled with continued tight control on Council Tax increases, and an expectation that growth in priority services will be secured through greater efficiency, including that to be secured by closer joint working and service provision with other public bodies. Indications are that Government will be looking to secure at least 3% efficiency savings from local government.

7. The financial guidelines used to develop the proposals reviewed by SMC and Cabinet in October reflected the available evidence about future national funding. They have therefore enabled us to integrate our three-year corporate, service and financial planning, and to align them with the Government's move to three-year financial settlements. As a result, the guidelines were tough but manageable, especially given a context that has seen the Council deliver overall underspends on the revenue account in recent years. They led to undertakings from the executive to deliver significantly increased outputs and outcomes within base budgets. Moreover, they made it possible to concentrate discretionary additional investment on spend-to-save and spend-to-mitigate proposals that will enable the Council to deliver greatly improved and more efficient services to vulnerable children and young people as well as to older people and adults with learning disabilities.
8. A key element of Herefordshire's new approach to financial management is ensuring clarity and transparency around all financial policy and resources, including the use of general and specific reserves. This approach ensures known financial risks not allowed for in base budget are covered. In addition the Council has a number of key policies being delivered to support service redesign and enhancement. It is appropriate that our financial management ensures these can still be delivered even if the timing of delivery changes.
9. The likely financial position for 2007/08 was already outlined by central Government because this is the second year of a two-year settlement. Even so, the recent provisional announcement produces a very tight set of financial circumstances for the Council. The overall position for Formula Grant for Herefordshire based on a year on year assessment is a cash increase of only 2.4%. This must fund all inflation, service development and increased demand across the Council.
10. In view of the medium-term financial outlook described above, it is essential that decisions in respect of 2007/08 are sustainable in subsequent years.

Section 1 – Update of the Medium Term Financial Management Strategy

Herefordshire Connects

11. As already indicated, the new approach to financial management places even greater emphasis on risk management when planning the Council's finances. The MTFMS agreed by Cabinet on 26th October 2006, outlined the Council's ambitious programme of change to improve services and deliver the financial capacity needed to release investment for key priorities in the future.
12. As the Council's strategic transformation programme, Herefordshire Connects is key to ensuring resources are released. The procurement process is underway and the programme will address service improvements, whilst recognising future financial constraints. It requires substantial investment in staff and support systems but will deliver net overall savings for reinvestment. The outline financial appraisal promised

the likelihood of significant financial savings from 2007/08 onwards. The delivery of Herefordshire Connects assumes even greater importance as it closely aligns with the tight, 3 year settlement starting from 2008/09 that is expected as part of the Comprehensive Spending Review 2007.

13. The summary financial position for Herefordshire Connects contained within the MTFMS is as follows:

	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000
Revenue Costs		1,866	(506)	(280)
Revenue Savings	(5,800)	(4,800)	(800)	(350)
Capital Financings Costs	1,336	1,086	(82)	(82)

14. The above indicates the key role that savings produced by Herefordshire Connects will make to the Council's overall financial position. Over the four financial years from 2007/08 revenue savings total £11.75m but the profile is not even, with the majority of savings being made in the first two years. Within those two years the key year is 2007/08, with an estimated £5.8m to be saved. To help meet any possible delays the Council has already set aside £1.5m in the MTFMS approved on 26th October 2006. The level of importance attached to this project means that it is prudent to produce financial plans that include alternative options for the £5.8m savings in 2007/08. By doing so, the Council can still deliver a balanced budget and meet policy commitments even if the projects suffers slippage. It is anticipated the £1.5m already set aside will help bridge the gap.
15. The capital financing costs for Herefordshire Connects are outlined in the above table but, for project delivery purposes, it is appropriate that these are not adjusted. The project's scale and timing means that capital commitments are assumed to be needed in the years outlined in the MTFMS approved by Cabinet on 26th October 2006.

Other Potential Financial "Hotspots"

16. The MTFMS is the financial context for ensuring we can deliver service improvement within a stable environment. As a framework document the MTFMS needs to be flexible so that it can adapt to changes in the local government financial environment. It also needs to indicate potential remedies to ensure our aspirations and policies remain both affordable and sustainable in the event that unavoidable additional pressures require funding.
17. Since the MTFMS was agreed by Cabinet, some areas affecting our finances need to be reflected in our updated financial plans. One such area is the proposed Council Tax base for 2007/08. The number of dwellings used to generate Council Tax for the forthcoming year is based on known housing developments. It now appears that these have not progressed as quickly as expected, meaning that the MTFMS requires adjustment. Historically, Herefordshire has seen an in-year surplus of Council Tax, which has been used to help offset the subsequent year's Tax requirement. It is also prudent to reduce future surpluses until it is evident that the

overall surplus returns to its previous level. The Unitary Development Plan confirms new housing will be required but the timing of any developments affects levels of Council Tax income.

18. The Accommodation Strategy is included in the current MTFMS with a capital financing cost requirement of £146k in 2007/08. The requirement increases to £254k and £492k for 2008/09 and 2009/10 respectively before realising a saving of £133k in 2010/11. The recent developments around the strategy (with a requirement to revisit the current proposals) means that the project will slip. As a result the £146k will now become a requirement in 2008/09 with a consequent one-year movement of expenditure for these years included in the current MTFMS. As a result £146k can make a one-off contribution to meeting other adjustments in 2007/08.
19. The Council has developed an ambitious improvement plan for the next 3-year period as outlined in the draft Corporate Plan for 2007-2010. Three parts of the organisation have been identified as requiring additional capacity: Corporate and Customer Services Directorate; Resources Directorate and Human Resources. This is estimated to cost £400k and covers such areas as strategic asset management.
20. Another area requiring adjustment is around the Customer Services Strategy. This sets out very clearly the Council's aspirations for customer contact and handling. The document is a key part for the delivery of the improvement agenda and sets out the areas where the Council is failing to meet its aspirations. It also covers the role of customer satisfaction (an increasingly important part in the post CPA inspection regime) and the technology and process changes required to fulfil customer expectations. As a result the fundamental principles on which the Customer Service Division was established are as follows:
 - That the question should be "what can be delivered through the front line, not what cannot"; and
 - At the point of delivery staff are designated as customer services advisors, not attached to any particular service area.
21. In terms of the staffing complement required, the only resource available for this is to transfer staff and related budgets from existing service areas into the Customer Service Division. Over the next two years services will, therefore, progressively transfer into the Customer Service Division. However, it is evident it will be necessary to resource at a level close to its final staffing complement as soon as possible. Experience from other authorities in the West Midlands suggests that significant additional demand will be stimulated by the new customer-facing services and contact centre. For example, Coventry, anticipated increased demand of 30%, but it was in fact 78%.
22. There is therefore both a short-term and a medium-term resourcing issue. The short-term relates to the period between now and the end of the current financial year; work undertaken by Resources and Corporate & Customer Services indicates that this can be absorbed.
23. The overall medium-term funding shortfall, which will exist during 2007/08 and 2008/09 is £1.06m with £500k of the total required in 2007/08. In the longer term savings from the new services will eliminate this but these are currently being confirmed.

24. In addition the position around ICT has been the subject of review by Resources and Corporate and Customer Services. In 2006/07 a possible trading account income shortfall may be offset by emerging underspends in other ICT budgets. The position will be confirmed over the coming weeks.

Financial Resources to Meet Potential “Hotspots”

25. The above indicates that, should the Herefordshire Connects project suffer slippage, there may be a need to cover up to £5.8m currently identified as revenue savings from the project in 2007/08. In addition, the other changes to the MTFMS identified since October 2006 total £1.4m. The following outlines possible remedies to meet this potential shortfall:
- i) The MTFMS already includes a £1.5m reserve to meet any Herefordshire Connects slippage.
 - ii) The MTFMS includes an additional £1.7m for the Social Care contingency fund. This is a one-off being funded from reserves to meet the possible £3.4m overspend outlined in July 2006. The revised position, (including the estimated Children’s and Young People Directorate’s projected overspend) is projected overspending of £1.7m in 2006/07. This total can be met from a combination of the existing 2006/07 contingency of £1.3m and some of the £1.7m additional amount already identified as an increase in specific reserves. This means that, out of the £3.0m total Social Care contingency fund, the balance of £1.3m can be used to support any slippage in Herefordshire Connects.
 - iii) The Local Authority Business Growth Incentives (LABGI) Scheme rewards authorities that continue to encourage business growth, with the grant based upon the authority’s increase in rateable value over the previous calendar year. The three-year scheme is now in its second year. Predictions of grant increase are difficult because increases in rateable value are not consistent. The national allocation is £1bn over three years, with Herefordshire receiving £621k in 2005/06. The Government remains committed to spending £1bn over the three years but recently announced “... that should business growth be significantly above or below forecast, payments might have to be scaled up or down accordingly”. The outcome is that 2006/07 LABGI grants are likely to be scaled to a total spend of no more than £400m. For Herefordshire this means a 20% reduction may occur in allocation. The Government will announce details of reductions and indications of likely grant amounts in February 2007, but it is reasonable to estimate at this stage that approximately £1m will be received for both 2006 and 2007 giving a total contribution of £2m to the funding shortfall. A note of caution exists around the LABGI grant because Government made 3 attempts to get the 2005/06 distribution right and may change it again if some councils are successful in lobbying for changes in their allocations.
 - iv) The Council has an income budget of £720k for “cash transactions”. This represents interest on the significant amount of cash it holds and invests for varying periods of time. The amount of cash we hold can go up and down depending on the timing of payments and receipts; it is significantly affected by the capital programme. If projects are delayed, financial benefit is gained from holding on to funding longer. The past performance of this budget indicates that the income target can be increased by £500k to help fund any

savings “gap” because of any slippage delays in the Herefordshire Connects project.

- v) The Medium Term Financial Management Strategy created a budget management specific Reserve of £1.1m. This sets aside money in 2006/07 to fund Directorate budgets (excluding Schools and Social Care) that are 1% over spent at outturn compared to their base budget. As the 2006/07 financial year closes there is a reduced probability that this funding will be needed and so can make a £1.1m contribution to the funding of any shortfall.
- vi) The preliminary work undertaken on procurement and efficiency issues indicates that savings are available to help meet a balanced budget position. The precise scale is not yet known, but it is clear that a minimum level of £300k should be available in 2007/08. This covers areas such as more effective use of existing suppliers and looking for alternative cost saving options in areas such as car leasing.
- vii) The Council’s balance sheet reflects its relationship with the outside world and in particular its assets and liabilities. Discussions with our investment advisors indicate that some adjustments can be made to provide additional income and savings around “cash transactions”. This is not about ensuring we more accurately budget for investment income. It is reasonable to anticipate that this process will provide an additional £300k per annum and possibly significantly more.
- viii) The overall position of possible funding sources to meet any slippage in the Herefordshire Connects programme and consequent reduced savings in 2007/08 is as follows:

	£m
a. Use of existing Herefordshire Connects reserve	1.5
b. Transfer of part of Social Care Contingency reserve	1.3
c. LABGI grant increase 2006 and 2007	2.0
d. Increased cash transactions income	0.5
e. Transfer of budget management reserve	1.1
f. Procurement and efficiency	0.25
g. Balance sheet review	0.3
h. Accommodation capital financing cost	0.15
TOTAL	<u>£7.1m</u>

The above will provide “cover” of £7.1m against any possibility that the savings of £5.8m assumed from Herefordshire Connects slip into the following year. It also helps bridge the gap as a result of the other revenue changes, totalling £1.4m, previously outlined.

- ix) The overall position on emerging pressures as well as coverage for Herefordshire Connects in 2007/08 is as follows;

	£m
a. Cover for Herefordshire Connects savings in current MTFMS	5.8
b. Reduced level of Council Tax Income compared to estimate	0.5
c. Customer Service Division shortfall	0.5
d. Corporate Capacity	0.4
TOTAL	<u>£7.2m</u>

Section 2 – Directorate Base Budgets for 2007/08

26. The MTFMS includes clear financial planning assumptions to help maintain the Council's finances on a secure footing. These budget assumptions include the following increases for 2007/08:

Employees	2.0%
Employer's pension contributions (additional on basic pay)	0.6%
Other Expenditure	0.0%
Income (excluding Planning, Car Parking and Investment Property)	2.5%

27. The implication of the approach is that Directorates will have to meet inflationary commitments through greater efficiency and strong budget management.
28. The total for pay inflation allowed for in the MTFMS is £1.196m. Income inflation is £797k, giving a net increase of £399k. This, along with the application of the other budget assumptions outlined above, gives the following inflated base budgets:

	Base Budget 2006/07 £	Inflated Base 2007/08 £
Financing Transactions	8,529,990	8,529,990
Social Care Contingency	1,302,000	1,302,000
Corporate & Customer Services	7,545,769	7,627,530
Environment	24,361,460	24,427,430
HR	1,379,140	1,401,360

Resources	5,711,992	5,817,090
Central Services	3,020,505	3,040,720
Children Services – Education	11,311,800	11,311,800
Children Services - Social Care	10,717,892	10,814,360
Adult & Community Services	44,404,452	44,459,620
TOTAL	118,285,000	118,731,900

29. In addition to the inflated base budget, there are a number of more minor base budget issues that need addressing if strategic priorities are to be achieved. The MTFMS outlined the issues and how they would be tackled

- **Queenswood Park** – restore £25k base budget reduction in anticipation of a Cabinet decision to reverse its policy to introduce charges for parking: the shortfall will be met from balances in 2006/07 but will be included in the Medium-Term Financial Resource Model from 2007/08 onwards (reducing the General Fund balance for the year by a corresponding amount).
- **Procurement & Efficiency Review** – increase the staffing budget by £55k a year, starting from 2007/08, to reflect the full-year cost of the new Key Manager post: the shortfall in 2006/07 will be met from balances.
- **Herefordshire Matters** – correct base budget omission by adding £50k to base budget from 2007/08 onwards to support future publications: the shortfall in 2006/07 will be met from balances.
- **Chief Executive’s Development Fund** – add £150k to base budget from 2007/08 onwards: the shortfall in 2006/07 will be met from balances.
- **Housing Benefit & Council Tax Benefit (HB/CTB) Administration Subsidy** – reduce anticipated grant income by £150k a year, starting in 2007/08, to reflect the 5% real terms reduction announced by the Department of Work and Pensions.
- **Service Level Agreements** – set aside £100k from 2007/08 onwards for allocation in the event that budget pressures are identified by the proposed review of support services to ensure we have sufficient capacity in key priority areas, such as performance management, and to improve recharging mechanisms. Any pressure in 2006/07 will be met from balances.
- **Whitecross PFI Scheme** – shortfall on amount included in Financial Resource Model for 2006/07 of £380k to be met from balances; and
- **Edgar Street Grid (Herefordshire) Ltd** – increase base budget provision by £225k a year from 2007/08 for 3 years to take total up to £350k, so funding is in place for Herefordshire to contribute 50% of the running costs to support the approved business plan.

30. In summary, the proposals above are as follows:

	£000s
Queenswood Park	25
Procurement & Efficient Review Manager	55
Herefordshire Matters	50
Chief Executive's Development Fund	150
HB/CTB Administration Subsidy	150
Service Level Agreements (up to)	100
Whitecross PFI Scheme	380
ESG (Herefordshire) Ltd	225
TOTAL BASE BUDGET CHANGES	<u>1,135</u>

31. The Three Year Proposals report to Cabinet on 26th October included a series of spending pressures faced by Directorates. The current financial framework is clear that Directorates must fund pressures within their budget allocation but it is clear that some significant issues have been highlighted.

Section 3 – Invest to Save/Invest to Mitigate Proposals

32. Cabinet on 26th October 2006 received a report on three-year strategic investment proposals to support the draft Corporate Plan 2007-10. The Corporate Plan was approved in draft to provide the basis for the initial preparation of directorate and service plans for 2007-10 and the Annual Operating Plan 2007/08.

33. The report confirmed that the 2007/08 budget would be framed within the context of these three-year strategic decisions, whilst having regard to the final financial settlement from Government. The report confirmed that the MTFMS had capacity for increased spending over the years of the Corporate Plan as follows:

2007/08	£3.6m
2008/09	£3.9m
2009/10	£4.6m

34. It should be noted that the 2007/08 figure of £3.6m is after allowing for £1.5m to provide additional financial capacity in 2008/09 and a further £1.5m to cover delays in the Herefordshire Connects benefits realisation programme. Any additional growth will have to be managed within the overall resources available. There will also be a £1m Invest to Save fund available. It is important to confirm that whilst there is a total of £3m available for Invest to Save initiatives, £1.928m has already been earmarked for the Herefordshire Connects programme.

35. The Council's financial management strategy indicates that the balance of £1.072m available for Invest to Save initiatives will be allocated to projects that support the Council's corporate priorities and complement projects within the business transformation programme. The type of investment covered by Invest to Save can either reduce future expenditure (spend to save), or mitigate the costs of inescapable future demands (spend to mitigate). Any spend to mitigate proposal must demonstrate how existing performance standards will be at least maintained or even improved.
36. The proposals that were brought forward for consideration were assessed against the Council's priorities. The report to Cabinet on 26th October 2006 said "On the basis of earlier decisions by Cabinet and Council, as reflected in the draft Corporate Plan, it is suggested that the Council's uppermost priorities are:
- to ensure that its arrangements for safeguarding children continue to be at least adequate;
 - to maximise the independence, well-being and choice of vulnerable adults, in particular through meeting the growing need for social care with more efficient and effective services;
 - to deliver major improvements in the infrastructure necessary for a successful and sustainable economy; and
 - to deliver improved and more efficient services to customers more generally through the Herefordshire Connects programme and good performance management across the Council."
37. Although these are the Council's top priorities, there is also a requirement to maintain or, in some cases, improve a range of other services. This can arise from statute, from minimum thresholds for some services laid down by Government or the inspectorates, or from binding existing contracts.
38. The proposals that came forward (and were agreed in principle) are outlined in Appendix 1. The total expenditure requirement has been calculated in two ways. The first is on the basis that current charging policies for Social Care remain and the other calculation assumes a revised policy is implemented that increases level of charges to those who can afford to pay. The overall total of expenditure requirement for proposals using the different assumptions is as follows:

Proposed investment in Invest to Save/Invest to Mitigate initiatives	2007/08 £000	2008/09 £000	2009/10 £000
Using Current Charging Policies	3,447	2,915	2,565
Using New Charging Policies	2,464	325	2,246

39. The table excludes any of the cashable savings that may occur. These will be assessed to ensure that they are not double-counted as part of the Herefordshire Connects benefits realisation programme already included in the MTFMS.

Section 4 – Capital Spending Proposals

40. The capital proposals are linked directly to the Council's priorities as expressed in the approved Corporate Plan 2007-10 and further explained in the report to Cabinet on 26th October. The majority of proposals appear to meet the priority agreed for investment in essential infrastructure for a successful economy.
41. In order to fund capital projects the Council is increasingly dependent upon unsupported Prudential Borrowing. Whilst other sources of funding include grant, capital receipts, and DRF supported capital expenditure (revenue), Prudential Borrowing is now the major source of funding.
42. The funding position for capital expenditure in 2007/08 is very tight. The position was outlined in the MTFMS, which confirmed that the Council only has £4.1m of unallocated useable capital receipts. This is one of the smallest balances in recent years. For 2007/08 the potential capacity in the revenue account to absorb revenue implications of further borrowing is also limited as outlined earlier in this report, leaving a diminished capacity for new projects, unless efficiency savings can match the additional borrowing costs. The continuing work around asset disposals may give further capacity in the future especially given recent successes and possible future sales. However, it is not prudent to commit such funds to capital proposals before they are actually received.
43. As part of the annual capital strategy new project proposals were requested. This two stage process sees high level proposals assessed in the first stage with successful proposals going to the second more detailed stage. Appendix 1 indicates the proposals that were brought forward at Stage 1. In summary 7 of these potential schemes have been grouped together as requesting Prudential Borrowing funding with one other (Smallholdings capital expenditure) seeking funding from other sources. It should be noted that the Rotherwas Access Road is not included because funding from developers contributions will be sufficient to bridge the funding gap on the project. However the Council will incur financing costs as the developer contributions will be received after the Rotherwas Access Road is complete.
44. The proposals currently do not fully reflect emerging work around capital projects in market towns and Hereford City. In Ledbury a number of complicating factors has led to a piece of work being commissioned around a possible library development. A similar issue faces Hereford City and a £35k proposal has been made to progress options on service provision affected by the Edgar Street Grid development.
45. Appendix 3 gives more detail including phasing of indicative costs on the following potential capital schemes:
 - Stretton Sugwas Closed Landfill Site (2 projects).
 - Strangford Closed Landfill Site.
 - Leominster Closed Landfill Site (2008/09).
 - Ross Info and Library.
 - Herefordshire CCTV.

- Hereford Centre (including Library).
46. In addition the following is viewed as an additional bid because it seeks funding from specific capital receipts:
- Smallholdings Capital Works.
47. The revised capital programme budget monitoring forecast for 2006/07 indicates that there is significant slippage. The revised forecast outturn as at 30th November totals £51.8m, representing a decrease of £8m from the September forecast. The main reason for this decrease is a slippage in spending on corporate accommodation (£3.5m) and Herefordshire Connects (£4.5m). As a result, the expected use of Prudential Borrowing in 2006/07 has decreased by £7.9m and will decrease capital financing costs to be funded from the revenue budget. However, the position on funding other projects is not improved because resource is not being released.

Alternative options

48. The Three Year Proposals report asked Directorates to identify options for Invest to Save. Cabinet on 26th October, following consideration by Strategic Monitoring Committee, took the strategic decisions about future proposals and the 2007-10 Corporate Plan. Therefore this report covers the final adjustments. No further alternative options are identified but emerging issues and remedies have been covered.

Risk Management

49. The MTFMS includes references to corporate risks (business and financial) and the management actions in place to mitigate them.

Consultees

50. As the report is heavily influenced by the MTFMS, it is appropriate to confirm that the initial draft document was subject to consultation with:
- Corporate Management Board.
 - Senior Management Team.
 - Leadership Forum.
 - Strategic Monitoring Committee.
 - Strategic Partnership Board.
 - Community Forum meetings in October; and
 - Unison.

RECOMMENDATION

THAT Strategic Monitoring Committee comments on the contents of the report prior to its consideration by Cabinet

BACKGROUND PAPERS

- Medium Term Financial Management Strategy
- Three Year Proposals and Corporate Plan 2007/10 approved by Cabinet on 26 October 2006
- The draft Annual Operating Plan 2007/08

i) Spend to Save Proposals

Proposals under this section are those that require non-recurrent budget provision. Proposals that came forward aim to improve services for vulnerable children and older people.

- **Safeguarding and assessment – commissioning professional foster support for children.**

To purchase professional foster care within Herefordshire to halve the number of children, from 14 to 17, in 2008/09 who will be placed in independent foster care outside the county.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
135	100	50	Cashable 0	Cashable 200	Cashable 200
			Non cash 682	Non cash 426	Non cash 0

- **Community Development Workers for adult social care [This was to be subsumed in the overall programme of improvements to adult social care – and now should be, since those were approved by Cabinet in December]**

Population projections indicate an increase in numbers and in the proportion of older people in the population as a whole. A needs analysis carried out in 2006, indicates that, by 2011, there will be a 42.9% increase in the number of people aged 85 and over in Herefordshire. These significant demographic changes will place increasing pressure on health and social care to develop new models of care. The Community Development Workers will work within the community with local organisations to develop and promote a range of low-level support services. The workers will explore opportunities for the use of community facilities such as libraries, clubs, pubs, leisure facilities. These services would reduce the need for admission to hospital and residential care and intensive domiciliary packages.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/9 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
45	46	47	109	127	182

- **Independent Living Fund (ILF) worker (Adult Social Care)**

The ILF is a Government funded charity, which provides funding to severely disabled people to enable them to live independently. Individuals have to be in receipt of high rate Disability Living Allowance and receive care services from the LA of a weekly value of over £210. Any amount provided by ILF reduces the LA financial commitment by the equivalent amount. The maximum provided by ILF is £475 per

week. Currently not all eligible service users are accessing ILF and alterations in care arrangements are not routinely reported to ILF. Employment of a specialist worker would maximise income against ILF by:

- increasing the number of people applying for and receiving ILF contribution;
- ensuring that any increases in care packages are shared by ILF;
- ensuring notification to ILF of decreases in care packages is timely.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
25	25	25	35	35	35

ii) Spend to Mitigate Proposals

Proposals under this section will need recurrent budget provision. As with the previous proposals these are to improve services for vulnerable children and older people. The most significant and largest programme to ensure the Council can meet unavoidable future demand from older people and adults with learning difficulties.

• **Modernised, high performing social care and community services for older people**

Following a major review of older people's future social care needs in Herefordshire it has been confirmed that needs are increasing because of year-on-year increases in numbers of older people. Without changes being made it would cost nearly twice as much extra a year to provide relatively poor services than it would to provide high-quality, more efficient services to the larger number of people who will need them. The proposal also identifies the need for parallel investment to increase voluntary sector led community services. The investment in the overall proposal will substantially reduce the level of increased funding required if current patterns of service delivery continue. The proposal is also linked to a review leading to increased charges for those who can afford to pay. The following indicates two levels of investment required, one has an increase in charges and the other (higher) one assumes current charging policies remain.

	Expenditure Required		
	2007/08 £000	2008/09 £000	2009/10 £000
Cost to the Council:			
Additional costs if no increases in charges	2,040	1,894	1,894
Cumulative position	2,040	3,934	5,828
Additional costs with increase in charges	1,189	(245)	1,769
Cumulative position	1,189	944	2,713

Cumulative net cost of not increasing charges	851	2,990	3,115
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- **Modernised, high performing social care and community services for adults with learning difficulties (AWLD)**

A major review of AWLD's future social care needs has been undertaken. With increasing life expectancy there has been an effect on the level of needs to be met. If no changes are made to the current approach and levels of charges to those who can afford to pay it would cost over five times as much extra a year to provide relatively poor services than it would to provide high-quality, more efficient services. As with the previous proposal a parallel investment is needed, but this time in general community services. The following information indicates two levels of investment required, one has an increase in charges and the other (higher) one assumes current charging policies remain.

	Expenditure Required		
	2007/08 £000	2008/09 £000	2009/10 £000
Cost to the Council:			
Additional costs if no increases in charges	601	576	576
Cumulative position	601	1,177	1,753
Additional costs with increase in charges	469	125	562
Cumulative position	469	594	1,156
Cumulative net cost of not increasing charges	132	583	597

- **Integrated services and inclusion for young people**

This proposal intends to enable better outcomes for young people with disabilities who are leaving school and require ongoing support. The JAR said that present arrangements were deficient: this is therefore part of the JAR Improvement Plan. It provides for co-coordinating resources and creates more options for those young people thus reducing their support needs. The proposal requires the following investment and produces some non cashable benefits:

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
18	20	20	Cashable 0	Cashable 0	Cashable 0
			Non cash 15	Non cash 10	Non cash 5

- **Commissioning and Improvement in services for Children and Young People**

This investment is required to establish a Data & Performance Unit within the directorate, as a prerequisite to gaining improved service and higher standards, including through more effective scrutiny.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
100	0	0	Cashable 0	Cashable 0	Cashable 0
			Non cash 0	Non cash 1,190	Non cash 238

- **Safeguarding and Assessment for children**

To fund additional social workers to bring provision in line with recommended standards, thereby ensuring improvements in quality of provision and reducing reputational risk. Number of assessments to be increased from 220 per 10,000 to 350 per 10,000 leading to a reduction of children on looked after register. Cashable saving from reduced need to use agency staff to carry out assessments.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
300	300	0	Cashable 0	Cashable 375	Cashable 185
			Non cash 408	Non cash 408	Non cash 0

- **Integrated services and inclusion – increasing family support**

Increased family support to address issues at an early stage before they escalate into crises which require expensive intervention. 10% reduction in number of children having to be looked after. Additionally, proposal would help looked after children to lose fewer days' schooling, as well as achieving a 2% increase in the proportion of those gaining 1 or more GCSEs.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
228	0	0	Cashable 0	Cashable 117.5	Cashable 59
			Non cash 187	Non cash 277	Non cash 0

FINANCIAL PROFILE OF SPEND TO SAVE AND SPEND TO MITIGATE PROPOSALS

	Expenditure Required			Expected Income/Benefits		
	2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
i) Spend to Save	135	100	50	0	200	200
Safeguarding and assessment – commissioning professional foster support for children.						
Independent Living Fund (ILF) worker	25	25	25	25	25	25
ii) Spend to Mitigate						
Modernised, high performing Social Care and Community Services for older people						
• Additional costs if no increases in charges	2,040	1,894	1,894	-	-	-
• Additional costs with increases in charges	1,189	(245)	1,769	-	-	-
Modernised, high performing social care and community services for adults with learning difficulties						
• Additional costs if no increases in charges	601	576	576	-	-	-
• Additional costs with increases in charges	469	125	562	-	-	-
Integrated Services and inclusion for young people	18	20	20	0	0	0
Commissioning and Improvement in services for Children and Young People	100	0	0	0	0	0
Safeguarding and Assessment for children	300	300	0	0	375	185
Integrated services and inclusion –	228	0	0	0	117.5	59

increasing family support						
Total without increases in charges	3,447	2,915	2,565			
Total with increases in charges	2,464	325	2,426			
Total Income				35	727.5	479

2007/8 POTENTIAL CAPITAL SCHEMES

Bid	Indicative Costs (£'000)					Life (Years)	Estimated Capital financing costs (£)			
	2007-8	2008-9	2009-10	Future Years	Total		2007-8	2008-9	2009-10	Future Years
	£'000	£'000	£'000	£'000	£'000		£	£	£	£
Stretton Sugwas Closed Landfill Site - Replacing gas wells & pipe work of gas extraction system.	70	40	40	40	190	10	3,150	11,635	16,940	22,065
Strangford Closed Landfill Site - Installation of leachate wells & gas monitoring boreholes to detect and monitor any adverse env effects	18				18	10	810	2,529	2,448	2,367
Leominster Closed Landfill Site - Additional to original restoration bid as a requirement under the Waste Management Licence. The detailed scheme is to be developed. There would be expected annual revenue costs of around £100,000.		1,600			1,600	25	-	72,000	133,120	130,240
Stretton Sugwas Closed Landfill Site - New gas flare needed to replace poorly designed current flare. This bid has specific legal and environmental requirements.	70				70	10	3,150	9,835	9,520	9,205
Ross Info & Library - Extension & Refurbishment. This bid involves the relocation from rented property to a single owned accommodation site. Costs are currently estimated and subject to a more detailed bid to be based on current service requirements.	800				800	25	36,000	66,560	65,120	63,680
Herefordshire CCTV - New links to ensure images are of highest standard to reduce crime and disorder. Possibility of funding from West Mercia Constabulary.	90	50			140	10	4,050	14,895	19,265	18,635
Hereford Centre (including Library) - Consultancy on service provision, financial appraisal with funding opportunities. Feasibility work.	35				35	25	1,575	2,912	2,849	2,786
	1,083	1,690	40	40	2,853		48,735	180,366	249,262	248,978
Smallholdings Capital Works – To be funded through capital receipts	947				947					

PAY AND WORKFORCE DEVELOPMENT STRATEGY

Report By: Head of Human Resources

Wards Affected

None

Purpose

1. To consider progress against the Council's Pay and Workforce Development Strategy, and provide comment to Cabinet.

Background

2. The Council's Pay and Workforce Development Strategy 2005-8 was agreed by Cabinet on 9th June 2005. The five areas identified for priority action were Pay and Rewards, Developing Leadership Capacity, Resourcing, Developing the Skills and Capacity of the Workforce, and Developing the Organisation.
3. Activities within each key theme act in support of each other and have been designed to help support delivery of the Corporate Plan, so that the Council:
 - has the right people in the right places, with the right skills, to deliver the agenda and priorities set out in the Corporate Plan (improved services with greater efficiency and better customer focus) and is well-placed to respond to environmental and societal changes, and emerging technology;
 - meets its statutory obligations, and where possible exceeds those to demonstrate best and leading edge practice as the largest local employer;
 - becomes an employer of choice amongst those seeking employment and career opportunities. The Strategy includes a major focus on improvements to resourcing activity.

Considerations

4. Key achievements from the Strategy to date during 2006-7, and challenges for the coming year are set out below under each of the key theme headings.

Pay, Reward and Recognition

- Reduced numbers in receipt of pay protection from 838 at 31st March 2005, to 305 at end October 2006;
- A formal approach to achievement has been set in place with ceremonies to recognise success in gaining qualifications. Two events were held for employees gaining generic and professional (social care) qualifications;
- Updating of employment policies has continued. Policies currently being drafted include managing change, managing attendance and flexible working;
- Ensured compliance with Age Discrimination legislation effective from 1 October 06;

Further information on the subject of this report is available from
Human Resources on 01432 383055

- Reduced timescales for referrals to Occupational Health and reduced pre-employment documentation processing time.

Key challenges for 2007 include:

- a formal response to the statutory consultation on proposals for changes to the Local Government Pension Scheme;
- Implement equal pay reviews using a comprehensive analysis of pay data in order to ensure the maintenance of a fair pay and grading structure.

Resourcing

- Social Work recruitment was identified as a key issue. The national picture shows Social Work recruitment as top out of the ten most hard to fill occupations (closely followed by Occupational Therapist, Environmental Health and Trading Standards, Planners, Building Control, Educational Psychologists, Teachers, Librarians). Capacity around permanently employed social workers has increased - 13 employed since April 2006. This has led to a reduced reliance on temporary and agency workers. Improvements to the use of agency workers have included the establishment of a Preferred Supplier list (PSL) of social work staffing agencies, resulting in making permanent appointments and a faster response to satisfying temporary needs;
- The Recruitment Centre approach has been embedded. The first two full quarters performance of the Central Recruitment Team to end September 2006 showed time to recruit at 54 days and 39 days respectively, against a target of 62 days (down from 72 days in 2005-6);
- Actions are in place to deliver a Master Vendor Agency solution to agency worker requirements by April 2007, in order to reduce the cost of, and over-reliance on, agency workers. The Central Recruitment Team (CRT) has set in place a diversity action plan to reduce barriers to employment – this included improvements to address the impact of Age legislation;
- Youth Work recruitment was identified as a key issue. A local event held at Job Centre Plus offices resulted in 10 applications for Youth Workers, 5 for Senior Youth Worker, and 3 volunteers;
- Since the Council began its New Deal placement partnership with Job Centre Plus, 15 placements have been made with 2 people employed permanently;
- Employee turnover remains stable at 7.31% (as at end November 2006) compared with a target of 9% and a median average for Unitary Councils of 16.5%;
- A process for Market Forces Supplements has been developed and is being utilised to recruit to hard to fill vacancies where appropriate.

Key challenges for 2007 include:

- Development of a resourcing strategy for Social Workers;
- Embedding the recruitment centre and agency worker approach;
- Setting an establishment for the Council and further targeted action on shortage areas;
- Development of a resourcing and retention strategy for ICT services.

Developing Leadership Capacity

- Following the review of management development provision, roll-out of the improved provision has commenced. Provision includes competency assessment, improved succession management, aspiring manager development, and improved induction of new managers, and the introduction of internally delivered core modules for managers.

Further information on the subject of this report is available from
Human Resources on 01432 383055

Three have been delivered already - Recruitment and Selection, Managing Attendance (Sickness Absence) and Performance Improvement (SRD);

- Continuing participation in the joint Herefordshire and Worcestershire Leadership programme funded by regional capacity building funding. Four participants have completed, four are on a current programme, two more will start in January 2007; and two in May 2007;
- A 'Common Purpose' leadership development programme has been agreed by Corporate Management Board, and Herefordshire Partnership Board. It will be launched in 2007;
- Work to improve induction for managers (and others) starts in January 2007.

Key challenges for 2007 include:

- Embedding the revised management development provision

Developing the skills and capacity of the workforce

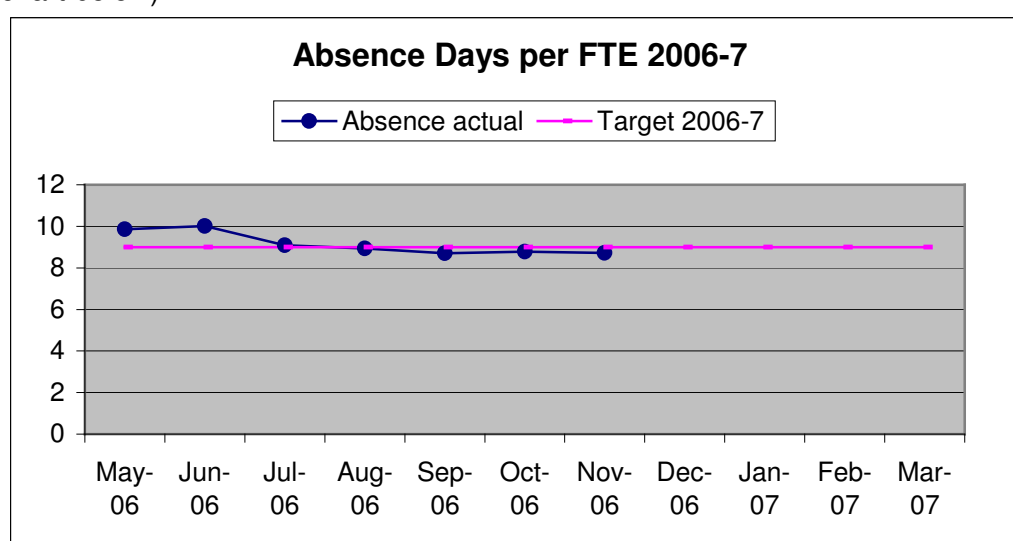
- The Social Care National Vocational Qualification (NVQ) Centre became corporate Skills for Work Centre to better support the Council's drive to improve customer services, and continues to deliver NVQ's in Customer Service. The Centre achieved 'A' grade assessment for delivering NVQ's in Care in a recent external inspection;
- Work in progress to accredit Corporate training courses against National Occupational Standards;
- Worked in collaboration to acquire regional funding to provide level 2 City and Guilds awards in literacy, numeracy and ITC;
- Secured agreement for Council-wide assessment against the Investor in People Standard in October 2007, and now working with Heads of Service to identify areas for improvement to work to the Standard;
- Delivered minimum qualifications and skills for social care workforce across Herefordshire, and Post Qualifying and Practice Assessor programmes in partnership with Bournemouth, Birmingham, Bristol, Gloucester and Worcester Universities;
- Work is currently underway on developing multi-agency Adult Services and Children's Services workforce strategies. The Children's Strategy is to be completed and submitted to the Children and Young People partnership Board by May 2007. Implementation plan to be launched in June 2007. The Adults' services strategy framework is being developed, to be completed by January 2007;
- Work on career progression paths has commenced, to be continued in line with skills sector standards, qualification targets and recommendations in Options for Excellence paper (Department of Health, October 2006);
- Work to deliver Common Induction Standards has continued in all areas that offer direct services to Children and Young People or Adults;
- Development opportunities continue to be offered to the Voluntary and independent sector in Herefordshire, including mandatory training, LDAF training, NVQ's Social work Practice Learning support and active support to the work of the Association of Care Training in the region.

Key challenges for 2007 include:

- Implementation of the Adult Services and Children's Services workforce strategies;
- Supporting the Council's transformation programme in respect of skills development.

Organisational Development

- A programme of tailored Diversity awareness has been rolled out and is continuing, over 600 managers and teams have attended training. A voluntary language register is in place and is being utilised;
- Agreement secured to work to the Investor in People standard. Human Resources are working with the Performance Management Head of Service Group to lead the improvement work needed;
- Core module for managers on Managing Attendance - Sickness Absence, introduced.
- Absence rate at end November 2006 was 8.72 days FTE (10.5 FTE days in 2005-6), against a target of 9 days, and a median average of 10.2 days for local government. An analysis of absences over winter and summer months shows generally increased levels of absence over winter months (see Appendix 1). Levels of absence coming into the winter 2006-7 months are reducing and have been below target since September (see chart below).



- The Human Resources Management Information systems (CHRIS) is being used to produce absence management information on a monthly basis. HR Officers are in regular dialogue with Directorate Management Teams regarding management interventions and compliance with policy and guidance. Comprehensive revisions have been made to the Managing Attendance course for managers, giving them the tools and confidence to manage and reduce absence levels.
- Improved response rate to Staff Opinion Survey – 48.4% against 40% in 2005 and 38% in 2004. Just under a quarter responding used the on line completion option. Response to the Employee Opinion Survey was the best to date. Managers have been asked to commit to actions to address 5 key points from the results, identified for corporate action (via Leadership Forum and News and Views).

Key challenges for 2007 include:

- Achievement of the Investors in People award;
 - Achievement of top quartile performance for sickness absence.
5. Leavers from the Council's employment continue to be surveyed for their reasons for leaving in order to generate improvements. The latest survey data (July-Sept 06) shows
- The main attractors to a new organisation were 'career progression', cited by 21% of respondents. "Other" reasons were cited by 26% of respondents, and

covered a range of issues, including 'promotion' In 2005-6 'career progression', and 'pay' were cited as the main attractors.

- 69% of respondents in the recent survey felt their work either satisfying or very satisfying.

Action to address identified issues is contained in the Pay and Workforce Development Strategy, in particular through Pay, Reward and Recognition, Resourcing, and Developing Skills and Capacity as highlighted above. The Leaver Survey process will be reviewed in 2007 to ensure it fully meets the Council's requirements.

6. The impact of the Pay and Workforce Development Strategy is reflected in the 2006 Employee Opinion Survey, where responses have improved over a range of areas. Highlights were reported September 2006.

During November and December 2006, Council Directorates are reviewing results for their areas and building improvement actions into service and Directorate plans. Council-wide improvement actions will form part of the Pay and Workforce Development Strategy for 2007 onwards.

Financial Implications

7. None.

RECOMMENDATION

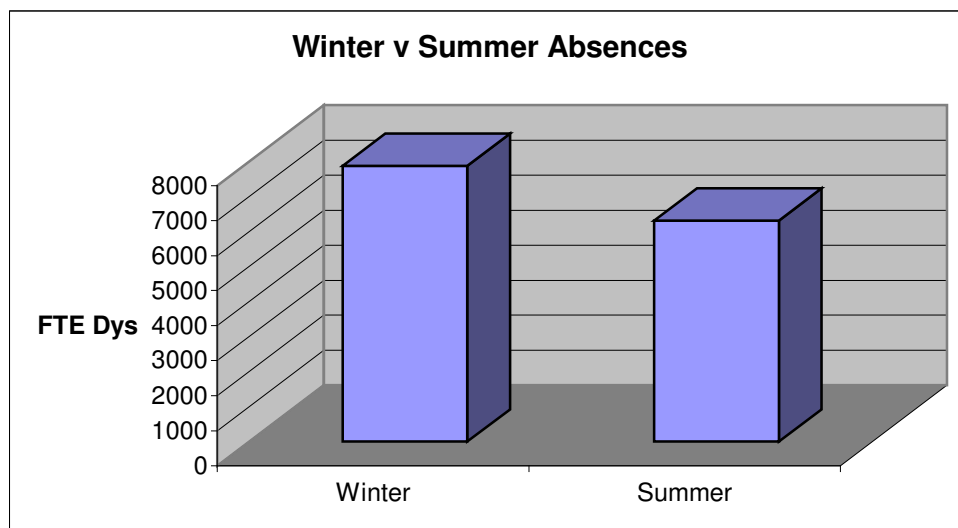
THAT progress identified in the report be noted, subject to any comments tht the Committee would wish Cabinet to consider.

Background Papers

- None identified

ABSENCE WINTER/SUMMER

From sickness reporting within the Council, it is confirmed that there is more absence recorded in the winter period compared to summer months (see graphs below). Primarily this is accounted for by more instances of viral infections - this includes colds and influenza - consistent with national trends and statistics. Information reported by the Royal College of General Practitioners (RCGP) indicates seasonal activity related to viral/flu infections peaks throughout the winter months. The Council's Occupational Health Service advise that there are generally more instances of viral infections (includes colds/flu etc) during the winter months than in the summer months.



Winter Period : 01/10/05 - 31/03/06

Summer Period : 01/04/06 - 30/09/06

Sources: <http://www.dti.gov.uk/files/file11503.pdf> RCGP weekly consultation rate ILI (Influenza like Illness) seasonal activity

CORPORATE ICT STRATEGY

Report By: DIRECTOR OF CORPORATE AND CUSTOMER SERVICES

Wards Affected

County-wide

Purpose

1. To seek comments on the proposed Corporate ICT Strategy.

Financial Implications

2. These are expected to meet from existing budgets.

Background

3. The proposed ICT Strategy sets out the key issues for the future provision of an effective ICT service for the authority. It is important to note that the ICT Strategy is essentially a technical document. A copy of the Corporate ICT Strategy has been sent separately to Members and is available to Members of the Public on request.
4. This is the first time a detailed strategy document has been developed to set out the plans for future years on how the service must develop and adapt to meet the business needs of the organisation. Herefordshire Council and its partners are facing a growing demand for and investment in new ICT solutions to both enable and improve the delivery of services.
5. Much improvement has been achieved over the past 2-3 years through securing capital funding for major infrastructure programmes; a key example is the Community Network Upgrade Programme which is delivering a modern network infrastructure without which further improvements could not be made.
6. There is significant work remains to be done. Much of the current hardware / server infrastructure that is in use across the Authority is no longer covered by the manufacturers' warranty and requires consolidation and replacement. This has mostly come about as a consequence of the complex funding model used for ICT Services which operates as a trading account with the rest of the organisation. ICT projects have been commissioned by individual Directorates and the resultant technical infrastructure has been optimised for individual project requirements rather than as a sustainable, longer-term solution for the Council as a whole. The multiplicity of servers, operating systems, database software and applications make the existing technical environment costly, difficult to maintain and difficult to resource due to the wide variety of skills needed.
7. The Council's current and future service requirements dictate that a flexible working solution should be in place as soon as possible. Again the technical infrastructure needs substantial work to achieve this objective. In particular it will be necessary to standardise the desktop computing environment so that hot-desking / home – working models can be introduced. Many of the older IT software applications in use

Further information on the subject of this report is available from
Jane Jones, Director of Corporate and Customer Services on 01432 260042

are also not suitable for flexible working models and will restrict the ability to implement flexible working for some staff if they are not replaced.

8. The proposed ICT Strategy is a key building block which enables delivery of many of the business needs of the Herefordshire Connects programme. The delivery and resourcing of the ICT Strategy will need to be closely co-ordinated and aligned with Herefordshire Connects to ensure that its component parts are available when they are needed.
9. The growing importance of disaster recovery in managing the corporate risk and recent inspection and audit recommendations whilst recognising the considerable progress made over the past two years, both mean that progress still needs to be made, only adding to the pressures on the existing infrastructure.
10. Changes in legislation and government policy are adding to the challenge of providing secure, efficient public services electronically.
11. The strategy does not make reference to the continuing work with schools. The Scrutiny review of ICT is likely to propose specific recommendations about the relationship. The Council continues to discuss specific requirements with schools.
12. Cabinet considered the draft document at its meeting on 14th December. It noted comments already received from Corporate Management Board in relation to the need for a introduction to set the document in context to reflect its relationship to the medium term financial strategy and to update points of detail. It therefore commended the strategy for further consultation before being confirmed by Cabinet.
13. On the 22nd December the Strategic Monitoring Committee met to consider the recommendations arising out of the ICT review. These are attached as appendix 1. It will be important for the strategy to take account of the recommendations which are Implemented.
14. The proposed ICT Strategy is based on a technical infrastructure that employs two data centres for resilience and back-up requirements. Recent developments with the Council's Accommodation Strategy indicate that medium-term availability of the new data centre in Plough Lane may be a challenge. The consequences of this have not yet been assessed or incorporated into the proposed ICT Strategy.
15. ICT Services is heavily dependent for its funding by charging for its services which are delivered as part of commissioned projects managed by the Corporate Programmes department. In the event that Council policy on project management determines in the future that project management services would not form part of the scope of functions performed by the Council, ICT Services ability to offer an effective service to the organisation may be adversely affected if this funding mechanism ceases to exist.
16. Significant risk exists both in operational, financial and reputational terms in the event that the Council does not invest in key ICT projects to provide a suitable and sustainable infrastructure for service delivery and disaster recovery.
17. The proposed ICT Strategy has not yet been issued for consultation either within ICT Services or across the Council. As and when this consultation takes place, changes to the strategy are anticipated to be necessary.

RECOMMENDATION

THAT any comments received by Members be taken into account as part of the consultation on the strategy before it returns to Cabinet.

BACKGROUND PAPERS

- None identified

Further information on the subject of this report is available from
Jane Jones, Director of Corporate and Customer Services on 01432 260042

**COMPLAINTS TO THE LOCAL GOVERNMENT
OMBUDSMAN - PLANNING SERVICES
2005/06/COMMENTS AND COMPLAINTS
PROCEDURE/COMPLIMENTS****Report By: Head of Planning Services****Wards Affected**

County-wide

Purpose

To report on the number and type of complaints to the Ombudsman on the Planning Service in 2005/06 and to note a breakdown of the informal and formal complaints received and compliments.

Financial Implications

1. None.

Background

2. On 16th October the Committee considered the Ombudsman Annual Letter 2005/06 and the figures for complaints and compliments recorded, including complaints determined by the Local Government Ombudsman and the Complaints Panel for the year ended 31st March, 2006.
3. It was reported to the Committee that there had been a significant increase in the number of complaints about planning and that the Ombudsman had written that although these had risen slightly countrywide in 2005/6 the Council may wish to consider whether special factors had caused the increase in Herefordshire. Members discussed the sorts of issues which could generate complaints about planning and requested a report to clarify the position.

Issues

4. A total of 34 complaints were made to the Local Government Ombudsman (LGO) in 2005/06.
5. No findings of maladministration were found against the Council. This demonstrates that sound procedures are in place and are being followed.
6. A detailed analysis of LGO complaints is not practicable due to the confidentiality of the process itself. The details of the cases and complaints become public in the event of findings of maladministration.
7. The outcome of the LGO's investigation of the complaints was as follows:

Further information on the subject of this report is available from
Andrew Ashcroft, Head of Planning Services on (01432) 383098

- | | |
|--|----|
| No or insufficient evidence of maladministration | 17 |
| Ombudsman's Discretion | 6 |
| Premature Complaints | 8 |
| Outside Ombudsman's Jurisdiction | 3 |
8. There is a close relationship between complaints to the LGO and objections to planning applications where the Council granted planning permission.
 9. There appears to be an increasing trend in complaints being made directly to the LGO rather than through the Council's Complaints Procedure.
 10. There are no obvious areas of consistency in the various complaints (either type of application or type of complaint). To this extent there are no obvious areas which if improved/modified, would be reasonably expected to reduce such complaints in future years. This situation is monitored on an on-going basis.
 11. Whilst there have been complaints to the LGO in this time period on the issue of polytunnels, those in themselves are insufficient to explain the significant increase in the number of complaints to the LGO.
 12. A separate report on this agenda (Implementation and Interpretation of Planning Policies) advises on some elements of the planning process. In this respect the LGO is investigating complaints on the basis of ensuring that proper procedures are both in place and are being applied. The LGO looks into procedures and processes rather than the decisions on applications themselves. In the event that the local planning authority has come to a sound and balanced decision on any planning application, that decision itself will not be scrutinised per se by the LGO.

Comments And Complaints Procedure/Compliments

13. When the Committee considered compliments and complaints issues on 16th October, Appendices B and C to the Cabinet report, showing respectively a breakdown of the informal and formal complaints received and compliments, were accidentally omitted from the agenda papers. These have been circulated separately to Members of the Committee and are available to the public on request.

RECOMMENDATION

THAT, subject to any comments Members of the Committee wish to make, the report be noted.

BACKGROUND PAPERS

- None identified.

IMPLEMENTATION AND INTERPRETATION OF PLANNING POLICIES

Report By: Head of Planning Services

Wards Affected

County-wide

Purpose

1. To advise Members on the implementation and interpretation of planning policies.

Financial Implications

2. None.

Background

3. As reported to the Committee on 26th June, following consideration of a number of possible themes for the scrutiny programme, one of the themes Members expressed an interest in pursuing was the scope for local discretion, in Planning (Development Control) policies, noting implications of some decisions on adult social care provision and other Council priorities. At an informal meeting on 20th July Members also identified the following additional issues: the scope to take account needed to be taken of the Council's requirements in relation to provision of energy efficient buildings and the quality of build, design and density.

Issues

4. Since 1990 the planning system has been plan-led. The starting point for the determination of all planning applications is now local plan/Unitary Development Plan (UDP) policies that are relevant to the application. All local planning policies are effectively vetted by the Planning Inspectorate to be in general conformity with national (and more recently) regional planning policies. Local Planning Authorities (LPAs) are also required to consider all other material planning considerations relevant to that proposal.
5. The LPA is expected to determine any application in accordance with the provisions of the development plan unless material considerations dictate otherwise.
6. In exercising this discretion LPAs should be reasonable in all aspects. Members are not expected to give excessive weight to minor issues, or to give significant weight to the personal circumstances of the applicant.
7. There will inevitably be a wide range of circumstances where professional and political judgements need to be made. Decisions against approved planning policy should always be the exception rather than the rule, and the reputation of any LPA would be put at risk if local exceptions were made on regular basis against policy context and professional advice. Members have an important role in both policy

Further information on the subject of this report is available from
Andrew Ashcroft, Head of Planning Services, on (01432) 383098

formulation and decision-making on individual planning applications. The planning process recognises this factor in general, and the local knowledge which Members bring to the process in particular. The planning system encourages balanced decisions which are soundly based in policy, and which respect local character and distinctiveness.

8. Members have previously raised the specific issue of adult social care provision. In most cases applications for adult care homes/related facilities fall within the County's major settlements and in principle conform to the policy framework (subject to detailed assessment).
9. Individual planning applications for residential development in the open countryside for elderly relatives/retired farmers and farm workers fall to be determined on the principles set out in paragraphs 5, 6 and 7 above. By way of example applications for new residential development in the countryside for elderly relatives would be assessed against the strong presumptions in national planning policy (PPS7) and the various local plan/UDP policies. Applications to create a largely self-contained annex to dwellings in the countryside (including dwellings with agricultural occupancy conditions) could be considered on their individual merits subject to other policy considerations (i.e. the size and extent of extensions) and the imposition of appropriate conditions (e.g. any extension being an annex rather than a separate dwelling and/or subject to its own agricultural occupancy condition). Similarly there are separate policies which control applications for the residential use of agricultural buildings.
10. By the way of a policy update the publication of the Inspector's report marks a key stage in the eventual adoption of the UDP. Other than in respect of those areas of the plan subject to proposed modifications, the UDP now has the same status that it will enjoy on adoption.

RECOMMENDATION

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

BACKGROUND PAPERS

- None identified.

SCRUTINY ACTIVITY REPORT**Report By: Director of Corporate and Customer Services****Wards Affected**

County-wide

Purpose

1. To consider the work being undertaken by the Scrutiny Committees.

Financial Implications

2. None

Background

3. This report summarises the matters considered by the Scrutiny Committees since the last report by this Committee to Council. It is intended to help keep Council aware of the work being undertaken.
4. The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and improvement (performance management and review).

Summary

5. The Adult Social Care and Strategic Housing Scrutiny Committee met on 1st December, 2006 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Scrutiny Review of Services for People with a Learning Disability – Cabinet's Response
Best Value Reviews	
Policy Development and Review	Future Social Care Needs for Older People and Adults with Learning Disabilities in Herefordshire Local Authority Responsibility for Provision of Care in Registered Settings Accessing Minor Adaptations
External Scrutiny	
Improvement (Performance Management and Review)	Budget 2006/07 Performance Monitoring
Other	Work Programme

6. The Committee has carefully considered the substantial review of future social care needs of older people and people with learning disabilities and the services needed

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

to meet them. The Committee has expressed concern to Cabinet about the current ICT systems for data collection and analysis and emphasised the importance of developing appropriate, effective and compatible ICT systems, including with the Primary Care Trust, as part of the development of the proposed Public Service Trust, should be emphasised to Cabinet. Recognising the importance and complexity of the issues raised by the review and that these will require careful consideration the Committee has also advised Cabinet that every Councillor needs to be made aware of these issues and kept informed.

7. The Committee has also welcomed the Executive's response to its review of services for people with a learning disability.
8. The Children's Services Scrutiny Committee met on 15th December, 2006 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Change for Children in Herefordshire Behaviour and Discipline Management in Schools Scrutiny Review
External Scrutiny	
Improvement (Performance Management and Review)	Revenue Budget Monitoring Report Improvement and Annual Assessment of Performance
Other	Work Programme

7. The Community Services Scrutiny Committee met on 20th December, 2006 and is considered the following issues:

Theme	Reports
Holding the Executive to Account	Annual Report by Cabinet member (Rural Regeneration and Strategy)
Best Value Reviews	
Policy Development and Review	Review of the Support for Museums and Heritage Centres
External Scrutiny	
Improvement (Performance Management and Review)	Performance Monitoring
Other	Work Programme

8. The Committee considered the final report of the 'Review of the Support for Museums and Heritage Centres' in Herefordshire. After receiving the report and asking questions the Committee approved the report and all its recommendations to Cabinet.
9. The Committee has also called in Cabinet's decision in relation to the relocation of the Hereford Livestock Market and is considering this matter on 8th and 15th January.

9. The Environment Scrutiny Committee met on 4th December, 2006 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	Policy Statement for the Use of the Rivers Wye and Lugg Draft Travellers Policy Scrutiny Review of Household Waste Recycling in Herefordshire
External Scrutiny	
Improvement (Performance Management and Review)	Capital Programme Revenue Budget Good Environmental Management Review Performance Indicators
Other	Work Programme

10. The Health Scrutiny Committee met on 7th December, 2006 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Specialist Children's services Development Update on the Development of Stroke Services in Herefordshire Palliative Care Public Service Trust
External Scrutiny	
Improvement (Performance Management and Review)	
Other	Work Programme

The Committee has responded to the formal consultation exercise conducted by the primary Care Trust, supporting the development of a central building for specialist community services for children with developmental problems/disabilities.

The Committee has also discussed the proposals being developed by the Council and the Primary Care Trust for the development of a Public Services Trust for Herefordshire enabling closer strategic management and co-ordination for the delivery of key public services in Herefordshire.

BACKGROUND PAPERS

- None identified

WORK PROGRAMMES

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the Scrutiny Committees' current and future work programmes.

Background

2. In accordance with the Scrutiny Improvement Plan a report on Scrutiny Committees' current work programmes will be made to each of the scheduled quarterly meetings of this Scrutiny Committee. Copies of the current work programmes are attached.
3. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT the current Work Programmes be endorsed, subject to any comment the Committee wishes to make.

BACKGROUND PAPERS

- None

Strategic Monitoring Committee – work programme 2006-07

February 2007	<ul style="list-style-type: none">• Revenue budget consideration
April 2007	<ul style="list-style-type: none">• Community Strategy Action Plan Monitoring• Annual Efficiency Statement• Executive's Response to Recommendations in ICT Services Review• Service Plans• Work Programme• Work Programmes of other Committees

Further additions to the work programme will be made as required

Other issues

- Reports on School Reviews as appropriate

Adult Social Care and Housing Scrutiny Committee Work Programme 2006/07

March 2007	
Items	<ul style="list-style-type: none">• Budget• Performance Monitoring (including the Adult Social Care improvement Plan)• Homelessness• Older Peoples Strategy (including report on needs analysis assessment of needs and services)• Review of Recommendations made by the Committee
Reviews	<ul style="list-style-type: none">• Every Child Matters – Transition from leaving care to adult life
Other issues to be Progressed	

Further additions to the work programme will be made as required

Children's Services Scrutiny Committee Work Programme 2006/07

19th March 2007	
Officer Reports	<ul style="list-style-type: none">• Current School issues e.g. School Performance, Healthy Schools, School Meals.• Monitoring performance against JAR Improvement Plan.• Annual Review of Directorate Service Plans.• 14 – 19 Education and Skills Strategy – (financial implications, practical actions required to implement the strategy; how progress in delivery will be monitored.)
Scrutiny Reviews	<ul style="list-style-type: none">• Outcome of the Behaviour and Discipline Management in Schools Review.

Items for consideration as the programme is further developed:

- Performance of the Youth Service.

COMMUNITY SERVICES SCRUTINY COMMITTEE 2006/7

March 2007	
Items	<ul style="list-style-type: none">• Round Up of Work Completed by Committee 2003-2007• Final Report of 18-35 Review Group• Final Report of Hereford City Partnership Review Group• Community Safety – Policing in Herefordshire
TBC 2007	
	<ul style="list-style-type: none">• Economic Strategy• Response to the Review of the Courtyard Centre for the Arts

Further additions to the work programme will be made as required

Environment Scrutiny Committee

12th March 2007	
Officer Reports	<ul style="list-style-type: none">• Biodiversity Strategy Issues• Capital Budget• Revenue Budget• Report on Performance Indicators• Annual Review of Service Plans• Committee Work Programme
Scrutiny Reviews	<ul style="list-style-type: none">• Findings of the Travellers Policy Development Review Group.• Findings of the Polytunnel Review Group• Findings of the Household Waste Recycling in Herefordshire Review Group.

Items for consideration as the programme is further developed:

- Scrutinising progress with the Local Transport Plan (LTP2) and any associated issues.
- The effect on Herefordshire of changes to the Single Farm Payments system (e.g. hedge cutting, drainage ditch clearance)
- Implications arising from the Hampton Review (concerning regulatory inspections and enforcement – within the context of this Committee).
- Any specific issues arising from Council Strategies or Plans.
- Contribute to policy development of LTP3.
- Consideration of revised/reviewed Flood Defence Policy.
- Safety on the A49 and A465 trunk roads – the Director will update the Committee as appropriate.
- Trade Waste

Health Scrutiny Committee Work Programme 2006/07

March 2007	
	<ul style="list-style-type: none"> • Local Development Plan update • Ear Nose and Throat Service Update • Response to Communication Review • Response to GP Out of Hours Services Review • Emergency Planning Update • Update on National Service Framework • Public Service Trust
Scrutiny Reviews	<ul style="list-style-type: none"> • Access to Health (Buses/hospital parking etc)
Other issues to be Progressed	
PUBLIC HEALTH	
<ul style="list-style-type: none"> • Scrutiny Review of Key Public Health issues including inequalities in the South Wye Area • Delivery of the Priorities in the Choosing Health White Paper – How effectively Partners are Working Together • Councillors’ potential role in managing public expectation within their constituencies 	
<ul style="list-style-type: none"> • Cancer Services 	
<ul style="list-style-type: none"> • Stroke Services (further update in due course) 	

Further additions to the work programme will be made as required

SCRUTINY IMPROVEMENT PLAN

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To note progress on the Scrutiny Improvement Plan.

Financial Implications

2. Any financial implications will be met from within existing budgets.

Background

3. The Committee endorsed the Scrutiny Improvement Plan at its meeting on 26th June.
4. A copy of the Plan showing progress to date is appended.
5. Attention is particularly drawn to progress on the programme of enquiry visits (point 3.2 refers). An update will be given at the meeting.

RECOMMENDATION

THAT progress against the Scrutiny Improvement Plan be noted, subject to any comments the Committee wishes to make.

BACKGROUND PAPERS

- None

Scrutiny Improvement Plan 2006

Abbreviations:

CSMC – Chair, Strategic Monitoring Committee

TB – Tim Brown

RB – Robert Blower

AM – Alan McLaughlin

TG - Tony Geeson

SR – Sonia Rees

MH -Martin Heuter

CD – Christine Dyer

SH – Scrutiny Handbook

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
1	Providing Critical Friend Challenge – to improve: effectiveness of challenge to the Executive; impact on the work of the Executive; challenge to corporate strategy and budget; involvement of external partners in scrutiny; effectiveness of relationship with the Executive and senior management.				
1.1	Cabinet Members to make annual presentation to relevant Scrutiny or Strategic Monitoring Committee presenting future plans, identifying key issues, reviewing past performance, highlighting areas of good practice/success, and summary of scrutiny impact.	CSMC/TB	June 06	Presentations made.	Achieved for 2006 with Cabinet Member (Rural Regeneration and Strategy) reporting in December.
1.2	Hold informal meetings of SMC and Cabinet to provide focus for development of effective relationship	CSMC/TB	End September/early October 06 March 07 (post budget being set)	Six monthly joint meetings at critical stages in work planning. Clear communication links; identification of key issues where engagement will be advantageous.	Ongoing
1.3	Informal meetings of SMC to provide focus for development of the role of Scrutiny.	CSMC/AM	May 06	Six monthly meetings scheduled. (September/March)	Ongoing

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
1.4	Review use of the Forward Plan in identification of issues and revise guidelines in SH accordingly.	AM	July 06	Guidelines updated. Consideration by Constitution Review Working Group (September)	Ongoing
1.5	Prepare guidelines for inclusion in SH on powers to scrutinise external bodies.	TB	July 06	Prepared for inclusion in revised handbook in September – see 3.1)	Ongoing
1.6	Publish procedure note on arrangement/remit of Officer Briefings. Include in SH.	TB	July 06	Procedure note included in SH.	Ongoing
1.7	Establish schedule of Integrated Performance Reports for consideration by SMC and referral to each Scrutiny Committee as required.	TG/TB	June 06	Integrated Performance report on each SMC agenda (including progress in relation to Council's overall Improvement Plan.) Evidence of referral of relevant individual items to individual Scrutiny Committees.	Ongoing SMC 26 June (Done) SMC 15 September (Done) SMC 16 October SMC 15 January SMC 12 February (TBC)
1.8	Establish process and timetable for challenging the budget.	SR/TB	July 06	Process established	Ongoing (15th September presentation on Medium Term Financial Plan -done)
1.9	Provide progress reports on the Overall Improvement Plan to each SMC meeting.	TG/TB	June 06	See 1.7 above	Ongoing SMC 26 June (Done) SMC 15 September (done) SMC November (tbc) SMC 15 January SMC 12 February (TBC)

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
1.10	Provide progress reports on detailed improvement plans for individual service areas (eg JAR etc which should go regularly to each meeting of the relevant Scrutiny Committee. Directorate Plans to be presented in March 2007, with additional reports on selected service plans throughout the year at the relevant Scrutiny Committee's discretion.	TG/TB	ongoing	Reports made	Ongoing Children's Services - JAR Action Plan 19 June (done) 6 October (done) 15 December (done) 19 March Adult Social Care and Strategic Housing –adult Social Care Improvement Plan 2 October (Done) 1 December (Done) 23 March
1.11	Document process for scoping of reviews in SH.	TB	July 06	Process recorded	Ongoing
1.12	Hold seminar(s) for Scrutiny Members on the newly developed network of Policy & Performance officers able to provide information/research to support scrutiny activity, and how this is accessed. Include workshop on Communication as well.	TG/RB/TB	Sept 06 See 1.13 below	Seminar held	Held 30 October.
1.13	Hold workshop(s) for Scrutiny Members on how Scrutiny can interact with Corporate & Financial Planning and Integrated Performance Report processes and	TG/SR	Link to 1.13 above	Seminar held	See 1.12 above

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
	consistently and effectively scrutinise them.				
1.14	Implement an annual review of compliance and effectiveness of the revised performance management framework.	TG	Internal audit to provide baseline by June 06	Report to Audit Committee/SMC in September/October Recommendations made as a result	Ongoing Baseline date revised to October 2006
1.15	SMC to oversee all Scrutiny Committee work plans to monitor levels of consideration being given to corporate priorities and major risks. Annual Review and update to take place. Updates in-year to be reported to SMC as they occur. Include in update of handbook.	CSMC/TB	Ongoing	Standing item to SMC	Ongoing SMC 26 June (Done) SMC 16 October (Done) SMC 15 January SMC 30 March
2.	Reflecting the voice and concerns of the public and its communities – to improve: how the work of scrutiny is informed by the public; how scrutiny makes itself accessible to the public; how scrutiny communicates internally and externally;				
2.1	Through the Community Involvement Strategy to clarify the role of scrutiny in public consultations.	MHR/RB	June 06	RB to put programme together with a timetable.	Ongoing
2.2	Develop and publicise the link between Scrutiny and Community Forums. Information on what scrutiny can do and is doing should be presented to the Forums. Matters raised by Forums to be considered by Scrutiny as appropriate.	RB/CD	September 06	Agenda item for Forums and issues picked up by Scrutiny from the Forums.	Ongoing
2.3	Develop protocols and guidelines to ensure a consistent approach in publicising the activities and outcomes of Scrutiny. (Include in handbook)	RB	September 06	Protocols in place.	Ongoing

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
2.4	Following 2.3, conduct a communications workshop for Scrutiny Members and officers to promote use of the protocols etc	RB	September 06 (see 1.12 above)	Workshop held	Held 30 October
2.5	To establish a Scrutiny Web presence.	TB/RB	Dependent on resources available.	Presence established	Ongoing
3.	Take the lead and own the scrutiny process – to improve: the political impartiality of scrutiny; scrutiny ownership of its own work programme; scrutiny members' views that they have a worthwhile and fulfilling role; the development of a constructive working partnership with officers including support arrangements for scrutiny				
3.1	Produce revised SH with clear guidelines and protocols on the scrutiny processes and relationships with the Executive and officers.	CSMC/AM	September 06	Handbook produced	Ongoing
3.2	Develop a programme of enquiry visits for scrutiny members to authorities successfully using scrutiny to drive performance improvement combined with invitations to representatives of other authorities to come to Herefordshire to explain their approach/provide critical friend advice and adopt any best practice points.	AM/TG/TB	September 06 (see 4.2)	Visits held and invitations accepted.	Visits to Derby City, (30 November) East Riding of Yorkshire (13 February 2007), and Shropshire (12 January 2007) to be progressed.
3.3	Explore the development of 'critical friend' role for scrutiny members in relation to specific services as part of the new performance improvement cycle.	TG	May 07	Identify successful use of critical friend approach from the programme of visits. Identify Member interests at seminar (see 1.12).	Ongoing

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
3.4	Undertake annual survey of Scrutiny Members to establish satisfaction with the scrutiny process to date, and to establish Member enthusiasms/ideas for future work programmes. Develop robust monitoring systems for the scrutiny process to inform an agreed set of performance indicators	TG/TB TG/TB	Feb 07	Survey Undertaken Performance Indicators agreed, monitoring system in place and report made back to SMC.	Ongoing Ongoing
3.5	SMC to co-ordinate annual work programmes of all scrutiny committees, and review quarterly. (See 1.15 above)	TB	June 06	Standing item on SMC agenda.	Ongoing See 1.15 above
3.6	Revise Member Development Programme in response to changes in scrutiny focus.	CD	July 06	Revised programme in place	Ongoing
4.	Make an impact on service delivery – to improve: how the scrutiny workload is co-ordinated and integrated in to corporate processes; the evidence available to show that scrutiny has contributed to improvement; how well information required by scrutiny is managed.				
4.1	Scrutiny Chairs to agree a work programme focussing on priority areas for improvement taking account of views of other Scrutiny Committee Members Cabinet Members and Directors.	CSMC/TB	June 06	Programme agreed	Ongoing Programme identified as reported to SMC in June 2006
4.2	Following 4.1 – identify and visit authorities with upper quartile performance in these priority areas	TG	September 06 (see 3.2 above)	Visits agreed	Ongoing

	Action to be taken	Lead	By When (end of month)	Outcome/Success Criteria	Progress to date
4.3	Implement standardised reporting procedure setting out recommendations made and executive action/response. Explore the development of scrutiny member 'rapporteurs' to monitor and report on progress following a scrutiny review. Include in SH.	TB	September 06	Procedure implemented.	Ongoing

