

A G E N D A

Strategic Monitoring Committee

Date: **Friday, 30th March, 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 approve and sign the Minutes of the meeting held on 12th February, 2007.	1 - 8
4. RESERVES To provide Strategic Monitoring Committee with further information on the level of reserves held by the Council.	9 - 14
5. INTEGRATED PERFORMANCE REPORT To report performance to the end of January 2007 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.	15 - 94
6. FORWARD LOOKING ANNUAL EFFICIENCY STATEMENT 2007/08 To inform Strategic Monitoring Committee of the Council's draft strategy for the 2007/08 Annual Efficiency process, to indicate progress to date on procurement issues and to provide an update on future prospects for the Government's efficiency agenda.	95 - 104
7. HEREFORDSHIRE SATISFACTION SURVEY To consider the results of the recently completed survey and how it should be used to inform future work programmes.	105 - 110
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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.

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(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 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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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 12th February, 2007 at 10.00 a.m.

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

Councillors: W.L.S. Bowen, J.H.R. Goodwin, J.P. Thomas and W.J.S. Thomas

In attendance: Councillors Mrs. J.P. French and R.M. Wilson

61. APOLOGIES FOR ABSENCE

Apologies were received from Councillors B.F. Ashton, H. Bramer, A.C.R. Chappell and Mrs M.D. Lloyd-Hayes. Councillor R.J. Phillips (Leader of the Council) also sent his apologies.

62. DECLARATIONS OF INTEREST

There were no declarations of interest.

63. MINUTES

RESOLVED: That the Minutes of the meeting held on 15th January, 2007 be confirmed as a correct record and signed by the Chairman.

64. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

There were no suggestions from members of the public.

65. REVENUE BUDGET STRATEGY AND CAPITAL PROGRAMME 2007/08

The Committee was invited to comment on the Cabinet's budget strategy for 2007/08.

The Head of Financial Services presented the report. The report to Cabinet on 8th February was appended. The Committee was invited to submit comments for Cabinet's consideration on 22nd February prior to recommendations being made to Council.

The Head of Financial Services drew attention to the following key points:

- That the proposals in the budget were consistent with the Medium Term Financial Strategy (MTFS) which had previously been reported to the Committee. Whilst assumptions in the Strategy about the immediate future held good he noted that the outcome of the Lyons Inquiry into local government funding, which would potentially have implications for the medium term, had not

been completed.

- There was a projected underspend on the revenue budget, for the fourth consecutive year, suggesting a need for closer alignment of resources to plans. This also suggested that there was sufficient capacity within the base budget to manage without inflation on non-pay budgets for at least 2007/08.
- That financial cover had been provided for the £5.8 million of savings which the MTFS assumed would be generated from the Herefordshire Connects project.
- That Cabinet had proposed a Council Tax increase for 2007/08 of 3.8% compared with the assumption in the MTFS of 4.7%. This would lead to a reduction in planned income of some £600,000 per annum over the next three years in the base budget. It was unlikely that this could be recovered given the Government's stance on the level of Council Tax increases.
- That Local Authority Business Grant Income (LABGI) of at least £1 million was expected, although this was yet to be confirmed.
- That work to assess the likely outturn for ICT budgets was ongoing and would be reported in the next Integrated Performance Report.
- The potential hotspots and identified remedies as set out in paragraphs 30 and 31 of the report.
- Increases in Directorate base budgets.
- The assumptions for inflation in 2007/08.
- Invest to save and invest to mitigate proposals.
- The position on the capital programme, noting the slippage in 2006/07 and the reduction in proposals for 2007/08 having regard to the capacity of the revenue account to absorb the financial implications arising from prudential borrowing.

In the course of discussion the following principal points were made:

- The proposed Council Tax increase for 2007/08 of 3.8% compared with the assumption in the MTFS of 4.7% was discussed. It was noted that this reduction was identified in the report as one of the budget hotspots. The remedy seemed to be to meet the resulting shortfall in the MTFS from reserves and the LABGI grant. It was asked what the implications of this would be for the Council's financial position and for services.

The Head of Financial Services replied that the reduction in the Council tax increase assumed in the MTFS did have implications. Because the shortfall could be met from the various sources described in the report in 2007/08 the impact on service delivery would be minimal. Some of the remedies identified in the report were, however, one-off measures and the position would need to be reviewed. The key for the future was the delivery of the savings envisaged from the Herefordshire Connects Programme.

The Chief Executive commented that officers were obliged to highlight to Members the consequences of the proposed reduction in the Council Tax increase for 2007/08, compared with the assumption in the MTFS, for the base budget and that it was likely to be difficult to recover this sum through increases

in future years. It was for Council then to reach a judgment on the level of Council Tax it wished to set.

- A Member observed that there were circumstances in which it was appropriate for reserves to be used rather than simply carried forward for no discernible purpose.
- On behalf of the Cabinet it was stated that the years of consecutive underspends, the view that the estimate of the savings which would be generated by Herefordshire Connects was a conservative one and a recognition of the pressure caused by rising bills on residents, in particular those with fixed incomes, had been factors which had influenced Cabinet's proposal for what it considered to be a deliverable budget.
- In response to a further question about the anticipated cashable efficiency savings from the Herefordshire Connects Programme the Head of Financial Services said that the level of saving deliverable in 2007/08 was uncertain for the reasons set out in the report.

The Chief Executive commented that the Council's external auditors had expressed some concerns about the ability to deliver the Herefordshire Connects Programme, without quantifying that risk. Measures had been taken in the budget to cover the assumed risk. He considered that the budget proposals provided a stable base to cover any difficulty in the delivery of the Programme in 2007/08.

- A question was also asked about the selection of a preferred partner for the Herefordshire Connects Programme, as referred to in the report. The Director of Corporate and Customer Services explained that a partner was needed to help to deliver the project, filling skill gaps and helping to realise the benefits of the Programme. She emphasised that a key aspect of the Programme was that savings generated were reallocated to corporate priorities rather than to the Service which had generated the saving.
- It was noted that whilst savings from Herefordshire Connects in 2007/08 could not be determined at this point it had been agreed that there was a need to proceed with the invest to save and invest to mitigate proposals financing these from reserves pending delivery of the savings.
- The limited flexibility open to the Council in setting the Council tax and the likelihood that this would be reduced further in future years was acknowledged.
- A further question was asked about the level of the Council's reserves. It was noted that the Council had operated with the aim of a General Reserve of £3 million but there was a case for this to be reviewed, looking at how much needed to be set aside to cover the risks the Council needed to manage and how much contingency was provided for other purposes. A report was requested setting out the position on the Council's reserves, the level of reserves needed to manage risk and what scope further reserves might afford the Council in its future financial planning.
- A question was asked about the proposed replacement of Weobley Library. It was noted that this was not included in the list of confirmed Capital Programme bids for 2007/08.

In conclusion the Committee noted without further question each of the decisions on

the budget made by Cabinet on 8th February.

RESOLVED:

That (a) Cabinet's draft Budget Strategy and proposals for the Capital Programme for 2007/08 be noted;

and

(b) a report be made to the Committee, setting out the position on the Council's reserves, the level of reserves needed to manage risk and what scope further reserves might afford the Council in its future financial planning.

66. ANNUAL OPERATING PLAN

The Committee was invited to comment to Cabinet on the draft Annual Operating Plan.

The Corporate Policy and Research Manager presented the report, noting that the Corporate Plan and Annual Operating Plan were to be considered by Cabinet on 22nd February. He informed the Committee that the Plans had been developed in consultation with the Resources Directorate to ensure that they were affordable and that the allocation of resources reflected the Council's agreed priorities as set out in the Plan.

He added that Ministerial approval of the Local Area Agreement (LAA) was still awaited. Discussion was also continuing within the Council to ensure targets reflected the Council's aspirations and were realistic, including in respect of the level of improvement that could be achieved in social care for older people and adults with learning disabilities in 2007/08 towards the longer-term programme of re-shaping approved by Cabinet. It was intended that these targets would be finalised in time for them to be included in the final version of the Plan.

In the ensuing discussion the following principal points were made (page references are to the relevant page in the agenda papers):

- It was suggested that the Council and the Public needed greater clarity on what the development of the proposed Public Service Trust with the Primary Care Trust would mean. The Chief Executive replied that a public consultation exercise was planned.
- (Page 60/61) The Corporate Policy and Research Manager acknowledged that in parts of the Plan the action that partner organisations would take to achieve the specified targets where they were the lead organisation were not described. This contrasted with the level of information available for most of the Council led targets. The intention was that wherever this information the final version of the Plan would be clearer in showing how the planned improved performance would be achieved.
- (page 56) A Member suggested that setting a maximum speed limit of 40mph on all routes off main roads would help to improve safety.
- (page 58) Whilst recognising that the wording was substantially dictated by Government requirements and no change could be made at this point the phrase "promoting community harmony" could be more helpful than, "promoting diversity

and community harmony” as more in keeping with the Government’s focus on community cohesion.

- (page 46) It was asked how the targets to increase the number of people claiming benefit to which they were entitled sat with the Government’s decision to set a target for the overall number of benefit changes processed that resulted in a reduction or termination of benefit. In reply it was stated that although an unfortunate inference could be drawn from the wording of the Government’s new target the Government agreed that the target in the LAA to increase take up of benefit by those entitled to it was a good one. Some £9 million in additional benefit was now being claimed by older people annually in the County.
- (page 44) It was asked whether setting a target for pupils in schools maintained by the Council achieving 5 or more A* - G grades was too wide a target range. In reply it was noted that there was also a target (required by Government) for A* - C grades including Maths and English. Moreover, setting a target range to G measured the achievement of qualifications which represented significant achievement for a minority of less able young people that would otherwise go unrecorded.
- (page 49) The target for restricting the decline in the total number of VAT registered businesses was questioned. In reply it was stated that targets were needed to measure the effectiveness of the Council’s economic development measures. Demonstrating success helped to generate Government funding. Noting the number of one-man businesses in the County which would not be VAT registered it was acknowledged that it was difficult to find good single measures. A range, as set out in the Plan, was therefore required.
- (page 50) It was suggested that the target, “to decrease from 416 to 160 the number of people accepted as homeless...” should be reworded. It was important to reduce the number of people who were unintentionally homeless but in doing so it was essential that they were provided with somewhere to live that was reasonable and appropriate to their needs. This was not always the case. The target needed to reflect the provision of a proper solution to cases of homelessness.
- It was stated in reply that the reduction in homelessness over the last year had been sharp and sustained and the aim of the Strategic Housing Service was to house people properly.
- The issue of the need for affordable housing was briefly discussed. It was noted that affordability was a problem for those seeking to acquire a property but the issues those suffering homelessness faced were of a different nature in the majority of cases.
- (page 54) It was asked whether the recycling targets were sufficiently challenging. The Corporate Policy and Research Manager replied that he was satisfied that the targets were realistic. The targets over the life of the three-year Corporate Plan were more ambitious. The Chief Executive remarked that the Council had been criticised by auditors in the past for not always being sufficiently realistic in setting targets.
- (page 56) In relation to improving road safety the question of de-trunking the A49 was raised. It was noted that this would only be worthwhile if appropriate funding for its upkeep was transferred by the Highways Agency.

The Committee did not have any specific recommendations for Cabinet on the assurance that account would be taken of its general comments in refining the Plan for submission to Cabinet.

(Mrs PA Andrews Vice Chairman took the chair during part of the discussion of this item in the Chairman's absence.)

67. UNDERSTANDING AND RESPONDING TO THE PUBLIC

The Committee was invited to consider the results from recent user satisfaction surveys and determine what further investigation or other action to take in response-

The Head of Policy and Performance presented the report. He drew attention to the wealth of information that was available to help the Council understand more about the public's views and how it might respond through the Corporate Plan and individual Service Plans. He noted that the public's views would be an increasingly important part of future inspection regimes.

Focusing on the annual user satisfaction survey, which was currently one of the few consistent, statistically valid, sources of information, he suggested a number of ways in which the Committee might wish to use the survey in its work. He noted that there was a time lag between the data being collected and its validation by the Audit Commission and that it would be helpful to move to a position where reaction to specific policy initiatives could be identified allowing a response to be made in the Annual Operating Plan.

In the ensuing discussion the following principal points were made:

- The Committee discussed a number of the results, noting some apparent anomalies and contradictions and how deeper analysis could produce some interesting and unexpected findings.
- The Chief Executive emphasised an underlying theme that public satisfaction with how the Council ran things overall was below that shown by the public for authorities performing at a similar level. There had been a surge of public enthusiasm and support when the Council was formed after Local Government Reorganisation in 1998. Since 2000 this had declined and the gap between satisfaction with the Council and that shown in comparator authorities had remained static. It was important to understand why this was the case if the Council was to move from being categorised as an authority that was improving adequately to one that was improving well. Part of the issue was to explain matters to the public to ensure that they had a clearer understanding of the factors affecting the way the Council operated.
- It was noted that, nationally, satisfaction with how authorities ran things overall had declined and was lower than satisfaction ratings for individual services.
- The Head of Policy and Performance suggested that it might be useful for the other scrutiny committees to receive a report on the range of satisfaction data available and to assess whether the information was sufficient and what was being done in response to it. When considering the Directorate Service Plans the Scrutiny Committees might also want to assess how these were being informed by the views of the public and what actions were proposed to improve satisfaction.

- It was asked when the results of the 2006 user satisfaction survey would be available. In reply it was stated that the Audit Commission was validating the data. It should be known in March when it intended to publish the information. Indications were that nationally the downward trend in overall satisfaction with Councils was continuing whilst satisfaction with individual services continued to improve in a number of areas.

RESOLVED:

- (a) **that the findings of the 2006 user satisfaction survey be reported to the Committee when validated by the Audit Commission;**
 - (b) **reports be made to individual service Committees on the user satisfaction data available inviting them to consider whether the information is sufficient and action in response to it;**
- and**
- (c) **when considering the Directorate Service Plans the Scrutiny Committees consider how these are being informed by the views of the public and what actions are proposed to improve satisfaction.**

68. CORPORATE ICT STRATEGY

The Committee was invited to comment to Cabinet on the proposed Corporate ICT Strategy.

The Director of Corporate and Customer Services presented the report. She outlined the Strategy's aims and the key issues which it was designed to address. She reported that as the Strategy had been produced before publication of the findings of the Committee's review of ICT Services it did not yet take account of that Review. She also commented that the provision of ICT Services was a fast moving area which would need to be kept under regular review.

In the ensuing discussion the following principal points were made:

- It was difficult for the Committee to comment on the Strategy until it could see to what extent the Strategy took account of the findings of the Committee's review of ICT Services. In reply it was stated that several of the issues identified in the Committee's review had already been addressed in the Strategy but acknowledged that further work needed to be done to take account of the findings where this was considered appropriate by the Executive.
- Asked about the respective roles of the Council and its prospective preferred partner in delivering the Herefordshire Connects project the Director said that the Council was driving the process and the system was being developed to meet the Council's requirements. She confirmed that prospective delivery partners had been kept informed of the plan to develop a Public Service Trust and were aware that they would be required to meet the ICT requirements this would generate.

RESOLVED: To recommend to the Executive that the Corporate ICT Strategy be revised to take account of the Committee's review of ICT Services.

The meeting ended at 12.03 p.m.

CHAIRMAN

RESERVES

Report By: Head Of Financial Services

Wards Affected

County-wide.

Purpose

1. To provide Strategic Monitoring Committee with further information on the level of reserves held by the Council, further to the Committee's request at the last meeting.

Background

2. Reserves are amounts set aside in one year's accounts to be spent in future years. Some reserves are earmarked for specific purposes and other general revenue balances are available to meet future revenue and capital expenditure.
3. Whilst it is considered to be evidence of sound financial management for any organisation to hold reserves to assist meeting future pressures it is important that reserves are held for sound reasons and that the level of reserve is appropriate. The number and level of reserves is a key area reviewed by the Council's auditors as part of their annual audit of the Council's accounts.
4. The use of and level of reserves has recently taken on an additional level of importance. The Comprehensive Performance Assessment (CPA) process has the 'Use of Resources' as a key element of the overall assessment. The Financial Standing of the Council is covered by a Key Line of Enquiry that looks at whether the Council manages its spending within available resources. Evidence to support this can be provided by three areas; if the Council is financially sound; the Council manages its levels of reserves (and balances) and current spending plans match available resources.
5. Currently the overall assessment for use of resources is that we score a '3'. However the Financial Standing element is a strong 2 but further development of the Council's policies for holding reserves and balances is needed. In order to achieve an improved score the Council's policy for reserves and balances must be based on a thorough understanding of its needs and risks and must be properly and clearly reported to members.

General Fund Balance

6. The Council has 2 main sources of reserve funding to support its day to day spending recorded in the revenue account – the General Fund balance and Specific Reserves. The General Fund balance is best viewed as a general contingency. The following table indicates the position on the General Fund for the last 3 financial years:

Further information on the subject of this report is available from
David Powell, Head of Financial Services, on 01432 383173

Balance as at:	General Fund £000K
31 March 2004	9,847
31 March 2005	14,491
31 March 2006	14,525

7. The General Fund balance at 31 March 2006 included £2.8m of budgets carried forward into the current financial year. This left £11.7m that was uncommitted but a number of changes totalling £4.965m were included in the MTFMS reflecting a move to specific reserves.
8. The level of General Fund balance will be a key area for closer scrutiny. The Council operates a 'policy' of a minimum £3m in General Fund Reserve but this was established at the time of local government reorganisation and requires updating. The Medium Term Financial Management Strategy (MTFMS) states that so long as earmarked reserves are set aside to cover specific significant financial risks it is not expected that the General Fund balance would need to exceed £6m. The ongoing improvements to financial planning in the Resource Directorate includes more detailed review of General Fund balance.

Specific Revenue Reserves

9. The Appendix provides details of the specific revenue reserves held by the Council. As of 31 March 2006 these totalled £13.942m having risen from £11.244m in the previous year. The balance held on 28 February 2007 was £18.82m after additions outlined in the Medium Term Financial Management Strategy (MTFMS) agreed by Cabinet.
10. The list of reserves includes £8.739m in respect of balances held by schools under the Local Management of Schools arrangements. These statutory arrangements entitle schools to draw on, add to or maintain the sums held as they see fit. The local authority has a 'challenge' role but in general terms it is a matter for schools to determine the level of balances held. These balances are required to be shown in our annual accounts but are not available for general Council use.
11. As indicated the Appendix includes notes on the specific reserves but significant reserves include:
 - i) Waste Disposal. An amount held towards the likely increase in costs for the contract.
 - ii) Herefordshire Connects. This was transferred from an invest to save reserve.
 - iii) Social Care. A contingency for budget pressures. It should be noted that the MTFMS includes an additional £1.3m revenue contingency.

Further information on the subject of this report is available from
David Powell, Head of Financial Services, on 01432 383173

- iv) Invest to Save/Initiatives Fund. This is set aside for schemes that produce revenue savings after an initial investment.
 - v) Budget Management. This is held in the event that Directorate budgets are 1% over budget at out-turn.
12. The Appendix indicates a number of other reserves exist and these cover areas as diverse as Winter Road Maintenance and an amount set aside each year for the Council elections.

Capital Reserves

13. The Council has one capital reserve that represents cash available to support spending on the creation or enhancement of assets recorded in the capital account. The reserve is known as the Useable Capital Receipts Reserve.
13. The following summarises the position since 2003/04:

Financial Year	Balance at start of year	Income from sale of assets (capital receipts)	Capital receipts used to pay for capital spending	Balance at end of year
2003/04	18,908	5,301	4,245	19,964
2004/05	19,964	2,654	4,327	18,291
2005/06	18,291	3,876	2,097	20,070
2006/07	20,070	4,883	7,592	17,361

(All figures in £000k)

14. The estimated year-end balance of £17.361m includes £8.922m 'ring-fenced' to Housing. Further capital receipts are anticipated by the end of March.
15. As part of the Accommodation Strategy the Council agreed a strategy for disposing of surplus assets. Capital receipts will be generated over the medium-term as these assets are vacated and sold but they will be used to reduce the potential borrowing requirement for the project to rationalise office accommodation.
16. The Council has set the Smallholdings Estate an annual target of realising £1m capital receipts. This policy ensures a steady but modest stream of new capital receipts each year.

Budget Management Strategy 2007/08

17. The MTFMS includes a £5.8m revenue saving from the Herefordshire Connects programme in 2007/08. After careful consideration it was appropriate that financial 'cover' should be available to support the 2007/08 budget strategy. The 'cover'

available means that the 2007/08 budget can still be delivered and would see the use of the following reserves outlined in the Appendix as funding sources;

- a) Using £1.5m of the Herefordshire Connects Reserve. This would reduce the £1.928m to £428k by the end of financial year 2007/08.
- b) Social Care Reserve. A £1.3m use of the £1.7m Social Care contingency reserve established in 2006/07 could be used. This means that £400k of the reserve would still be available. In addition there is the £1.3m revenue contingency included in the Council's revenue base budget.
- c) Budget Management Reserve. The £1.1m reserve for overspends is also being made available from the Council's specific revenue reserves to support the 2007/08 budget strategy.
- d) Local Authority Business Grant Incentive. In 2006/07 £1.4m of grant has been received. The MTFMS includes using £1m of this along with a further £1m to be received in 2007/08 as Herefordshire Connects 'cover'. Any additional LABGI income will be added to General Reserves.

RECOMMENDATION

- THAT**
- (a) **Strategic Monitoring comments on the level of reserves;**
and
 - (b) **comments on the move to a risk based assessment to determine the level of general fund reserve.**

BACKGROUND PAPERS

- Medium Term Financial Management Strategy

Specific Revenue Reserves

	Balance	2006/07 movts to date	MTFMS changes	Balance	Notes
	31.3.06			28.2.07	
	£'000		£'000	£'000	
Community buildings	64			64	Held for grants to community buildings
Commuted sums	78			78	Developers contributions
Schools balances in hand	8,739			8,739	Accumulated schools reserves
Industrial Estates - maintenance	145			145	Collected as part of commercial rents, this is held for maintenance on industrial units
Initiatives Fund / Invest to Save	433	44	639	1,116	Set aside for invest to save schemes
Support Services & Equipment renewals	209			209	Money set aside by Finance and Legal & Democratic for ICT renewals
Schools Balance of Risk	373			373	Self-insurance scheme for schools
Winter maintenance	108		392	500	Held for winter road maintenance
Planning	24			24	
SRB schemes	96			96	Held to cover potential shortfalls in SRB schemes
College Hill Community Centre	180			180	The insurance received following a fire being held for future development
Waste Disposal	1,366		634	2,000	This is held towards the likely increase in costs for the PFI contract
LSC	32			32	Held as a contingency in case grant has to be paid back if we don't meet specified targets (An Education scheme)
School energy audits	50	- 50		-	
Landfill Allowance scheme	19			19	Represents the under usage of LATS allowance in 2005/06 carried forward
Herefordshire Connects project	1,928			1,928	Transferred from an Invest to Save reserve to be used for Herefordshire Connects
Wye Valley ANOB	98			98	
Social Care			1,700	1,700	Additional contingency for Social Care budget pressures in additional to £1.3m held as a revenue budget
Contingent Liabilities			300	300	Held to cover the contingent liabilities declared in the 2005/06 Statement of accounts
Budget Management			1,100	1,100	Held in the event that Directorate budgets are 1% over budget at out-turn (MTFMS). To be used only in exceptional circumstances
Childrens change team		- 200	200	-	This was set up and used for the Childrens' Services Change Team
Elections		89		89	An amount is set aside each year for the Council elections and used in the election year
Members ICT		30		30	Created as part of the 2005/06 carry forward process to cover potential additional members ICT costs arising from the election

13,942 - 87 4,965 18,820

INTEGRATED PERFORMANCE REPORT

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To report performance to the end of **January 2007** 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.

Background

2. The report to Cabinet on 22nd February, 2007, is enclosed separately for members of the Committee and is available to the public on request.
3. Cabinet noted performance to the end of January 2007, and remedial action to address areas of under-performance. In addition Cabinet took a decision in relation to a shortfall in funding for capital schemes at Riverside Primary School and Sutton Primary School in the Capital Programme 2007/08. It agreed that the funding should be amended in accordance with the report, subject to the final form and cost of the Riverside Primary School and Sutton Primary School schemes being delegated to the Leader, the Cabinet Member (Children and Young People) and the Cabinet Member (Resources) to further consider the options and sign off.
4. The Children's Services Scrutiny Committee discussed this matter as an urgent item at its meeting on 19th March. An informal meeting was held on 21st March at which further information was provided to Members. The Chairman of the Children's Services Scrutiny Committee then submitted some observations to the Cabinet Members. He will update this Committee as appropriate at the meeting.

RECOMMENDATION

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

BACKGROUND PAPERS

- None identified

INTEGRATED PERFORMANCE REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

22ND FEBRUARY 2007

Wards Affected

County-wide

Purpose

To report performance to the end of **January 2007** 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.

Key Decision

This is not a Key Decision

Recommendations

THAT

(i) performance to the end of January 2007, and remedial action to address areas of under-performance, be considered

(ii) the shortfall on the capital schemes outlined in the report for Riverside Primary School and Sutton Primary School should be met from a combination of DfES grant (£1.022 million), capital receipts (£1.0 million) and reduction to the scope of the schemes (£0.208 million).

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 **ten** 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 14 indicators marked R and 29 marked A compared with 13 marked R and 27 marked A in the month 8 report
<ul style="list-style-type: none"> • Indicators that have become R since the last report (to November) are: <ul style="list-style-type: none"> - HCS 19 ‘ Independence and choice for older people and vulnerable adults’ - HCS 20 ‘ the % of babies born who are breastfed at 6 weeks’ - HCS 21a ‘the % of babies born to teenage mothers who are breastfeeding at 6 weeks’ - HC 68 ‘ the % of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall’
<ul style="list-style-type: none"> • Indicators that were previously reported R but are now A are: <ul style="list-style-type: none"> - HCS 42c ‘No. of all recorded crimes’ - HCS 45 ‘No. of violent crimes’ - HC 74c ‘No. of adults with physical difficulties helped to live at home (per 1,000 population)’
<ul style="list-style-type: none"> • Generally sound progress is being made overall with the Children and Young People’s Services action plan; the number of children in need referrals and assessments are continuing to increase but the targets agreed at the beginning of the operating year for timely assessments will not be achieved. Urgent work is in hand to produce all the evidence needed to satisfy GOWM that its overseeing board should not need to continue.
<ul style="list-style-type: none"> • Progress is behind schedule in making the appointments to the Change Team to deliver the agreed improvement programmes for older people and adults with learning difficulties. This represents a risk to the delivery of the agreed programmes.
<ul style="list-style-type: none"> • Since the last report (to November) there has been a slight increase in the number of families housed in B&B accommodation, from 2 to 5; and the number housed in B&B for more than 6 weeks has risen from 2 to 3.
<ul style="list-style-type: none"> • The overall revenue budget position shows a projected underspend of £0.407 million, compared with the underspend of £0.37 million predicted in the last report.
<ul style="list-style-type: none"> • The revised capital budget forecast is £44.092 million, which is a decrease of £7.709 million from the November forecast of £51.801 million.
<ul style="list-style-type: none"> • The Direction of Travel, CPA service block scores and the overall score for the Council will be published by the Audit Commission on 22nd February and will be reported at this meeting.

Progress against the Council's Priorities

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

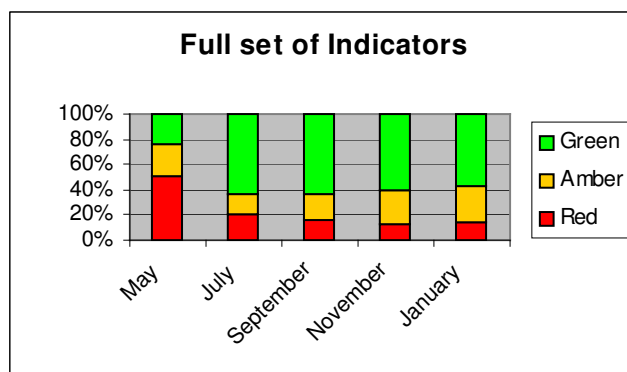
		G	Achieved, or on track to be achieved, on schedule
	A		Not on track
R			Not achieved, or not expected to be achieved, or no targets/milestones identified

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

Priority	No. of Indicators	Judgement		
		R	A	G
Maximising the health, safety, economic well-being, achievements and contribution of every child	22	4	3	15
<ul style="list-style-type: none"> HCS 35a 'No. of looked after children who missed a total of 25 days or more schooling' and HCS 13 'Average length of stay in B&B accommodation for homeless households' continue to be marked as R. The 2 additional indicators marked as R are HCS 20 '% of babies born who are breastfed at 6 weeks' and HCS 21a '% of babies born to teenage mothers who are breastfeeding at 6 weeks'. Both of these indicators are now marked as R because latest data indicates that the targets will not be achieved. 				
Improving the achievement of pupils	7	1	0	6
<ul style="list-style-type: none"> Although performance improved for HCS 30 'the % of pupils achieving 5 or more GCSEs at grades A*-G or equivalent, including Maths and English (LEA schools)', the target was not achieved. 				
Enabling vulnerable adults to live independently, and many more older people to continue to live in their own homes	19	5	10	4
<ul style="list-style-type: none"> HC 74c 'No. of adults with mental health difficulties helped to live at home (per 1,000 population)' has been marked as A compared to R in the previous report. Good progress is being made, but the absence of current outturn data leaves a doubt as to whether the target will be achieved. HCS 19 'Independence and choice for older people and vulnerable adults' is now marked as R as greater consideration needs to be given to the indicator. In the absence of full consideration, HCS '16 No. of people aged 65+ helped to live at home (per 1,000 population)' is being used as a proxy indicator, which has also been marked R. 				
Protecting the environment, producing much less waste, recycling much more of what remains and significantly reducing carbon emissions	5	0	1	4
<ul style="list-style-type: none"> HCS 55 '% of Sites of Special Scientific Interest (SSSIs) in favourable/recovering condition' has moved from being marked as A to G because a baseline has now been established. HCS 57 'No. of key species (Key species to be decided)' still needs further consideration of the indicator. 				
Improving transport and the safety of roads	8	0	0	8

<ul style="list-style-type: none"> There is no change from the previous report to November. Outturn data will not be available until year-end but action plans suggest good progress is being made that should mean that all the targets will be achieved. 				
<i>Sustaining vibrant and prosperous communities, providing more efficient, effective and customer focused services, clean street, tackling homelessness and effective emergency planning</i>	32	3	14	15
<ul style="list-style-type: none"> Indicators HCS 42c 'No. of all recorded crimes' and HCS 45 'No. of violent crimes' have moved from being marked as R in the previous report to A. Current in-year performance data indicates that crime is falling, although it is still uncertain whether this will be sufficient to achieve target at year-end. 				
<i>Promoting diversity and community harmony, and striving for equal opportunities</i>	2	0	1	1
<ul style="list-style-type: none"> There is no change from the position at the end of November. The Council is still on target to achieve Level 2 of the Equality Standard. HCS 63 'the percentage of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together' continues to be marked as A because, other than establishing a baseline via survey, there appears to be little action at the moment that will improve future satisfaction levels. 				
<i>Understanding the needs and preferences of service users and Council Tax payers</i>	1	1	0	0
<ul style="list-style-type: none"> The sole indicator under this priority, HCS 68 ' % of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall', failed to achieve target. Work continues, including the training of complaints administrators, in an attempt to improve satisfaction levels when the next statutory survey is undertaken in 2009. 				
<i>Recruiting, retaining and motivating high quality staff</i>	3	0	0	3
<ul style="list-style-type: none"> Sickness absence continues to be better than target. Performance to the end of December would put the Council in the top quartile of unitary authorities based on 2005-06 outturn. 				
<i>Embedding corporate planning, performance management and project management systems</i>	3	0	0	3
<ul style="list-style-type: none"> Although there has yet been no confirmation, it is unlikely that any of the Council's BVPs for 2005-06 will be qualified. 				

- Of the full set of strategic performance indicators, **14** are now R. This compares to 13 in the report to November.
- The chart below shows the change in the proportions of indicators marked as **R**, **A** or **G** during the year.



9. Details on each of the indicators assessed as **R** or **A** is given in **Appendix A(1)** and the detailed of those assessed as **R** are at **Appendix A(2)**.
10. Progress towards the LPSA2G and LAA indicators, all of which are included in the full set of indicators above, is at **Appendix A(3)**.
11. Cabinet agreed on 18th January that a number of indicators of public perception would no longer be reported in-year because information is only available annually.
12. The results of the Best Value General Survey are currently being collated and will be presented to Cabinet at its next meeting, on 22nd March.
13. On February 22nd the Audit Commission are due to announce the updated CPA scores and Direction of Travel Assessment for all unitary and county councils. The Council's scores will be presented to Cabinet as part of the IPR at its meeting that day.

The Council's Overall Improvement Plan

14. 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. Its latest exception report is at **Appendix B**. This includes the key issues as regards progress against the Children and Young People's Services Performance Improvement Action Plan (C&YPSP) (which has superseded the JAR Improvement Action Plan).
15. Additional progress with the C&YPSP since the last report is that the target for the provision of 6 additional units of accommodation has been met. 4 are occupied and 2 are being prepared for occupation. It is now anticipated that available funding will allow for the provision of a seventh unit. Nomination rights to four additional units with support provided by the Supported Housing for Young People Project (SHYPP) has been agreed in principle.

Revenue Budget and Capital Programme Monitoring

16. Details of the **revenue budget** position are at **Appendix C**.

17. The overall position shows a projected £0.407 million underspend. This is 0.34 % of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved by £0.101m since the last report, in which a £0.306 million underspend 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. The Appendix C details changes in projections around ICT issues and confirms the previous indications that the waste management contract is projected to underspend. The headlines are as follows: -

- £1m overspend on the ICT trading account and the corporate ICT issues budgets that have been affected by Herefordshire Connects commitments and loss of grant for the Herefordshire in Touch project
- the movement of the Environment Directorate into an £800k projected underspend position largely due to delays in expected contract variations and lower levels of activity around the waste management contract
- £0.25m improvement in the projected interest from investments.

18. Details of spending on the **capital programme** are at **Appendix D**.

19. The revised forecast for 2006-07, as at 31st January, totals £44,092,000, which is a decrease of £7,709,000 from the November forecast. This decrease represents slippage in various capital schemes detailed in this report, mainly in relation to Herefordshire Connects (£4,000,000) and Museum Resource and Learning Centre in Friar Street (£1,323,000). This slippage has been carried forward into future years capital programme. The expected use of Prudential Borrowing has decreased by £6,194,000 as a result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year. A summary of the overall position is provided in Appendix D. The IPR also includes a key risk area and associated remedies for addressing two projects where a shortfall in funding exists following the recent receipt of tenders.

20. In December and January tenders were received for the major capital projects at Sutton County Primary and Riverside Primary School respectively. Both tenders were higher than anticipated and higher than the budgets allocated within the Children & Young People's capital programme. The position on each is set out below. In summary the Riverside Primary School shortfall totals £1,744,000 and the Sutton County Primary School shortfall totals £486,000, giving an overall £2.23m shortfall against current funding.

a. Riverside Primary School

21. The provision of new school buildings for Riverside Primary School, formed in September 2006 by the amalgamation of Hunderton Junior & Infant Schools, is an integral part of that reorganisation proposal that was subject to consultation. The previous buildings had major maintenance problems, and were unsuitable for teaching and learning in the 21st century. It is also noted that improvement in the standards of teaching and learning in schools as large as Riverside not only benefits the pupils but will also have significant positive impact at Wyebridge and on county results. Given that there are an average of 80 children per year group under the age of 5 living in the catchment area, and it is one area in the County where the numbers of children resident in the area are rising, it was decided to build the school to allow 90 children per year to be admitted.

22. The scheme has been reduced to omit all unnecessary provision. Further reductions can only be achieved by reducing floor area. A significant change would be to build at this stage accommodation for only 2 forms of entry, and construct at a later stage a 3rd wing which would accommodate the additional 210 children. This could save approximately £500,000 now, but require £1,000,000 expenditure at a later date.
23. The project as a whole has begun, with the provision of temporary accommodation in the summer of 2006 to house the older pupils in preparation for the demolition of the former junior school. Within the scheme a significant area has been identified as being surplus, and in principle available for housing development.

b. Sutton County Primary School

24. This has been a long-standing project to replace a 3-class school occupying a variety of buildings, some dating from 1870, with 2 detached classrooms in temporary buildings. The project is a joint one with the Parish Council and Village Hall Committee. The project was successful in gaining a DfES grant of £1,623,000 towards the anticipated £2,029,000 cost of the scheme. The remaining £406,000 was to be met equally by the Parish Council and Herefordshire Council.
25. A new site has been acquired for the new school and community facilities, and a separate contract for highway and enabling works has already been started, at a cost of £202,000.
26. The current situation is that the lowest tenders, even with reductions of £185,000, stands at £2,515,000, compared to the approved funding of £2,029,000. Further reductions are possible but only by removing one of four classrooms. It was planned to use this for a playgroup. Such use in a reduced scheme would need to be relocated to the community rooms.
27. The admission number of the school is 12, and the average number of children living in the catchment area under the age of 5 is 7. The review of school provision is aimed to consider this area over the summer period.
28. If the project does not proceed within 2 years the DfES grant already received would have to be repaid, the land would revert to the original landowner, albeit with the benefit of the access road constructed at the Council's cost, and the Parish Council would need to seek another solution for their village hall.
29. A capital receipt will accrue to the Council on vacation of the existing school.

c. Funding and Risk Issues

30. The overall shortfall for both schemes is £2.23 million. The gap can be partially closed by using DfES advance grant funding of £1.022 million and capital receipts. However there still needs to be a review of the extent of the provision at Sutton School to ensure the scheme is affordable. The report outlines the possible reduction in numbers of classrooms and this needs to be further explored.
31. The policy on the use of capital receipts sees these as 'corporate resources' and not service or directorate specific. Even so it is helpful to indicate that a number of recent and forthcoming disposals of Children and Young People's sites will help improve the overall capital receipts position for the authority.

32. Both schemes have some risk attached to them if they do not proceed. The risks for Riverside are around the delivery of education in an outdated series of buildings and also that the school reorganisation process made clear reference to building a new school as part of the creation of a single primary school to replace the former Hunderton Infants and Junior schools. If the school is not built there may be some issue about the validity of the consultation process and its outcome that led to the closure of the two schools to create Riverside Primary. In addition, the former Junior School pupils are currently being educated in temporary accommodation.

33. If Sutton Primary school does not go ahead the £1.623 million grant will be lost.

34. In order to proceed with both projects it is proposed that the £2.23 million shortfall is met by £1.022 million DfES advance grant, £1.0 million capital receipts and a further £0.208 million reduction across both projects.

Corporate Risk monitoring

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

36. The following table summarises the corporate log at the end of January 2007. It provides analysis covering the assessment of risks where no controls are in place and also 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	13	4
Medium	8	14
Low	1	4
TOTAL	22	22

37. This shows that the majority of risks (14 out of 22) are in the highest category before controls are in place. After the control measures are implemented 4 of these 14 remain as high, 9 move to the medium category and the remaining 2 move to low.

38. The 22 identified risks are all key issues for the Council but some have a greater potential impact on service delivery than others. One area likely to have a considerable impact on service delivery is the Herefordshire Connects programme; this now has five identified risks (CR3 and CR14 as before and now CR20, CR21 and CR22).

39. The risks surrounding the Waste Management Contract (risk CR16) continue to cause concern due to the potential financial risks as well as reputational risks for the Council.

40. The risk to the Council's CPA rating (CR4) continues to be given attention through the appointment of performance improvement managers throughout the directorates, the regular, structured performance meetings between the Chief Executive and directorsthe new Performance Improvement Network led by the Head of Policy & Performance and a concerted drive to raise performance in respect of key performance indicators.

41. The emerging risk resulting from the increase in flexible working arrangements has been highlighted as a new risk under CR13 and in particular the need to assess all home working. Discussions will take place about whether this may be better placed within the Human Resources risk register to ensure regular monitoring.
42. The Public Service Trust (PST) although listed (risk CR15) will require a separate risk register for this specific project as it moves into a series of specific work-streams.

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

Numbers		Indicator	HCS	CP	LAA	LPSA2G	CMB Lead	Cabinet Lead	Judgement	Reason	
HCS	1	Ratio of earnings compared to West Midlands Region	1				Mr Hughes	Cllr Mayson		Many actions are scheduled to start late in the year so have no real impact on performance in this year; the actions do not necessarily suggest any work taking place to prompt a rise in wage levels locally	
HCS	2	No. of VAT registered businesses & % change	1		1		Mr Hughes	Cllr Mayson		The action plan gives no regard to assisting existing businesses	
HCS	4	a % of working age population qualified to at least Level 3 or 4 (% of working age population with higher level qualifications)	1				Mr Hughes	Cllr Stockton		No template submitted. Contact has now been made with the Project Manger of the Lifelong Learning Network (HE) and a meeting will be arranged to progress this.	
HCS	4	b No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering		1	1	1	Mr Hughes	Cllr Stockton		There has been a big more forward in ensuring actions and milestones are captured and updated for delivery of Level 2 quals. Data is not yet available due to a computer fault but this will be updated when available.	
HCS	4	c No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)		1	1	1	Mr Hughes	Cllr Stockton		There has been a big more forward in ensuring actions and milestones are captured and updated for delivery of Level 2 quals. Data is not yet available due to a computer fault but this will be updated when available.	
HCS	4	d No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering		1	1	1	Mr Hughes	Cllr Stockton		There is still a lack of actions and milestones (compared to the level 2 templates) but these are much improved. Like the Level 2 data is not available due to a computer fault but will be updated as soon as possible.	
HCS	4	e No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)		1	1	1	Mr Hughes	Cllr Stockton		There is still a lack of actions and milestones (compared to the level 2 templates) but these are much improved. Like the Level 2 data is not available due to a computer fault but will be updated as soon as possible.	
HCS	8	Mortality rate from cancer for people aged under 75	1				Mr Hughes	Cllr Mrs Barnett		There is little progress reported. Mention is made of a report being available in September, but this has not been progressed.	
HCS	9	Mortality rate from circulatory diseases for people aged under 75	1				Mr Hughes	Cllr Mrs Barnett		There are few actions in the action plan, although progress is being made. Outturn data is currently unavailable.	
HCS	10	No. of deaths per annum from chronic diseases	1		1		Mr Hughes	Cllr Mrs Barnett		There are few actions in the action plan, and a lack of updated progress from the last report. Outturn data is currently unavailable.	
HCS	11	'All causes' Standardised Mortality Ratio (SMR) for deprived areas of Herefordshire	1				Mr Hughes	Cllr Mrs Barnett		There are few actions in the action plan, although progress is being made. Outturn data is currently unavailable.	
HCS	12	a % of adults who smoke (adult healthy lifestyles)	1				Mr Hughes	Cllr Mrs Barnett		Actions are progressing as planned. However, a judgement of Amber has been made because there will be no survey this year to provide outturn performance data.	
HCS	12	b % of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	1				Mr Hughes	Cllr Mrs Barnett		Actions are progressing as planned. However, a judgement of Amber has been made because there will be no survey this year to provide outturn performance data.	
HCS	12	c % of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	1				Mr Hughes	Cllr Mrs Barnett		Actions are progressing as planned. However, a judgement of Amber has been made because there will be no survey this year to provide outturn performance data.	
HCS	12	d % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	1				Mr Hughes	Cllr Mrs Barnett		Actions are progressing as planned. However, a judgement of Amber has been made because there will be no survey this year to provide outturn performance data.	

Numbers		Indicator	HCS	CP	LAA	LPSA2G	CMB Lead	Cabinet Lead	Judgement	Reason	
HCS	13	Average length of stay in B&B accommodation for homeless households		1	1		Mr Hughes	Cllr Mrs Barnett		The target has already been missed, and although good work continues there is no opportunity to recover the position during the remainder of the year.	Appendix A(2), p. 2
HCS	15	No. of emergency unscheduled hospital bed days occupied by a person 75 and over		1	1	1	Mr Hughes	Cllr Mrs Barnett		A change in the way that this data is reported has made an impact on progress towards achieving target. Discussions are currently underway with GOWM regarding this indicator.	Appendix A(2), p. 5
HCS	16	No. of people aged 65+ helped to live at home (per 1,000 population)*		1	1		Mr Hughes	Cllr Mrs Barnett		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. 9
HCS	17	Satisfaction with homecare services provided through Social Care via direct payments (65+)		1	1	1	Mr Hughes	Cllr Mrs Barnett		A baseline has now been established, but there is a lack of progress reported against actions that will improve satisfaction levels in coming years.	
HCS	19	Independence and choice for older people and vulnerable adults	1				Mr Hughes	Cllr Mrs Barnett		Further consideration is still required as to the actual intent of this indicator. HCS 16 is currently being used as a 'substitute' indicator.	Appendix A(2), p. 9
HCS	20	% of babies born who are breastfed at 6 weeks	1				Mrs Fiennes	Cllr Rule		It is currently unclear whether a target exists for this indicator. That being the case, and recognising the fall in performance from last year, the judgement is Red.	Appendix A(2), p. 12
HCS	21 a	% of babies born to teenage mothers who are breastfeeding at 6 weeks		1	1	1	Mrs Fiennes	Cllr Rule		Outturn data for the 6 months of the year suggests that the target will not be achieved.	Appendix A(2), p. 15
HCS	23	Measure of sexually transmitted infections for young people	1				Mrs Fiennes	Cllr Rule		There are very few actions that are relevant to 2006-07. The absence of current data means there is no way of accurately assessing whether target will be achieved.	
HCS	25	No. of young people (under 25) who are victims of crime in Herefordshire	1				Mrs Fiennes	Cllr Stockton		Although positive action is taking place, the current outturn suggests that the target has already been missed. However, it has been indicated that there is currently a problem with the data system that is likely to be to be providing incorrect outturn.	
HCS	26	% of children on the child protection register that are re-registrations	1				Mrs Fiennes	Cllr Rule		A large increase in the number of registrations recently make it difficult to judge with target will be achieved.	
HCS	30	% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)	1	1	1	1	Mrs Fiennes	Cllr Rule		Target was not achieved.	Appendix A(2), p. 17
HCS	35 a	No. of looked after children who missed a total of 25 days or more schooling		1	1	1	Mrs Fiennes	Cllr Rule		Target was not achieved.	Appendix A(2), p. 20
HCS	42 a	BCS Comparator crimes			1		Mrs Fiennes	Cllr Stockton		Although activity is now increasing, based on the monthly outturn it is unlikely that the target will be achieved.	Appendix A(2), p. 23
HCS	42 b	No. of criminal damage incidents		1	1	1	Mrs Fiennes	Cllr Stockton		Current outturn indicates that the target will not be achieved.	Appendix A(2), p. 26
HCS	42 c	No. of all recorded crimes	1				Mrs Fiennes	Cllr Stockton		Outturn throughout the year indicates that recorded crime is falling. If this trend continues the target will be achieved. However, achievement will be marginal and there is an element of doubt whether improvement will continue sufficiently to finally achieve target.	

Numbers		Indicator	HCS	CP	LAA	LPSA2G	CMB Lead	Cabinet Lead	Judgement	Reason	
HCS	45	No. of violent crimes		1	1	1	Mrs Fiennes	Cllr Stockton		Outturn throughout the year indicates that violent crime is falling. If this trend continues the target will be achieved. However, achievement will be marginal and there is an element of doubt whether improvement will continue sufficiently to finally achieve target.	
HCS	46	No. of people in drug treatment			1		Mrs Fiennes	Cllr Stockton		Many of the actions do not relate to the current year. Based on current outturn it is uncertain whether target will be achieved.	
HCS	47	Measure of Drugs Intervention Programme			1		Mrs Fiennes	Cllr Stockton		Parts of the indicator are on track to achieve target, but not all. The judgement is Amber until current outturn is available.	
HCS	48	Measure of Priority and Prolific Offenders Scheme			1		Mrs Fiennes	Cllr Stockton		GOWM guidance now suggests that there will be no baseline data until Spring 2007 on which to set targets. The Community Safety and Drugs Partnership are continuing to work towards an action plan that will impact on this indicator in the future.	
HCS	50	No. of Class A drug supply offences brought to justice			1		Mrs Fiennes	Cllr Stockton		Current outturn indicates that achievement of the target is marginal.	
HCS	51	a No. of calls to the Herefordshire Women's Aid Helpline			1		Mrs Fiennes	Cllr Stockton		Current outturn indicates that achievement of the target is marginal.	
HCS	53	Mortality rate from accidents	1				Mr Hughes	Cllr Mrs Barnett		No template received.	
HCS	57	No. of key species (Key species to be decided)	1				Mr Dunhill	Cllr Edwards		Action this year is concerned with clarifying the definition of this indicator.	
HCS	62	% of adult residents who engaged in formal volunteering for an average of 2 hrs a week or more over the previous year	1	1	1	1	Mr Hughes	Cllr Stockton		Outturn for this will be available for the next report. It is currently uncertain whether the target will be achieved.	
HCS	63	% of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	1				Mrs Jones	Cllr Phillips		Outturn for this will be available for the next report which will establish the baseline. Activity will then be focussed on setting a target and improving performance.	
HC	68	% of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall		1			Mrs Jones	Cllr Phillips		Outturn data from the BVPI General Survey shows that target was not achieved.	Appendix A(2), p. 29
HC	74	b No. of adults with mental health difficulties helped to live at home (per 1,000 population)		1			Mr Hughes	Cllr Mrs Barnett		No template received.	
HC	74	c No. of adults with physical difficulties helped to live at home (per 1,000 population)		1			Mr Hughes	Cllr Mrs Barnett		Although progress is taking place against actions, the absence of outturn data means it is uncertain whether target will be achieved.	

PERFORMANCE INDICATOR TEMPLATES

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

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

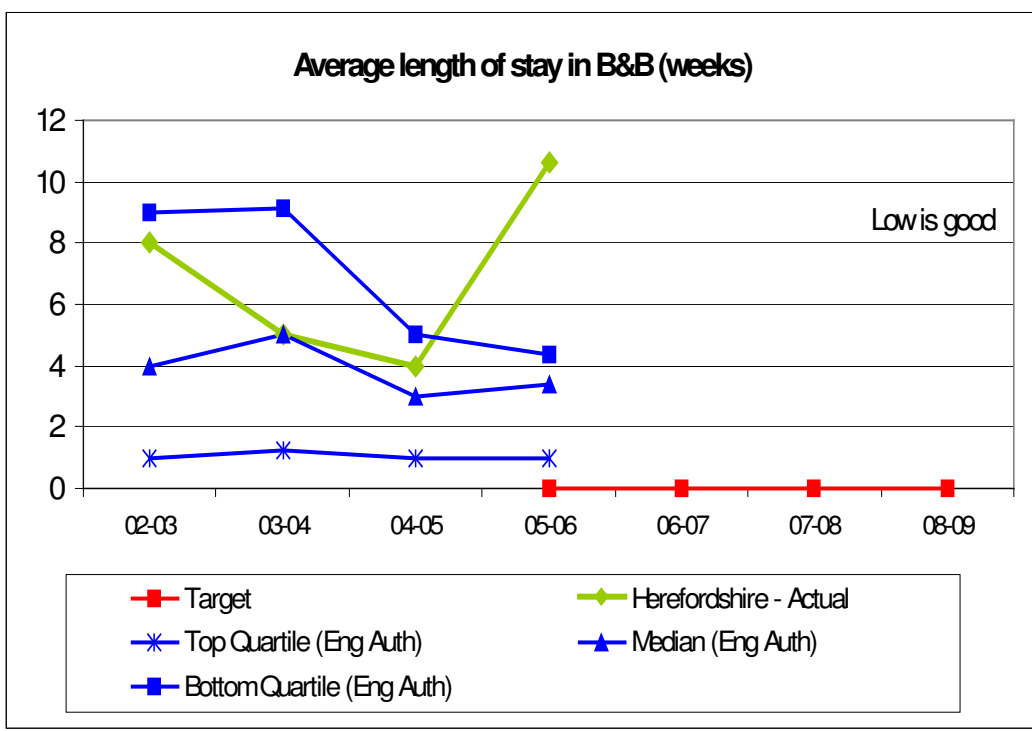
Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

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
<p>1. The implementation, with our partners, of our Homelessness Strategy Action Plan and in developing more affordable housing (161 units target for 06/07).</p> <p>2. Establishment of Homelessness Advisory Group by end of April 2006.</p> <p>3. Review of HSAP in June 2006.</p> <p>4. Prevention approach to homelessness, reducing levels of applications and acceptances under the homelessness legislation (target of 417 for 06/07).</p> <p>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.</p> <p>6. Reduce the numbers of families with children in B and B accommodation. (target = 0)</p> <p>7. Expand private sector leasing scheme – minimum 5 extra units 06/07</p>	<p>Affordable homes provided on target. So far over 155 this year to date.</p> <p>Established and meeting</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 06/07.</p> <p>Q1 Acceptances – 29</p> <p>Q2 Acceptances – 40</p> <p>Q3 Acceptances – 31</p> <p>*well under target.</p> <p>The actions and work intended:-</p> <p>Meeting held with main RSL, Herefordshire Housing, to discuss problem in relation to reducing households in temporary accommodation target.</p> <p>RSL protocol to be delivered to RSL Forum by Q4.</p> <p>Letter to RSL's in the county requesting further assistance with individual cases - as per the Housing Corporation Homelessness Strategy (Nov 06).</p> <p>A reduction has occurred in the number of families with children entering B & B accommodation throughout the year 2006/2007.</p> <p>Q1 - FWC in B and B - 20</p> <p>Q2 – FWC in B and B - 12</p> <p>Q3 – FWC in B and B - 4</p> <p>Continuing. Will exceed target for year.</p>
Resource required to deliver the action(s)	
1. Homelessness Change Manager,	Employed in 2005

2. Homelessness Prevention Officers.	Established.
3. Use of Prevention Fund – including roll forward of funds allocated in 05/06 to 06/07.	Set up and being used
4. Flexible use of B & B budget and use of capital resources to fund new development.	Part of B & B budget is used on the principle of “spend to save” and used as part of the prevention fund.

Risk(s) to achievement

1. Lack of affordable housing and Financial resources. Unwillingness of RSLs to allocate housing to homeless households with poor track record.	Evaluating courses of action. Producing report for Geoff Hughes and Richard Gabb.
2. Lack of homelessness database and reporting ICT.	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. IT and software procurement on hold due to Hereford Connects work.
3. The options and speed of move on accommodation – ie- from temporary accommodation to permanent housing.	Draft protocol produced to be sent to RSL forum in Q4.

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.	Letter drafted and to be sent to main RSL's in the County in Q4.
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

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

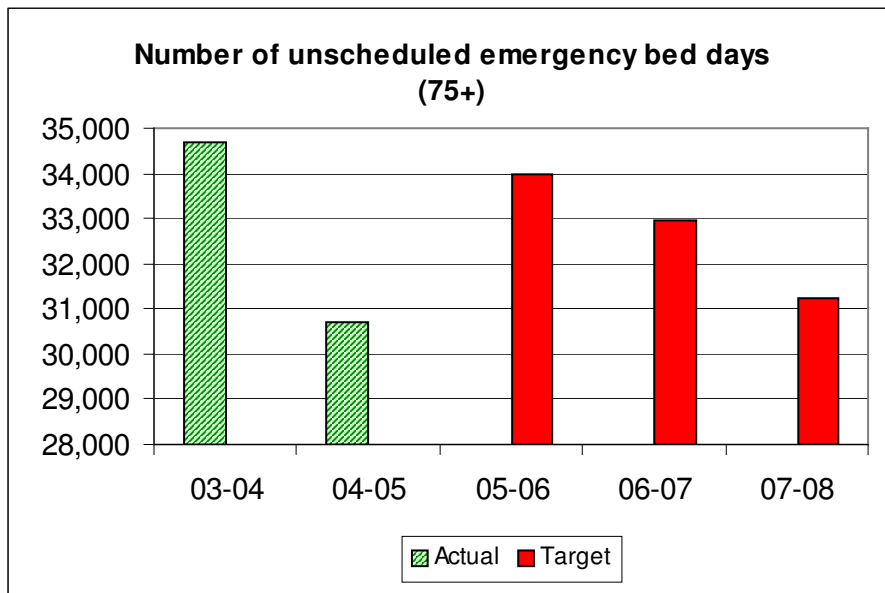
Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

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

Template update:
2006/07 to October – 21,897

February
2007 (JMH)

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Leadership and multi-agency commitment:	

Ensure engagement of all key agencies in the reduction of this target – Hereford Hospitals Trust, Primary Care Trust and Social Care.

Key managers in PCT, HHT and Social Care to ensure staff, continually monitor practice and make necessary changes designed to achieve the outcome.

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 and coordinate 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 and Foot care scheme to be let **August 2006**.

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

Continue development of Signposting Scheme

Implement the chronic disease management strategy

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

Data management

Lead Officer Catherine Blackaby

Lead Officers Stephanie Canham, Sue Doheney, Alan Dawson.

Lead Officers Stephanie Canham, Sue Doheney, Alan Dawson

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.**

Lead Officer Jean Howard

The Village Warden contract has been let to the Red Cross. Coordinator appointed and wardens in place in all eight parishes.

Foot care scheme now operational county wide via contract with Age Concern.

Performance indicators have been set and form part of the contract with the service providers.

An impact survey is being carried out by the Red Cross in all eight parishes.

Contract monitoring lead Fran Warden

Signposting Assistant now in post.

Lead Officer Fran Warden

As per PCT LDP

Local Dexa scanning service currently being set up

Lead Paul Ryan

<p>Ensure accurate data collection, interpretation and reporting</p> <p>Achieve multi-agency agreement to the data</p> <p>Commissioning:</p> <p>Develop a robust commissioning and performance management system</p>	<p>Lead Officers Catherine Blackaby/Greg Barriscale</p> <p>Lead Officer Catherine Blackaby</p> <p>A PST work-stream group looking at commissioning arrangements has been convened and is due to meet for the first time week beginning 8th February 2007. The work-stream group will be chaired by Yvonne Clowsley. Director of Planning and Performance Management in the PCT.</p> <p>Lead Officer Yvonne Clowsley</p>
<p>Resource required to deliver the action(s)</p>	
<p>Staffing:</p> <p>Redefine roles across health and care organisations to ensure modernisation can occur</p> <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>Build on the work already undertaken as part of the Social Care/CSCI Improvement Plan.</p> <p>Older Peoples Commissioning Plan completed December 2006. Lead officer Peter Sowerby.</p> <p>Learning Disability Commissioning Plan completed December 2006.Lead Officer Mike Metcalf.</p> <p>Both plans were informed by the Needs Analysis work undertaken by the Council and the PCT and reported to cabinet and PCT Board in Autumn 2006.</p> <p>Health and Care Joint Commissioning Group signed off December 2006.</p> <p>Action Plans and work-stream groups now being set up to take the plans forward.</p> <p>Physical Disability Commissioning Plan due to be completed December 2007 Lead Officer TBA.</p>
<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.	This should be improved now through the unscheduled care post
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>Appointment of senior post in PCT to work specifically on unscheduled care.</p>	<p>Russell Hamilton, PST Project Manager now in post. Six work-streams set up.</p> <p>Catherine Blackaby</p>

Roles & responsibilities

Facilitator	Jean Howard, IMPACT 01432 363942
Data owner for PI	Greg Barriscale PCT 01432 363923

Indicator: HCS 16 & 19 **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

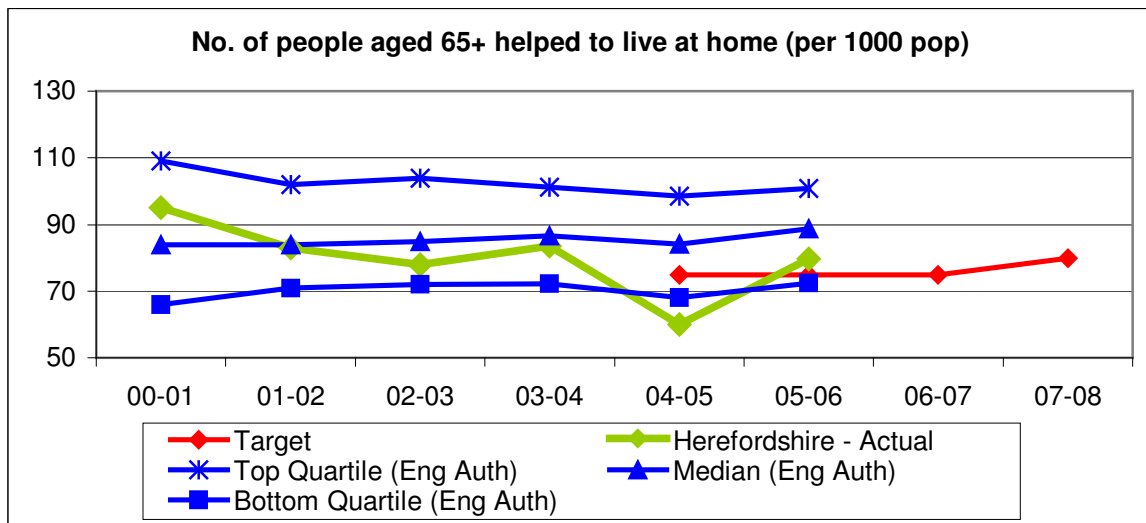
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

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



Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
1. Re-draft the eligibility criteria to reflect the change in emphasis from critical to low/moderate.	Report has been completed. Detailed action plan will be in place by March 2007

1.1 Key Milestones to be linked to the Improvement Plan, eligibility criteria re-drafted Dec 2006	As above
2. Training for the Teams, multi-disciplinary approach to identify services users who require prevention services.	Completed
2.1 Key Milestone to incorporate through developing Excellence Sessions which are ongoing.	More sessions are planned throughout 2007.
3. Developing Supporting People services.	
3.1 Key Milestone access additional funding by October 2007 to support re-ablement, telecare and Handy Man services	Awaiting re-convening of Supporting People Board in late February 2007.
4. Review literature available.	As December 2006
4.1 Key Milestone: All literature to be produced by March 2007.	
4.2 Direct Payments, Carers Services ,Re-ablement literature to be produced by September 2006.	
1. Target key groups and monitor the number of referrals received.	No milestones achieved
5.1 Key Milestone awareness raising sessions with key stakeholders to be delivered by December 2006.	No milestones achieved
5. Develop the use of assistive technology to support older people to remain in their own homes.	Project fully operational and 78 referrals received to date.
6.1 Key Milestone through 3 pilot projects to be implemented by September 2006.	As above
7. Partnership working with the Voluntary Sector and Health to develop a joint prevention strategy and Commission appropriate services.	To be taken forward through the Alliance as part of needs analysis work.
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.	Invest to save bid has been successful, the Prevention Strategy and Commissioning Plan will now be incorporated into the Improvement Plan.
7.2 Key Milestone: introduction of services by January 2007.	As above
Resource required to deliver the action(s)	

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

Roles & responsibilities

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

Indicator	HCS 20	% of babies born who are breast fed at 6 weeks of age
HCS Theme		Children and Young 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
Council Objective		To increase the % of babies born who are breast fed at 6 weeks of age

Judgement**R****A****G****Cabinet Lead:**

Cllr Rule

**Strategic
Lead-HP
Board**Dr Frances Howie
Herefordshire PCT/ DCS
SF**Council Lead:**

Ms Fiennes

Features in:

HCS / CYP's Plan

(Partner lead,
Frances Howie,
Herefordshire
PCT)

Percentage of mothers initiating breastfeeding

2003/2004 Actual			
Q1	Q2	Q3	Q4
57%	51%	73%	61%
2004/2005 Actual			
Q1	Q2	Q3	Q4
71%	71%	70%	71%
2005/2006 Actual			
Q1	Q2	Q3	Q4
75%	76%	76%	78%
2006/2007 Target			
Q1	Q2	Q3	Q4
78%	80%	81%	82%
2007/2008 Target			
Q1	Q2	Q3	Q4
83%	83%	84%	85%

Progress to Date

Date	No. of Births	Breastfeeding at 6wks	% Breastfeeding
1st Jan '06 - 31st Mar '06	372	174	46.77%
1st Apr '06 - 30th Jun '06	391	169	43.22%
1st Jul '06 - 30th Sept '06	423	174	41.13%

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

Progress against action/resource/risk/mitigation/budget

<ul style="list-style-type: none"> Promote breast feeding through hospital based midwifery service, ante-natally and post-natally at all visits Support breastfeeding mothers through health visiting service. Ensure training and support for staff on breastfeeding is in place led by specialist breast feeding midwife. PCT breast feeding policy to be reviewed by March 2007. Update weaning leaflet, Autumn 06. Review health visitor infant feeding specialist advisor hours by end 2007. Extend health visitor input to baby cafés, working through Children's Centres. 	<ul style="list-style-type: none"> The hours of the midwifery specialist advisor in infant feeding have been increased to enable an enhanced service. A website for breast-feeding and pregnant women and their partners is under active discussion. Additional training provider has been identified. 50% of health visitors have now received Unicef training in breast-feeding support. Target for remaining 50% to be covered by the end of 2007. 100% of health visitor nursery nurses have now received in house, amended one-day Unicef training. <p>4 health visitors have received specialised, La Leche peer support training. Target for 4 more to be trained by the end of 2007.</p> <ul style="list-style-type: none"> Updated weaning leaflet, emphasising importance of length of breast-feeding and continuation of breast-feeding after the introduction of solids has been completed. Health visitor support to Leominster baby café now established.
Resource required to deliver the action(s)	
<ul style="list-style-type: none"> Embedded in existing budgets 	
Risk(s) to achievement	
<ul style="list-style-type: none"> Changes in mothers' preferences. 	
Risks mitigated by	
<ul style="list-style-type: none"> Ante-natal education, using written materials and one-to-one support. 	Materials are widely available.
Budget and financial performance to be added in due course	
No additional expenditure.	This is covered within existing staffing budgets.

Roles & responsibilities

Operational Lead – lead officer	Frances Howie
Support/Facilitator -Improvement Manager	Frances Howie
Data owner for PI	Greg Barriscale

Indicator: HCS 21a % of babies born to teenage mothers residing in Herefordshire who are breastfeeding at 6 weeks of age

HCS Theme Children and Young People

HCS Outcome Reduce health inequalities and promote healthy lifestyles

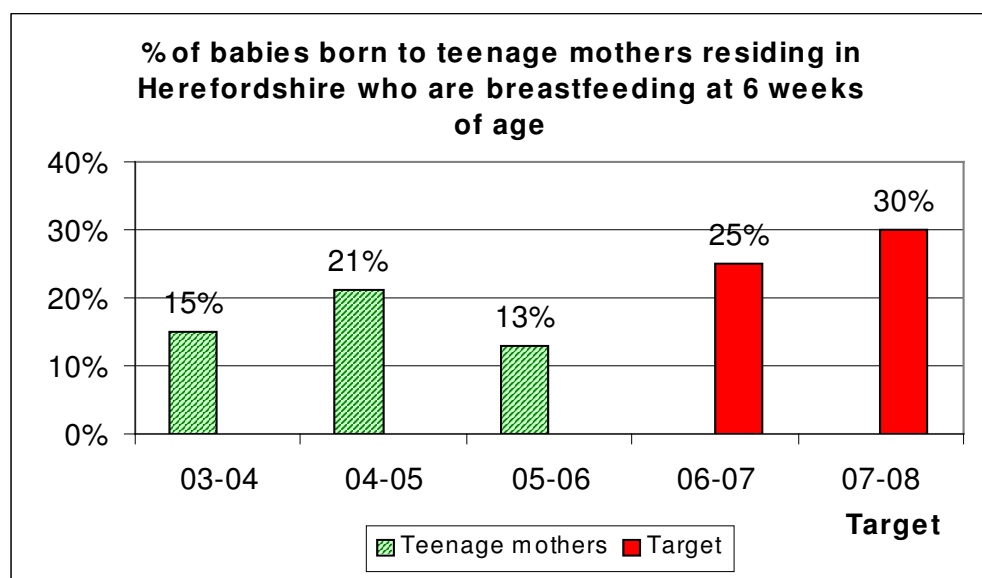
Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child

Council Objective To increase the % of babies born to teenage mothers in Herefordshire who are breast feeding at 6 weeks of age

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

Cabinet Lead: Cllr Rule **Strategic Lead-HP Board** Frances Howie (PCT)

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



Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ul style="list-style-type: none"> Establishing enhanced one-to-one support for teenage mothers in Herefordshire area who are breast feeding by April 2007. The project includes a specialist midwife as project lead; breast feeding support workers and 	<ul style="list-style-type: none"> Specialist midwife in post. Support workers appointed and in post as of December 2006. Additional recruitment underway to increase capacity.

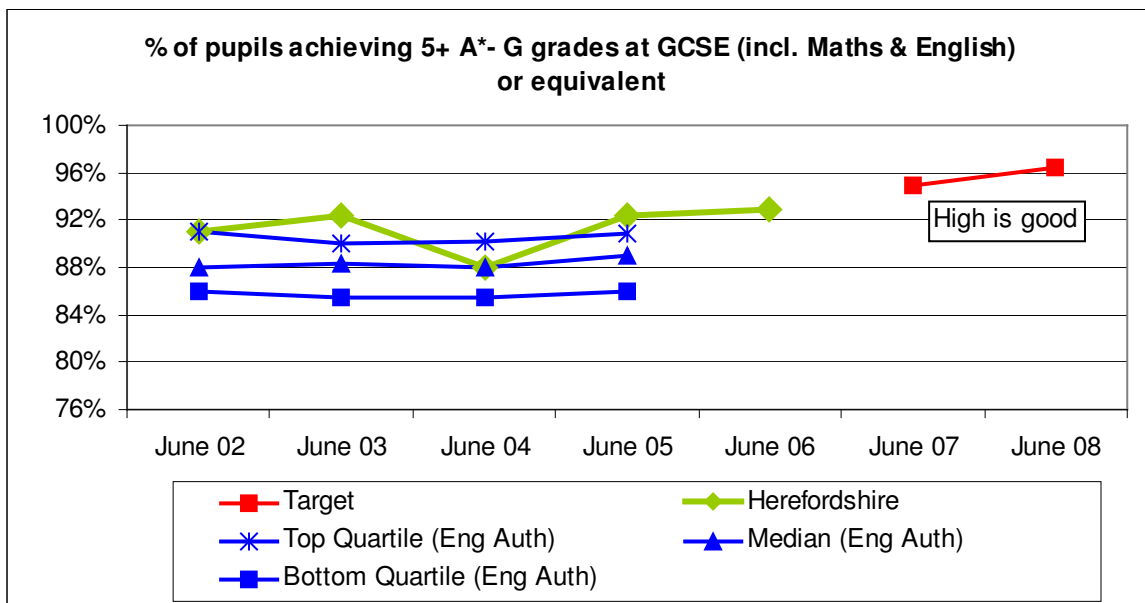
peer supporters recruited from local communities.	
<ul style="list-style-type: none"> • Providing training for trainers by April 2007. • Investigate the possibility of a breastfeeding website for local use 	<ul style="list-style-type: none"> • Training arranged for early 2007. One tranche of training completed. • Preliminary discussions completed. Specification under discussion, and outline layout of web-page agreed by the Steering Group.
<ul style="list-style-type: none"> • Providing training materials by September 2006. 	<ul style="list-style-type: none"> • Training materials obtained.
<ul style="list-style-type: none"> • Detailed data will be analysed and reported quarterly. 	<ul style="list-style-type: none"> • Figure of 16% for first half of 06 (April to September).
Resource required to deliver the action(s)	
<ul style="list-style-type: none"> • LPSA II budget £229k over two years. 	<ul style="list-style-type: none"> • Budget confirmed by Council.
Risk(s) to achievement.	
Young mothers not engaged in activity not wanting to attend sessions or baby café.	Recruitment of young teenage mothers as peer supporters.
Risks mitigated by	
Persuasion – One to One support to attend	

Roles & responsibilities

Operational Lead – lead officer	Frances Howie
Support/Facilitator -Improvement Manager	Jackie Quick
Data owner for PI	Greg Barriscale

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



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

Progress against action/resource/risk/mitigation/budget

<p>Use Secondary Strategy Staff and expertise to:</p> <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 - 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>Academic Targets are set by schools and school inspectors each autumn term for the following academic year. i.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration</p> <p>2006/2007 Target 95%</p> <p>2007/2008 Target 95.5%</p> <p>2006 GCSE Results: 5+ A* - G (E,M) 92.9%</p> <p>No schools below target.</p> <p>CVA to be published January 2007. No schools with significantly low CVA (2006)</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>
Resource required to deliver the action(s)	
<p>Annual DfES Grant: £332,835 (2006/7) to support Secondary Strategy Staff and administration costs</p> <p>Additional targeted support provided by central inspection team</p>	
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)	
Budget and financial performance to be added in due course	

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
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	11		
	Percentage	21%	16%	6%	12%	13%	9.2%	10.48%		
English Authorities	Top Quartile	7%	8%	8%	9%	10%	8.7%			
	Median	11%	12%	11%	12%	12%	12.4%			
	Bottom Quartile	15%	16%	15%	16%	15%	15.2%			
	Percentage	11.9%	12.2%	12%	12.4%	12.3%	12.6%			

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:
ELSS attendance monitoring officer to commence bi weekly attendance collection from primary schools. Sept 2006	Data collection commenced. A member of ELSS follows up children for whom attendance is a concern.
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.	Creating extra posters for distribution during August 2006
Principal officer EWS invited to speak at Foster Forum	Foster Forum 13 th October 2006
Use LPSA2 funding to recruit an additional EWO from September 2006. Review	Post advertised, interviews held appointee commences on September 1st 2006.

effectiveness on annual basis.	
Use LPSA2 funding to appoint an attendance-monitoring officer within ELSS.	Attendance monitoring officer appointed
Monthly meetings with other colleagues / services monitoring attendance data to assess effectiveness of actions.	Agreed at recent policy review and dates set. Meetings have taken place. Meetings have proved useful to tackle issues regarding individual students
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. The system of recording has been gradually modified over the intervening period. It is now more comprehensive
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 Attendance to be discussed as a standing item at LAC reviews
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. The certificates were issued at the time of the celebration evening on November 17 th .
Risk(s) to achievement	
Unexpected absence due to ill health or exclusions from school cannot be anticipated Delays in school admission particularly when moving out of county- e.g. when placed for adoption. Holidays taken in term time. Time lost during school transition, particularly for children placed for adoption Inability to collect data from all schools in the same format and using the same absence coding structure	Carers prompted to contact EWS to support at Foster Forum talk Discussion with Adoption manager took place on 27 th November Resources manager has included guidance relating to this in the Fostering Handbook Discussion with relevant Child care managers has taken place Standardised format use becoming more frequent. Some difficulty being experienced with private providers and residential schools. New statement in IPA to be added.
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>No current concerns</p> <p>No concerns but regular contact maintained</p> <p>Regular meetings to discuss issues and concerns</p> <p>No requirement to date</p>
<p>Budget and financial performance</p>	
<p>£10k per annum for three years to include new post and certificates and rewards for attendance.</p>	<p>Budget transferred in period 2 Expenditure to date on target £4193.55 spent to period 9</p>

Roles & responsibilities

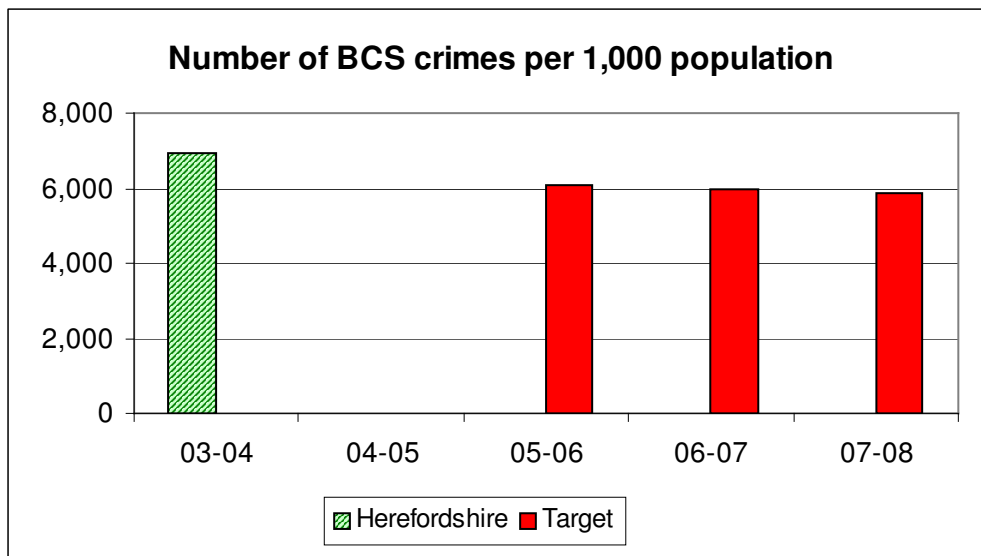
<p>Operational Lead – lead officer</p>	
<p>Support/Facilitator-Improvement Manager</p>	
<p>Data owner for PI</p>	

Indicator: HCS 42a **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 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 British Crime Survey (BCS) Comparator Crime Figures by 2007-08

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

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

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



Apr 530 May 480 Jun 514 Jul 490 Aug 558 Sep 584 Oct 621 Nov 540 Dec 564 Jan 576

Year to date total - 5457

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 initial contact is made and who are not already on the DIP caseload. - 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. - Review progress against outturn and agree remedial action – Mar 07 <p>Promotional Event being planned for Alcohol Concern Week (w/c 07.05.07) in High Town to reduce harm caused by alcohol and raise awareness of alcohol related crime. To be accompanied by Media promotion</p>	<p>Delays due to team restructure, hope to have officers in post by April 2007.</p> <p>As above</p> <p>Radio campaign completed on 31st July 2006.</p> <p>86.2% have received assessment by the Drug Intervention Programme. (July to November 2006)</p> <p>Achieved to date 85.9%. (July to November 2006)</p> <p>Developing a leaflet for promoting drug services to clients. Due to be printed and distributed February 2007.</p> <p>National Drug Treatment Monitoring System report was issue in January 2007. Positive report, performance good against targets.</p> <p>Planning meeting held 26.01.07. High Town booking forms completed.</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.
Budget and financial performance to be added in due course	

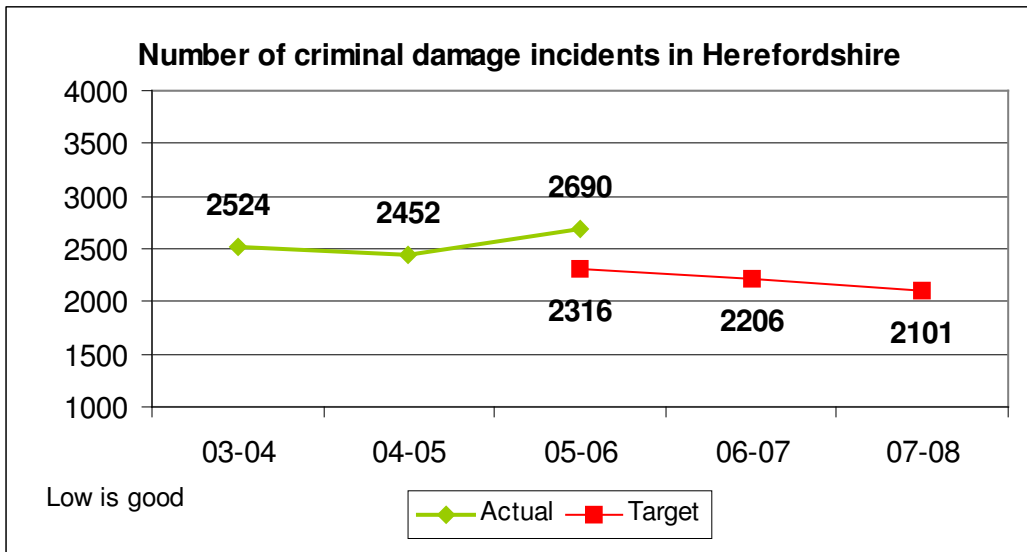
Roles & responsibilities

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

Indicator: HCS42b **Number of criminal damage incidents in Herefordshire**
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** WMC
Council Lead: Sue Fiennes **Features in:** LAA HCS CP



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	282	272			2583

Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risk/mitigation/budget:
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<p>Establish sub-group of Anti-social Behaviour Group to tackle this area, by July, working with Streetscene</p> <p>Carry out hotspot analysis using police and environment data, by July</p> <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>Promotional Event being planned for Alcohol Concern Week (w/c 07.05.07) in High Town to reduce harm caused by alcohol and raise awareness of alcohol related crime. To be accompanied by Media promotion.</p>	<p>Sub group working to identify hotspots and establish actions to tackle criminal damage. Still no clear hotspot areas.</p> <p>Action plan being drafted. Establishing best practise around the country to assist – due to be completed by 31.03.07.</p> <p>Recruitment completed, training now underway, due to be completed 16.02.07.</p> <p>Tasking process agreed, due to be implemented by 31.03.07.</p> <p>PACT meetings being held monthly in high priority areas and every 2-3 months in other areas. Working with Police to identify routes for information gathered at PACT meetings to be passed through to Partnership to inform tasking.</p> <p>Delays due to team restructure, hope to have officers in post by April 2007.</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.</p> <p>Planning meeting held 26.01.07. High Town booking forms completed.</p>
<p>Resource required to deliver the action(s)</p>	
<p>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>	
<p>Risk(s) to achievement</p>	

Community apathy to engagement work	
Delays in employment	
Relationship with key stakeholders	
Risks mitigated by	
Wide ranging publicity campaign to ensure awareness of partnership work and key educational / prevention messages A robust performance management framework Maintain a positive relationship with key stakeholders	
Budget and financial performance to be added in due course	

Indicator **HC 68** **The % of those making complaints satisfied with the handling of those complaints**

HCS Theme

HCS Outcome

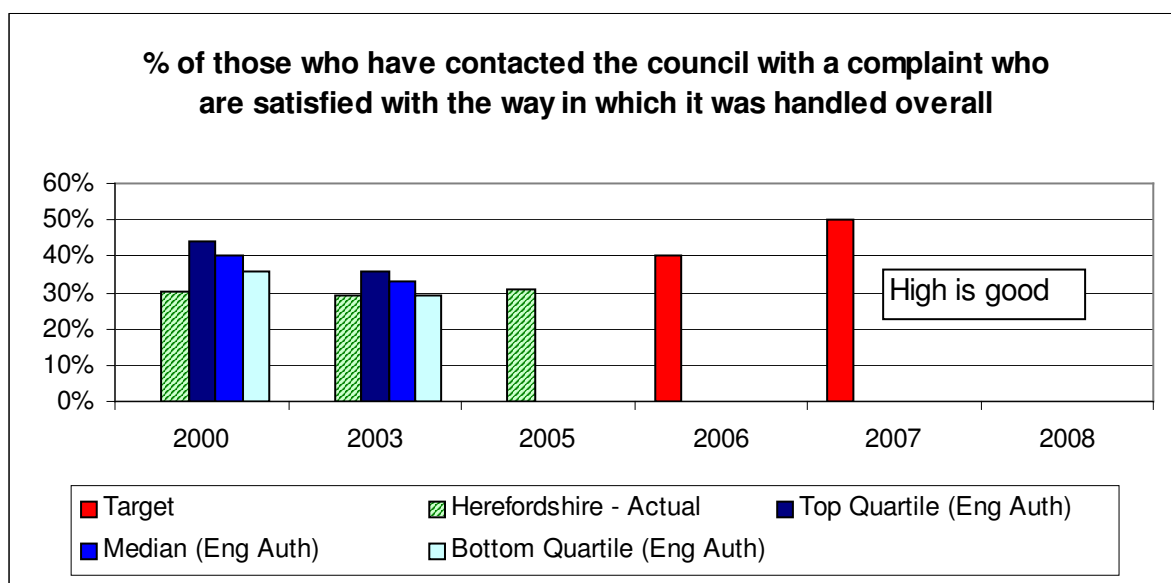
Council Priority To embed corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency

Council Objective

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

Cabinet Lead: Cllr. Phillips **Strategic Lead-HP Board** N/a

Council Lead: Mrs Jones **Features in:** CP



Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Integration of all levels of complaints into service performance plans with regular monthly monitoring against targets</p> <p>Annual refresher training for complaints officers / administrators</p> <p>Making the complaints form more visible and accessible on the Council website and Intranet</p>	<p>Project to implement new CRM and Info by Phone on schedule for early 2007.</p> <p>To be identified as part of rollout of CRM.</p> <p>New on-line complaints form will be launched to coincide with the 2007 launch of CRM.</p>

<p>Quarterly meetings of Complaints Administrators: September 2006 January 2007 March 2007 Standard agenda items:</p> <ul style="list-style-type: none"> • Reporting of complaints / customer satisfaction • Feedback • Issues arising such as training requirements, new staff. <p>Quarterly performance monitoring of customer satisfaction with complaints handling – to be used as a guide to compliment Customer Satisfaction survey</p>	<p>Reporting requirements agreed and development of reports on-going. Changes to workgroups within directorates agreed. Suggested changes to processes i.e. 2 days acknowledged for Level 2 & 3 complaints agreed.</p> <p>Process with new CRM identified to monitor customer satisfaction, implementation early 2007. New corporate complaints process approved by CMB January 2007.</p>
<p>Resource required to deliver the action(s)</p>	
<p>Implementation of full CRM complaints handling Full training to all relevant staff and implementation of training Complaints handling roadshow for all staff</p>	<p>New complaints procedure approved by CMB in January 2007. Resources from directorates to document the scripts for the new CRM and Info by Phone are proving a challenge and delays are being experienced. The Customer Services Board is taking action to address these delays.</p>
<p>Risk(s) to achievement</p>	
<p>Officers / Managers are still not recording complaints on system and monitoring is not consistent by service management New Info by Phone and corporate CRM project not delivered during 06/07 New ways of working and training required for implementation of both the change and the new system Clear communications and involvement of Complaints Administrators / Officers. Ensure all areas of authority are aware of processes including Diversity and GEM. New corporate complaints procedure not approved by CMB.</p>	

Training for complaints officers not implemented March 2007.	
Risks mitigated by	
New CRM system identifies clear ownership for the complaint, its progress can be monitored and reported against	Project to implement new CRM and Info by Phone on schedule. Clear communications and change management plan in place December 2006.
On going training and internal auditing	Training for complaints officers to be arranged March 2007.

Roles & responsibilities

Operational Lead	Julie Holmes
Support/Facilitator	Annie Brookes
Data owner for PI	Sandra Silcox

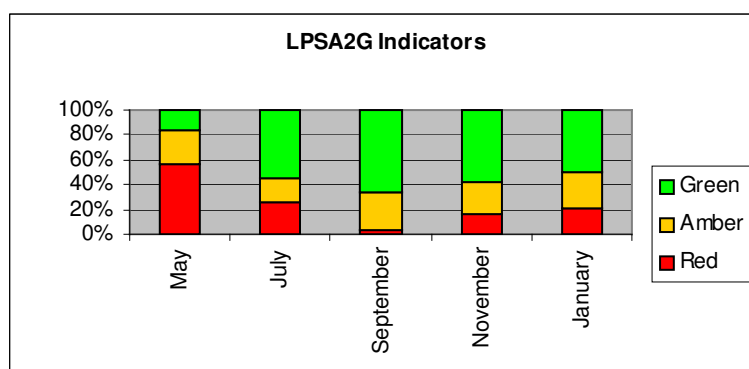
The Local Public Service Agreement (LPSA2G)

As at the end of January 5 indicators are marked **R**, compared to 4 at the end of November. The 5 indicators are:

HCS 15	No. of emergency unscheduled hospital bed days occupied by a person 75 and over
HCS 21a	% of babies born to teenage mothers who are breastfeeding at 6 weeks
HCS 30	% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)
HCS 35a	No. of looked after children who missed a total of 25 days or more schooling
HCS 42b	No. of criminal damage incidents

HCS 21a has been added to the list of indicators marked **R** since the last report because outturn data for the first 6 months of the year suggests that target will not be achieved.

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



The Local Area Agreement (LAA)

At the end of January 8 indicators have been assessed as **R**. The last report to November reported that only 6 indicators had been marked **R**, but this was incorrect and should have been reported as 8 also. The 8 indicators marked **R** in this report are:

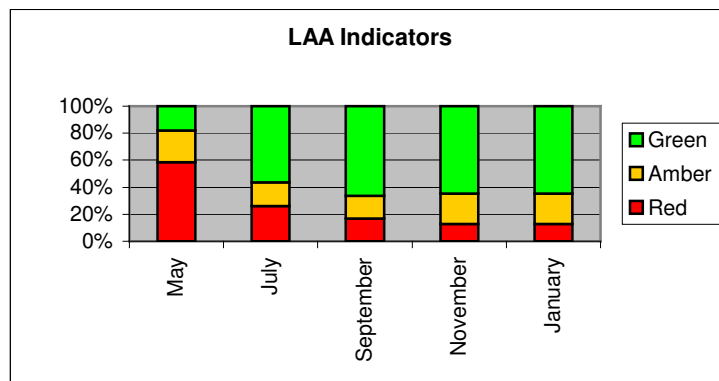
HCS 13	Average length of stay in B&B accommodation for homeless households
HCS 15	No. of emergency unscheduled hospital bed days occupied by a person 75 and over
HCS 16	No. of people aged 65+ helped to live at home (per 1,000 population)
HCS 21a	% of babies born to teenage mothers who are breastfeeding at 6 weeks

HCS 30	% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. 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	BCS Comparator crimes
HCS 42b	No. of criminal damage incidents

HCS 21a has been added to the list of indicators marked **R** since the last report because outturn data for the first 6 months of the year suggests that target will not be achieved.

HCS 45 'No. of violent crimes' has changed from being marked as **R** in the last report to **A** in this report. This is because current outturn suggests that achievement of the target may be marginal at year-end.

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



Overall Performance Improvement Plan 15th February 2007: exceptions report to the Chief Executive and Leader of the Council

EXCEPTIONS

Children and Young People Programme (Status Amber)

Previous reports have drawn attention to the substantial increase in referrals of children in need, ahead of target, and the consequent difficulties this success has created in respect of workloads and the timeliness of the much greater number of assessments.

These trends continue. The key end of January 2007 performance figures are as follows (March 2007 targets shown in brackets):

Referrals of children in need per 10,000 under 18 - 268 (220)

% of referrals of children in need leading to initial assessments – 60.7 (60)

% of initial assessments within 7 working days of referral - 63 (75)

No. of core assessments of children in need per 10,000 under 18 – 46.2 (45)

% of core assessments completed within 35 working days of their commencement – 54 (80)

Despite the additional appointments already made to strengthen the teams, further qualified social worker resources are required. This has been reflected in the spend-to-save and spend-to-mitigate proposals for the coming three years that Cabinet has approved in principle.

At 31st January 50.32 wte posts were filled (an increase of 3.62 against the previous report). Of these 5 are agency staff. This marginally exceeds the March 2007 target of 50. Subject to the funding referred to below being confirmed, the target is to reach, by March 2009, an establishment of 15.3 qualified social workers per 10,000 (57 wte posts).

Work is progressing in order to try and identify some resources within the current financial year to ensure that additional qualified social workers can be recruited promptly, subject to the approval of the additional funding. This is against the background of the continuing challenge of recruiting and retaining qualified social workers. Nationally it is estimated that the available workforce of qualified social workers represents approximately 80% of the numbers needed. The existing recruitment and retention strategy is being reviewed to ensure that everything possible will be done to address this critical issue.

In light of the above, the estimated outturns for the current year have been reviewed and, where appropriate, revised. Although the original APA targets cannot be amended, the GOWM Board has accepted the revised estimates, the rationale for them and the action plans to achieve them. It has also agreed that the associated risks are being managed effectively.

A performance workshop was held on 5th February in order to set realistic but challenging targets for 2007-08.

An interim Performance and Improvement Manager is now in post, pending completion of the permanent appointment process during February.

GOWM officials will report to the Minister in April on the Council's progress in implementing the agreed improvement plan. In addition to the safeguarding issues referred to above, in compiling that report GOWM will be paying particularly close attention to the following:

- the development of the Children's Partnership Workforce Strategy: although a revised draft has been prepared, substantial further work is in hand to ensure that it is of the required standard
- the development of the Disabilities Strategy: a draft is under consideration and will be further developed before it is considered by the GOWM Board
- the IPC evaluation of our progress in implementing the four performance improvement projects
- GOWM will be conducting meetings with a range of staff to test our application of project management disciplines and other factors

The Minister will decide, in the light of the report, whether the GOWM Board should be stood down or continue.

Adult and Community Services Programme (Status Amber)

Cabinet has approved substantial additional investment for the radical improvement over the coming years of adult social care and related services for older people and adults with learning disabilities. It has been the intention to begin the programmes as quickly as possible, for which purpose it has been agreed that additional, time-limited appointments are essential.

The plan was for these to be made by 1 April 2007 but this now seems unlikely. In part, this is due to the need to follow the protocols for appointments agreed with the PCT in connection with the proposal to create a Public Service Trust.

2006/07 REVENUE BUDGET MONITORING

Summary

- The following table summarises the 2006/7 projected outturn as of the end of January 2007. It also includes figures from the previous IPR report to permit comparison between current and previously reported figures.

	January 2007 Net over or (-) Underspending £000	November 2006 Net over or (-) Underspending £000
Adult and Community	+1,406	+1,424
Children & Young People's	+207	+214
Customer and Corporate	+1,070	+1
Environment	-801	+25
Resources	+13	+19
Net position	+1,895	+1,683
Less:		
Social Care Contingency	-1,302	-1,302
Financing Transactions projected surplus	<u>-1,000</u>	<u>-750</u>
Net Council projected overspend	-407	-306

- The overall position shows a projected £0.407 million underspend. This is 0.34% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding).
- The position has improved by £0.101m since the last report where a £0.336 million underspend 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 position on financing transactions.
- 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 contingency funding of £1.3m is available to mitigate this problem. 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.
- The position in Children and Young People's Services remains in a projected overspend position and has been assessed as a risk for the remainder of the financial year.
- The year end position 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 2006/7 allocation is due to be announced by central government in February 2007 but, at the time of writing the report, information was not available. The allocation for Herefordshire may be significant if current estimates are correct.
- In previous IPRs it has been indicated that the level of payment against the Waste Contract was lower than profiled. It was unclear if this was a "true" underspend or a reflection of timing of payments. It is now clear that there is an underspend of

approximately £600K that will need to be added to the existing reserve to meet future pressure.

8. The work on ICT budgets and expenditure has concluded and it is estimated that a £500K overspend on Corporate ICT projects is made up of Herefordshire Connects activity and the loss of grant for the Herefordshire in Touch project. In addition the ICT trading account is projected to overspend by £500K because some costs are directly related to Herefordshire Connects and cannot be recharged to clients.

Revenue Reserves Position as at 31st January 2007

General Reserves

9. The General Revenue reserves as at 31st January totalled £14.525 million including £3.72 million of underspendings carried into 2006/07 from 2005/06.
10. 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

11. At 31st January 2007 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
12. School balances are ring fenced and will reduce at year-end as the Balance Clawback scheme is implemented.
13. 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 31st January 2007**

	January 2007 Net over or (-) underspending £000	November 2006 Net over or (-) underspending £000
Adult Services	+1,424	+1,530
Strategic Housing	-93	-45
Community Services	+103	+54
Commissioning and Improvement	-28	-115
Total	+1,406	+1,424

Adult Services

14. The projected outturn for Adult Social Care is an overspend of £1.424 million. Details of the projected area overspends are as follows:
- Learning Disabilities - £1.277 million overspend
 - Older People – £0.899 million underspend
 - Physical Disabilities - £0.342 million overspend
 - Mental Health - £0.555 million overspend
 - Service Strategy - £0.067 million overspend
 - Free Nursing Care- £0.075 million overspend
15. As previously reported to Cabinet, 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 now been allocated within the older people client group given its main aim is to assist vulnerable older people.
16. 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.

Strategic Housing

17. The projected outturn for Strategic Housing is an underspend of £93k 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.
18. The projections throughout the year have allowed for seasonal trends. These trends have been based on analysis of previous years figures. A new government initiative has had some impact on projections.
19. 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 28.55 (previously 29.67)

20. 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. Part of the process is to move clients from temporary into permanent accommodation.

21. Some non recurrent staff vacancy savings have assisted the underspend position. Once these posts have been filled the saving will cease.

Community Services

22. The projected overspending of £103k 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.

23. Hereford City Council have stated they will not pay for their contributions towards parks and countryside services. The position is under review but a loss of income is included in current projections.

24. 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.

25. 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

26. All the Adult Services efficiency savings have been allocated out to client groups.

27. 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 31st January 2007**

	January 2007 Net over or (-) underspending £000	November 2006 Net over or (-) underspending £000
Directorate Central Budgets	-517	-573
Children's Social Care/Safeguarding and Assessment Services	+724	+787
Total	+207	+214

28. The current position is a projected overspend of £207k. In the last report the overall position for the Directorate was an overspend of £214k. There is a small risk that the overspend will increase as the projection assumes no additional external placements for the remainder of the financial year.

Dedicated Schools Grant

29. 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.

30. Schools Forum set the schools' budget in February 2006 and subsequent finalisation of DSG has resulted in a £185k budget deficit to be carried forward to 2007/08. It is anticipated that overall there will be an underspend of around £100k, which will be carried forward into 2007/08.

Directorate Central Budgets

31. 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 £517k, mainly on school transport (£231k), further savings on Student Finance, School Improvement and due to the completion of the Whitecross PFI project (£160k) and staff vacancies in the Directorate (£69k) and within the Youth Service (£57k).

Children's Social Care/ Safeguarding and Assessment Services

32. The projected overspend on Children's Social Care has reduced by £63k from the previous £787k to £724k and is mainly related to external residential agency placements (£557k), fostering (£227k) and Social Work (£145k). These are offset by savings in Assessment and Family Support (£205k). External agency placements have risen from 24 at the beginning of the year to 30, a further increase of 1 since November 06 with each placement potentially 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 stabilised from an initial 111 at the beginning of the year, rising to 121 in October 06 and finally reducing to 113 in January 07; a net increase of 2 children over the year.

33. 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

34. Overall, the Children and Young People's budget continues to overspend with a project deficit of £207k at the end of January compared with a projected overspend of £214k at the end of September.

Efficiency Savings

35. 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 31st January 2007**

	January 2007 Net over or (-) underspending £000	November 2006 Net over or (-) underspending £000
Herefordshire Partnership	-40	-40
Communications	-30	-20
Director and Administration	-45	-50
Emergency Planning	+7	+6
Legal and Democratic Services	+202	+187
Info. By Phone	0	0
Policy & Performance	-101	-82
Information Services	0	0
Corporate ICT Projects	+257	0
Herefordshire Connects	+320	0
ICT Trading Account	+500	0
Total	+1,070	+1

Corporate and Customer Services

36. 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.
37. As indicated in the previous IPR the Resources Directorate has worked with the Corporate and Customer Services Directorate to review the current year's financial position on the Corporate ICT Projects budget and the ICT Trading account. The work has now concluded and the exercise has also looked at the causes for the projected overspending position.
38. A review of the Corporate ICT Projects budget indicates some costs have been incurred because of the Herefordshire Connects project. For clarity these have been separated out in the above table but will be further reviewed in the closedown of accounts period. The remaining overspend is due to the cost of web services and e-gateway projects where the net shortfall is approximately £257k after applying underspends elsewhere on these budgets. These activities were previously funded externally through Herefordshire In Touch SRB but the funding has ceased part way through the year. The shortfall was brought to Cabinet's attention at the end of 2005/6.

39. The ICT trading account has also been reviewed and the assessment is that a £500k overspend will occur at the end of the year. The position is based on data from ICT's SAP system. A significant part of the ICT trading account operates by recovering costs through recharging a variety of clients for work. It is ICT's assessment that a large amount of work has been carried out on Herefordshire Connects activity which cannot be recovered through charges. It is estimated that this figure is £170k of the total and these associated costs are in the trading account and cannot be recovered from clients.
40. The previous IPR presentations to Cabinet have indicated that the level of ICT expenditure was under review. It is now evident that an overspend is projected against the 2006/7 budgets. The work to support Herefordshire Connects has had an impact and this will be confirmed when the final outturn is known. It should be noted that the balance sheet contains a reserve of £1.928m to support "Invest to Save" initiatives for the Herefordshire Connects programme and this may be a source of funding.

ENVIRONMENT DIRECTORATE**Directorate Summary as at 31st January 2007**

	January 2007 Net over or (-) underspending £000	November 2007 Net over or (-) underspending £000
Environmental Health and Trading Standards	-575	0
Planning	-200	+25
Highways and Transportation	-26	0
Total	-801	+25

Environmental Health and Trading Standards

41. In previous IPRs it was indicated that the level of payment against the Waste Management contract was below the profiled budget. As the financial year draws to a close it is clear that this represents an actual underspend rather than a payments timing issue. The projected underspend is £600K and mainly due to delays in expected contract variations as well as lower levels of activity. The final position will be reflected in the overall revenue account but, as in previous years, any underspend against the contract will need to be earmarked for reserves to meet future waste management pressures.

Highways and Transportation

42. A current net projected underspend of £26K contains variations against specific budgets. The Concessionary Fare Scheme has seen strong uptake with a £172K overspend projected. Parking income is anticipated to be £150K below budgeted income. These overspends are offset by a projected £350K underspend on street lighting due to recruitment problems. Owen Williams have been brought in to carry out commissioning of schemes.

Planning

43. Planning Fee income has fallen slightly below income target for the Period to 31st January 2007. However current forecasts based on income patterns in previous years and the uncertainty of the impact of the introduction of Design & Access Statements indicate that it is likely that Fee income will meet target. The shortfall in Development Control income (£130k) is being met through the excess Building Control Fee income

44. It is likely that there will be an underspend position in Conservation of £100k due to the receipt of various grant income. It is difficult to estimate the outturn as this depends on the timing and conditions of the individual grants received. An application will be made at year end to carry forward budget into 2007/08 in order to complete projects where income has been received in 2006/07.

45. There is also likely to be a net underspend in relation to Planning Delivery Grant of £200k. This grant is required to meet future costs in relation to Local Development Framework and improve IT systems. In 2006/07 this underspend will be used to mitigate other pressures within the service in relation to IT Contract fees £100k. As with

Conservation grant, income on application will be made by the Directorate at year end for consideration to carry forward Planning Delivery Grant into 2007/08.

Efficiency Savings

46. 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 31st January 2007**

	January 2007 Net over or (-) underspending £000	November 2006 Net over or (-) underspending £000
Corporate Budgets	-114	-114
Property Services	0	0
Finance	+95	+103
Procurement	+32	+30
Total	+13	+19

Corporate Budgets

47. As indicated in the previous IPR, a net underspending of £114k is expected on Corporate budgets. Anticipated savings on corporate subscriptions, insurance and Environment Agency levies will be offset by an amendment to previous grant settlements of £165k.
48. As part of the budget setting process and in previous IPRs, Cabinet has been informed 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 some time this month (February 2007) and at this stage any income can only be estimated.

Finance

49. 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

50. 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

51. 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

52. An underspending of £1m is the estimated outturn representing an increase of £250k on the previous report. To some extent this results from careful investment management but the major reason is 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.

2006/07 CAPITAL PROGRAMME BUDGET MONITORING

Summary

1. The revised forecast for 2006/07 as at 31st January totals £44,092,000, which is a decrease of £7,709,000 from the November forecast. This decrease represents slippage in various capital schemes detailed in this report, mainly in relation to Herefordshire Connects (£4,000,000) and Museum Resource and Learning Centre in Friar Street (£1,323,000). This slippage has been carried forward into future years capital programme. The expected use of Prudential Borrowing has decreased by £6,194,000 as result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year. A summary of the overall position is provided in table D1.
2. Each individual capital project has an expected spend profile and expected spend totalled 86% of the revised forecast. The actual spend of £30,826,000 represents 70% of the revised forecast. Including commitments this rises to 79% of the revised forecast. The under spend to date mainly relates to the expected spend on Museum Resource and Learning Centre in Friar Street not being incurred. A summary of the expenditure for each service area is set out in table D2.

Capital Receipts Reserves Position as at 31st January 2007

3. The capital receipts reserve totals £16,047,000, £8,921,000 of which is ring fenced to fund the Strategic Housing capital programme. The remaining balance will be used to fund future year's capital programme.

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

Directorate Summary as at 31st January 2007

Budget Reported as at 30 th November 2006	£11,592,000
Capital Budget Decreases	
• Ledbury Children's Centre (slippage)	(£450,000)
Other budget revisions (<£100k)	(£91,000)
Revised Budget	£11,051,000

4. Ledbury Children's Centre capital works, funded through capital grant, have gone out to tender with the bulk of expenditure expected to be incurred in the next financial year, the forecast has been re-profiled to reflect this.
5. In December and January tenders were received for the major capital projects at Sutton County Primary and Riverside Primary School respectively. Both tenders were higher than anticipated and higher than the budgets allocated within the Children & Young People's Capital Programme. The position on each is set out in the report.

RESOURCES DIRECTORATE**Directorate Summary as at 31st January 2007**

Budget Reported as at 30 th November 2006	£2,960,000
Capital Budget Increases	
• Purchase of Cattle Market site (new budget)	£769,000
Capital Budget Decreases	
• Corporate Accommodation (reduction)	(£591,000)
Other budget revisions (<£100k)	(£5,000)
Revised Budget	£3,133,000

6. A new cattle market site on the north of Hereford city has been identified; this is to be funded by capital receipts.
7. Capital alteration works at Plough Lane offices have been removed; these works are no longer required.

CORPORATE AND CUSTOMER SERVICES DIRECTORATE**Directorate Summary as at 31st January 2007**

Budget Reported as at 30 th November 2006	£7,742,000
Capital Budget Decreases	
• Herefordshire Connects (no spend)	(£4,000,000)
Revised Budget	£3,742,000

8. There has been no updated forecast provided in this round of capital monitoring however the Herefordshire Connects spend has been reduced to £nil this year due to no spend being incurred to date.
9. There is an overspend of £190,000 currently showing on the Info by phone capital scheme. This scheme is due to complete shortly with Garrick House due to open on the 19th February. The overspend concerns have been highlighted.

ENVIRONMENT DIRECTORATE**Directorate Summary as at 31st January 2007**

Budget Reported as at 30 th November 2006	£13,387,000
Capital Budget Increase	
• Rotherwas Access Road (additional spend)	£110,000
Capital Budget Decreases	
• Crematorium (slippage)	(£650,000)
• Leominster Closed Landfill Site (slippage)	(£245,000)
• Public conveniences (slippage)	(£341,000)
Other budget revisions (<£100k)	£40,000
Revised Budget	£12,301,000

10. The Rotherwas Access Road additional spend follows the award of contract and is to be funded by statutory undertaking income following the completion of works on Roman Road last year.
11. The Crematorium forecast has slipped further to reflect that a contractor has not yet been appointed and the land has not yet been purchased.
12. Leominster Closed Landfill site works are committed however delays have been incurred resulting in expected slippage.
13. Public conveniences at Union Street and Ross are committed but falling due in the next financial year.

ADULT AND COMMUNITY SERVICES DIRECTORATE**Directorate Summary as at 31st January 2007**

Budget Reported as at 30 th November 2006	£16,120,000
Capital Budget Decreases	
• North Herefordshire Swimming Pool (slippage)	(£227,000)
• Museum Resource & Learning Centre (slippage)	(£1,323,000)
• Haywood Country Park (slippage)	(£108,000)
• Hereford High Town (slippage)	(£233,000)
• Affordable Housing Grants (slippage)	(£176,000)
Other budget revisions (<£100k)	(£188,000)
Revised Budget	£13,865,000

14. North Herefordshire Swimming Pool retention slippage due to defect works outstanding.
15. Museum Resource and Learning Centre in Friar Street slippage reflects the seven weeks delay incurred at the start of project works with progress now proceeding to timetable.
16. Haywood Country Park and associated facilities capital scheme has slipped into next year, this scheme is still in the feasibility stage.
17. Hereford High Town slippage represents works on Bewell Street to be carried out in the next financial year.
18. The affordable housing grants slippage follows planning delays. The target is to achieve 100 units with 19 due to complete before the end of March.

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	11,051	2,460	2,000	4,062	-	2,486	43
Resources	3,133	-	201	1,575	30	1,327	-
Corporate and Customer Services	3,742	-	3,472	270	-	-	-
Environment Services	12,301	10,475	798	991	-	37	-
Adult and Community Services	13,865	217	3,222	6,724	1	3,701	-
Total Revised Forecast	44,092	13,152	9,693	13,622	31	7,551	43
<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>
<i>Change from November Forecast</i>	<i>(7,709)</i>	<i>-</i>	<i>(6,194)</i>	<i>(849)</i>	<i>(357)</i>	<i>(352)</i>	<i>43</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>
<i>January 2007 Forecast</i>	<i>44,092</i>	<i>13,152</i>	<i>9,693</i>	<i>13,622</i>	<i>31</i>	<i>7,551</i>	<i>43</i>

TABLE D2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2006/07 Forecast as at 31/01/07	Actual spend at 31/01/07	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	11,051	7,294	66%	66%	81%
Resources	662	520	3,133	2,100	67%	67%	75%
Corporate & Customer Services	4,623	1,760	3,742	2,753	74%	74%	90%
Environment Services	10,288	12,554	12,301	7,850	64%	89%	88%
Adult & Community Services	8,365	14,133	13,865	10,829	78%	83%	90%
Total	31,845	37,015	44,092	30,826	70%	79%	86%

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. Staying Safe is now good overall. The challenge is now to ensure the Council secures the completion of the formal engagement with DfES on Children and Young People's project and performance management arrangements.	CR1	4	3	High	There are agreed performance management action plans to be reviewed re progress in February 2007. Service Project Management improvement capacity has been secured.	SF	4	2	Medium
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. Business Transformation Board created and the new governance arrangements approved. Procurement approach agreed and on track. Assessment framework in place. Benefits realisation framework in place and being managed through IPG.	NP	4	3	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
					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.				
Failure to maintain CPA "3 star" rating and move from improving adequately to improving strongly	CR4	4	3	High	<p>Capacity created at a senior level and adherence to the Overall Improvement Plan agreed in March. OIP Board now progressing phased handover of remaining work elements to transformation project boards, subject to quality assurance of project board systems.</p> <p>Use of Resources Improvement Plan being implemented included VfM self assessment in August.</p> <p>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, where necessary, posts will be advertised in early September.</p>	ALL/NP SR NP/JJ	3	3	Medium

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
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 the Council's arrangements to assist recovery and return to normality of the community & environment following an emergency. Bi-annual exercising of the 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 were part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues. Discussed by CMB as part of 2007 PIC and adjustments proposed for the budget. New CMB /SMT joint working has also been launched.	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	2	Medium

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Delivery of Local Area Agreement	CR9	3	2	Medium	Financial Management & Review processes also in place.	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	ALL/DJ	2	2	Low
		4	4	High	<p>Utilise SRDs / implement career development posts and conclude job evaluation. 94% SRDs completed by the end of May. HR to support Directorates deliver to identified training needs, to work to Investor in People standard.</p> <p>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. Development of a recruitment strategy for ITC staff begun. Work to set an establishment for the Council has begun.</p> <p>Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. Implement Market Forces Supplement. Improving leadership and management through revised management development provision.</p> <p>Pride in Herefordshire approach to be implemented.</p> <p>Implement software to review new pay structure to ensure that it is equality proofed.</p>				

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
Development of Children's and Adult's Workforce Strategy		3	3	High	Project Group Established. Draft Children's Workforce Strategy prepared and will be considered by Children's Improvement Board on 14/02/07.	DJ	2	2	Medium
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.	SR	3	2	Medium
					An emerging risk is the move towards flexible working. An initial observation/data analysis study has been commissioned to identify potential flexible working solutions.	DJ/JH	3	3	High
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	Continual ongoing reassessment of capacity and resourcing requirements, including re-prioritisation where appropriate.	NP	4	3	High
Timetable for the establishment of a Public Services Trust for Herefordshire	CR15	3	2	Medium	A Project Manager appointed. Steering group and workstreams established.	NP	3	2	Medium

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
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. The failure of negotiations with ReEnergy means that the issue of MWM identifying and introducing a new subcontractor will need to be monitored to ensure early warning can be given of likely timescales for the negotiations and implementation of a varied contract.	GD	4	2	Medium
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. However audit commissions inspection has been completed and the formal feedback not yet received. 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

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
	CR19	4	3	High	Significant work has taken place over the last 18 months to produce effective service continuity plans to mitigate the effects of major incidents on the delivery of essential services. Service impact assessments and continuity plans require constant review and updating and the monthly 'second Tuesday' updates from Heads of Service and Key Managers are an integral part of that process.	ALL/NP	2	2	Low
Herefordshire Connects - selection of preferred supplier and technical platform	CR20	4	3	High	Contract third party to carry out independent evaluation of the process	NP	2	2	Low
Herefordshire Connects programme - not proceeding; Council's financial strategy at risk within two years	CR21	4	3	High	Ensure Herefordshire Connects programme in place, and delivers.	NP	3	2	Medium
Herefordshire Connects - Insufficient account taken of the PST in development of the Herefordshire Connects Programme	CR22	3	2	Medium	Establishment of workstreams mapping out interfaces. Discussions with potential suppliers throughout procurement process.	NP	3	2	Medium

Signed: _____

Position: _____

Date: January 2007 _____

FORWARD LOOKING ANNUAL EFFICIENCY STATEMENT 2007/08

Report By: Head Of Financial Services

Wards Affected

County-wide.

Purpose

1. To inform Strategic Monitoring Committee of the Council's draft strategy for the 2007/08 Annual Efficiency process, to indicate progress to date on procurement issues and to provide an update on future prospects for the Government's efficiency agenda.

Background

2. The Council is required to provide a Forward Looking Annual Efficiency Statement for 2007/08 as part of the national 'Gershon' Efficiency Agenda. In cumulative terms the Council needs to identify as a minimum total of £9.93m by the end of 2007/08 (3-year period).
3. In accordance with current requirements at least half of these efficiency gains need to be 'cashable', i.e. releasing additional cash resources. For 2007/08 £1.65m has been included in the revenue budget. The remaining efficiencies will be achieved through the Herefordshire Connects programme plus various procurement and efficiency review activities. This will deliver significant non-cashable and some additional cashable efficiencies for the Council.
4. To support the process the Strategic Procurement and Efficiency Manager is developing procedures and methodologies to recognise, capture, measure and validate both the cashable and non-cashable efficiencies. These will involve working in partnership with the relevant Service and Financial Managers. This will also ensure that any stated efficiency gains will stand up to review by the Audit Commission should they chose to audit our Annual Efficiency Statement.

Forward Looking Annual Efficiency Statement 2007/08

5. Appendix A contains the detailed draft list of efficiencies and these will contribute to the main part of the Efficiency Statement. During the year these may change and will be formally reviewed for the autumn interim monitoring statement.
6. The draft list at Appendix A covers the annual efficiency gain required for 2007/08. The target is £3.3m of which £1.65m is to be 'cashable'. The list totals £4.2m with £3.513m being cashable. The split between non-cashable and cashable will be reviewed as the year progresses but cashable savings may also link to the Herefordshire Connects agenda and will be assessed to see if they help deliver this programme's savings requirements.
7. The list covers all directorates with evidence of a new emphasis being placed on procurement. As part of the 2007/08 budget process procurement and efficiency savings contribute £250,000 to achieving a balanced budget. The new Medium Term Financial Management Strategy makes a clear link between the Annual Efficiency Statement process and delivering a balanced budget.

Further information on the subject of this report is available from
Dean Hogan, Strategic Procurement and Efficiency Manager on 01432 260043

8. The Efficiency Statement needs to be signed off by the Leader, Chief Executive and Director of Resources by 17 April and submitted to the Department of Communities and Local Government. Should any changes need to be made to the Efficiency Statement they will be communicated to Cabinet Members.

Progress to Date

9. Since the appointment of the Strategic Procurement and Efficiency Manager in November 2006 the Council's procurement and efficiency activities have improved. The following outlines the progress to date:
 - i) Temporary Staff Tender. This contract will create a 'master vendor' agreement to help manage the temporary worker needs of the Council and streamline its current processes. The number of direct suppliers the Council will deal with will reduce from 60 to 1. The project is nearing completion and an estimated cashable saving of £150,000 and non-cashable process savings of £50,000 is anticipated.
 - ii) Waste Management. This is in the early stages of procurement and draft documentation has been created. The tender will be managed using an e-tender with software funded by West Midland Centre of Excellence meaning time and resources can be spent on developing the specification. This contract is key to achieving the Council's waste strategy
 - iii) Accommodation and Support tender for Learning Disability Services. Support is being provided on procurement aspects of the tender. The purpose is to set up partnership with an organisation to change the way the Council delivers Accommodation and Support services to people with learning disability.
 - iv) Supply of Library Books. A joint contract with Shropshire County Council is nearing completion and will see improved terms whilst remaining with same supplier. The benefits will be confirmed in April.
 - v) West Mercia Supplies (WMS). We are working closely with WMS to look at new ways to ensure Directorates use the service appropriately. Improvements such as a new way of purchasing electricity for street lighting, and the creation of an 'Energy Saving Consortium' (ESCo) to help reduce energy bills for buildings are being investigated.
 - vi) Procurement Tools. The development of guidance notes; standard procurement documents; the Council's terms and conditions and a supplier directory will improve performance. These will be housed on the intranet for easy access by all staff.
 - vii) Postal Services Review. A detailed review of postal services and associated costs across the Council is underway. Since the deregulation of postal services in 2006 alternative suppliers have entered the market and considerable cashable savings can be achieved. The review will also look at the use of franking machines and how 'Pricing in Proportion' has affected the Council. The expected completion date for the review and associated actions is 30th April.
10. The above list totals £150,000 of cashable savings; the balance (£100,000) of the overall target will be met from other activities outlined above.

11. In addition various procurement exercises are due to start in the next few months; -
- The Council currently uses water dispensers to supply staff with water. The replacement of bottled water machines with more cost effective mains machines is to be evaluated.
 - A printer and photocopier provision review to identify where printers and copiers can be replaced by multi-functional devices to reduce current costs and IT maintenance time.
 - The Lease car re-tender will examine reducing the number of suppliers from 3 to 1. It will also seek improvements around environmental issues surrounding lease cars by assessing whether environmental impact issues can be included in vehicle specifications.
 - A review of the supply of DVD's and CD's for libraries will be jointly undertaken with Shropshire County Council, Worcestershire County Council and Telford and Wrekin.
 - For PC's and Laptops there maybe an opportunity to join Shropshire's e-auction for PC's and laptops to benchmark prices and be part of a contract if prices and quality issues are favourable.

Benefit Card

12. To ensure that efficiency savings and benefits are managed effectively the Herefordshire Connects Board requested that a mechanism should be developed. In the interests of simplicity it was agreed that the Council adopt one mechanism for identifying, approving and monitoring delivery of benefits for all change programmes – not just Herefordshire Connects – to manage the corporate efficiency agenda.
13. It was agreed by Corporate Management Board that a proforma 'Benefit Card' is used to collect the key information needed to manage the benefits that will flow from the change procurement. Following sign off, the Benefit Card will contain all the information needed to track changes in the base budgets and monitor delivery against agreed financial and service targets.

Backward Look Statement

14. The Council is required to submit the backward look efficiency statement on 5 July 2007. This is an end of year report which states what has been achieved during the financial year. Its format is very similar to the Forward Looking Statement and is completed on a self-assessment basis.
15. Efficiency savings feature prominently in the 'Use of Resources' section of the CPA and therefore will continue to be key to CPA ratings. As of December 2006 it now takes account of the external auditor's review of efficiency gains reported for the year in the Annual Efficiency Statement.

Comprehensive Spending Review 2007

16. The initial indication is that Comprehensive Spending Review 2007 (CSR07) will include changes to the efficiency agenda. The current split between cashable and non-cashable efficiencies may change with a greater emphasis to be placed on cashable savings. It is also possible that the overall level of efficiencies will increase. The background to any change is one of an anticipated 'tight' local government financial settlement and local government's ability to deliver a higher level of efficiencies than central government's target. If this should happen Herefordshire may be better placed than some authorities given the recent move to a more systematic procurement model.

Risk Management

17. A failure to realise efficiency savings may impact on the ability to deliver objectives within the corporate, directorate and service plans. An ongoing commitment to efficiency gains and savings is necessary in the light of both the current corporate financial and the anticipated tight central financial settlements for Comprehensive Spending Review 2007.

RECOMMENDATION

THAT the Council's list of efficiency gains as set out in Appendix A be supported, subject to any comments the Committee wishes to make.

BACKGROUND PAPERS

- Draft Forward Look Annual Efficiency Statement Benefit car pro-forma.

Appendix A

	Expected annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
	774,000			559,000
Adult Social Services	<p>Strategy: Business efficiency within the Adult Social Services will be very much linked with the replacement of the CLIX system through Herefordshire Connects. Up to this point the focus will be on improving the operational efficiencies and best practice is being applied from national CSED initiatives. Negotiation of contracts will also seek to provide VFM for the service despite significant cost pressures being faced by providers. The Needs Analysis recommendations will begin to be implemented this year and will result in revised patterns of service and helping prevent people from not only going into residential care but also from formal care arrangements in the first place</p>			
	<p>Key actions: The action plan for the Budget Delivery Framework includes strict compliance with various corporate protocols on managing absence and reducing administration costs. The main cash savings will come from both back office efficiencies but also on contract negotiation and moving where possible from spot to block contracts.</p>			
	246,000			38,000
Children & Young People's Services	<p>Strategy: The creation of the Children & Young People's Directorate there has been an opportunity to carry out a fundamental restructure and this has identified a number of efficiencies in administration. A continued focus will be maintained on key areas such as performance management, school transport; SEN provision and reducing the reliance on expensive out of county placements for children looked after and children with complex needs. The benefits from additional investment in professional foster carers and transition planning will also contribute.</p>			
	<p>Key actions A number of actions to be taken include: Annual school transport route reviews to be completed by September 2007 to implement savings from demographic changes. Continuation of preventative work for SEN children within mainstream schools. Long term benefits from Support for Families strategy of early intervention and prevention and integrated commissioning.</p>			

	<p>Significant savings from the invest to save/spend to mitigate proposals are planned as follows</p> <ol style="list-style-type: none"> 1. Safeguarding and Assessment staffing – non cashable savings £408,000 in 07/8 2. Integrated Services - increasing family support – non-cashable savings of £187,000 3. Integrated Services – Disability transitions – non-cashable savings of £15,000. 4. Performance Management – no non-cashable savings in 07/08 but £1,190,000 in 08/09 5. Professional Foster Support – non-cashable savings of £682,000 in 07/08 and cashable savings of £105,000 in 07/08 6. School transport reviews are expected to deliver cashable savings of £250,000 in our 07/08 budget proposals. 		
	322,000		322,000
Culture and Sport	<p>Strategy: Cultural Services found a significant amount of cash efficiency savings for 2006/07 and this has been helped by the restructure within the new Adult and Community Services Directorate. Many of the savings will be coming from general efficiencies from focusing on the key corporate objectives, in particular economic regeneration and improving the population skill base.</p>		
	<p>Key actions: All budgets will be reviewed in detail and resources re-allocated where necessary to high priority areas.</p>		
	712,000		592,000
Environmental Services	<p>Strategy: The Service Improvement Programme continues to be rolled out in Environmental Health and Waste Services which will realise both performance gains and cash savings</p>		
	<p>Key actions: Implement staff restructures in Environmental Health and Waste.</p>		

	485,000	0	0	485,000
Highways and Transportation Services	Strategy: The strategic partnership with Jarvis offers the Council opportunities to make efficiency gains within the wide spectrum of highways and transport operations, including redistribution in the supervisory function. Annual savings are secured in ongoing rate reductions. Promotion of different treatment processes should improve road conditions with the same level of investment			
	Key actions: Identification of hot spots for road actions and the undertaking of remedial action together with safety awareness campaigns. Development of partnering activities with Jarvis to drive out efficiencies.			
	0	0	0	0
LA social housing	Strategy: Capital expenditure is increasingly being utilised within social housing schemes to increase independent for social care service users. This will yield revenue savings in the future from reducing the reliance on expensive residential placements.			
	Key actions: Investigate all possibilities within the Social Care Budget Delivery Framework for utilising capital budgets for the above purpose.			
	351,000			200,000
Non-school educational services	Strategy: See Children's services			
	Key actions: As above			
	0			0
Supporting People	Strategy: See homelessness			
	Key actions: As above			

	0			0
Homelessness	Strategy			
	Strategic Housing have a major challenge facing them in keep registered homeless people out of bed and breakfast accommodation. This is the major strategic objective and the contribution made by the emergency payments to the homelessness scheme has saved the Council significant B&B costs.			
	Key actions:			
Continue with emergency payments to landlords scheme. Secure general efficiency savings.				
Other cross-cutting efficiencies not covered above				
	1,067,000			1,067,000
Corporate Services	Strategy:			
	The Herefordshire Connects project will have a major impact on corporate services and will focus on driving out efficiencies in back office services from a transactional, performance management and procurement perspective. Corporate Services are a vital part of the overall improvement agenda but also provide a focal point for the efficiency agenda and the creation within frontline services.			
	Key actions:			
Integrate the remaining devolved financial administration and financial management activities teams within the Resources Directorate in line with the principles agreed by CMB for establishing the Resources Directorate. Conclude business plans for major work streams in Herefordshire Connects and begin implementation. Promote the take up of benefits more widely, but in particular to older people thus increasing the disposable wealth of the county and aiding independent living.				
Procurement	250,000			250,000
	Strategy:			
	Will state different initiatives.			

	<p>Key actions: Implementation of Procurement Strategy. This will broadly cover:</p> <ul style="list-style-type: none"> · direct and oversee strategic procurement · compliance European procurement rules where necessary · compliance with the Council's Good Environmental Management performance system (GEM) · devolved procurement · the development of West Mercia Supplies · specialist procurement advice to non-specialist Members and officers · the promotion of procurement in conjunction with the Council's Head of ICT · the co-ordination of any necessary procurement training · the provision of access to procurement information to Members and officers as and when appropriate 			
	<p>Strategy: Productive time is about working more efficiently and a major gain for the Council in this area is through the Accommodation Project where staff are gradually being relocated to a central Hereford site at Plough Lane. This will result in a significant number of general efficiencies particularly through reduced travelling time and flexible working. The developments within ICT and IEG will also contribute to greater staff productivity in addition to access to services.</p>			
	<p>Key actions: Continued implementation of Accommodation Project and IEG Strategy.</p>			
Transactions	0		0	
	<p>Strategy: See overall strategy. Transactional gains have been included within the individual service blocks as they are a fundamental part of each directorate's efficiency action plans.</p>			
	<p>Key actions As above</p>			
Miscellaneous efficiencies	0		0	
	<p>Strategy: All efficiency gains are within the service blocks.</p>			
	<p>Key actions: See above</p>			
Total	4,207,000	0	0	3,513,000

HEREFORDSHIRE SATISFACTION SURVEY

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the results of the recently completed survey and how it should be used to inform future work programmes.

Financial Implications

2. The actions proposed are funded from existing budgets so no new financial implications are anticipated

Background

3. In line with best practice, the Authority conducts an annual satisfaction survey. Every three years this doubles as the best value general survey required by Community and Local Government. The data are important internally for service planning purposes, externally for our performance assessments and also central to the authority's improvement plan. Potentially they are a very useful to inform scrutiny work already underway in any committee and / or a way of selecting topics of interest to the public for further scrutiny and / or policy development work.
4. It is particularly important that the Authority does address the questions raised by the survey results since 'perception' type indicators such as these are a likely to become a vital element of the proposed comprehensive area assessment. They are also central to the wider direction set for local government in the recent White Paper.
5. Overall satisfaction with authorities nationally has tended to lag behind satisfaction with individual services for a number of years. One reason is that the link between the services received and the correct identification of the organisation responsible for those services remains relatively weak. Improving public perceptions is not easy and will become an even greater challenge in future. Under the White Paper proposals, authorities will need to manage their accountabilities both as leaders of the public sector in an area and as commissioners for specific services much more actively & consistently than in the past.
6. The data have been validated by the Audit Commission and weighted to correct over and under representation on a number of demographic factors. A range of comparisons is now becoming available nationally. The research team have, once again met all the required standards and conducted the survey at considerably lower cost than when it was produced under contract.
7. The survey covers best value indicators, tracks perceptions of the Authority's service delivery and the quality of life in Herefordshire. In addition some optional questions have been included from previous surveys together with some that provide local

indicators. The data are used by the Council and also by partners. Planning and library services were covered by separate surveys but summary results are included here.

Best value indicators

8. Summary data for the best value indicators are given in Appendix A. These cover corporate health, waste, public transport as well as culture & recreation. Leaving aside distinctions between the results for the general public and service users [who generally rate services more highly]; Herefordshire is ahead of the single and upper tier authority average in nine of the thirteen main indicators for which comparisons are currently available. The authority's data largely mirrors national trends. For instance the percentage of complainants satisfied with the handling of complaints locally has risen to 36% while the average is 32% and rising. The four main indicators which are currently lower than the single and upper tier average are satisfaction with local bus services, with the provision of public transport information, with parks and open spaces and, importantly, with the authority overall.
9. Although it is generally agreed that local authority performance has improved significantly in the last decade there is evidence that public expectations have risen still faster. This may help explain why overall satisfaction with single and upper tier authorities nationally has fallen from 61% in 2000/1, to 53% in 2003/4 and 51% in the current survey. Herefordshire's figures are 59%, 48% and 43% notwithstanding high levels of support for the newly established unitary authority upon its creation.
10. If the same thirteen indicators are compared with the New Unitary Benchmarking [NUB] group the picture is somewhat similar. Herefordshire scores higher than the NUB average in five, is essentially equal in four and has lower scores in the same four indicators described earlier in paragraph 8. The NUB average for overall satisfaction – 50% - is also below the single & upper tier average.
11. While a significant number of the results have improved since 2003, there is no room for complacency either locally or nationally and the results should simply give added impetus to the drive to improve Herefordshire's overall indicator score. Both absolute & relative performances as well as the direction of travel are important locally & nationally.

Other perception and quality of life indicators

12. The survey asked respondents to list up to five factors that make somewhere a good place to live. The most popular factors were, health services [50%], the level of crime [49%], affordable decent housing [43%], education provision [32%] and the level of traffic congestion [30%]. This response is very similar to the 2003 findings. Only education provision is a 'new' top five choice. It is interesting to note that these factors are not only the responsibility of one organisation and are frequently addressed by partnerships. Respondents were also asked to select for this area those factors they felt most needed improving. Again the level of traffic congestion [48%] and affordable decent housing [30%] featured in the top five but so did road / pavement repairs [39%], activities for teenagers [38%] and public transport [25%]. These may point to areas where the authority can act to improve its overall perception scores. Four of these five 'need improving' factors also scored highly in the previous survey in 2003; further reducing the level of crime is no longer a 'top five' issue and has been replaced by public transport although the scores remain close.

13. Turning to changes in the quality of life; net improvements are perceived [more people saying things have got better than worse] in education, access to nature & sports and leisure facilities. The level of traffic congestion, wage levels & local cost of living, road and pavement repairs, affordable decent housing and the level of crime are felt to have got worse. Again these factors are similar to the views expressed in the last survey. Overall 69% of respondents are satisfied with the local area as a place to live.
14. When access to services is examined respondents had the most difficulty with theatres / cinemas [only 47% finding it fairly or very easy to access] followed by dentists [54%], local hospital [57%] council or neighbourhood office [58%] and sports / leisure facilities [64%]. All other facilities listed were felt to be accessible by at least 2/3 of those who responded, in some cases e.g. local shops by over 85%
15. Satisfaction levels with the more detailed aspects [i.e. below the headline best value indicators described earlier and in Appendix A] of household waste collection, doorstep recycling and local recycling facilities show a consistent, relatively high, level of satisfaction both in this survey & in 2003. Responses to questions about the local tip are a variable but overall, still high. Most of these services are perceived to have improved.
16. As would be expected, given the headline indicators for public transport information and the local bus service mentioned in paragraph 8 earlier, the more detailed picture for these services shows greater variability with some results improving and other staying the same or declining slightly.
17. Detailed results for sports / leisure facilities, libraries, museums & galleries, theatres & concert halls and parks & open spaces show that, since 2003 usage has remained broadly constant or is rising and satisfaction amongst users of these services is, in all cases, higher than the public at large.
18. Overall satisfaction with planning services, personal social services & education services has been low for a number of years across the country but satisfaction levels amongst users of these services are considerably higher in all cases and always exceed 50%.
19. Finally; turning to information about the Council and its services, the public feel particularly well informed about how to pay bills and how & where to vote but poorly informed about what is being done to tackle anti-social behaviour locally. The public find out about the Council from the local media [38%] and via information from the Council itself [35%]. The most common method of contact is by telephone [63%] followed by 'in person' [31%]. Satisfaction with various aspects of customer service is in all cases over 60%. The public generally believes that the Council treats all types of people fairly, is working to make the area cleaner & greener and a better place to live but gives lower scores currently to issues like value for money, efficiency, promoting residents interests and acting on their concerns. There may be a need to provide more information on these non-service issues and these views may be linked to the national trend for higher service scores than authority wide ones.

Conclusions and Actions

20. The Local Government Association [LGA] has been running a 'reputation' campaign aiming, in part, to strengthen connections between authorities and the services provided. Herefordshire should utilise this valuable source of information and advice. The Council's service performance continues to justify its CPA rating but the overall

satisfaction score does not adequately reflect this service performance. It is important to understand exactly what lies behind this contradiction locally and eliminate it. Local factors may play a part, adverse publicity at the time of any survey is known to effect results, and this is one of the issues that officers and members will need to address in the months ahead. Equally survey methods are known to play a part in the results obtained with face-to-face surveys yielding higher overall satisfaction scores than postal surveys. This factor may have explained some of the previous differences between authorities and between these current results and previous years. However in 2006, for the first time, every authority had to survey by post.

21. There are a number of actions being taken. The research team will produce a detailed analysis of all the results, including the growing number of comparisons. It will be possible, eventually, to provide analyses in a variety of ways; for instance by age group or area. Understanding and addressing differences within the County are central to the 'place-shaping' role envisaged by Sir Michael Lyons and will be as important in future as continuing to improving our absolute and relative results. These data will be available for the Committee from the research team to inform discussions about the Committee's work programme in the summer.
22. More specifically the early rounds of the 2007 Herefordshire Voice panel will be used to identify the underlying reasons behind some of the key results including those that possibly contribute to the overall satisfaction score. As mentioned previously, the LGA reputation campaign has used IPSOS/MORI to gather data on those issues that particularly affect public satisfaction and these data will also be analysed for lessons that can be applied locally. Evidence can also be gathered from relatively high performing authorities and we have scope to share Herefordshire's experience in those areas where we perform well.
23. The results of the survey were reported to Cabinet on 22nd March and their initial observations will be reported to the Committee as part of considering this report.

RECOMMENDATION

THAT the Committee:-

- (a) notes the survey results and the actions being undertaken;**
 - (b) receives a further report in three months time when it considers its future work programme;**
- and**
- (c) requests all other scrutiny committees to consider the data relevant to their areas of responsibility and to take appropriate action.**

BACKGROUND PAPERS

- Best value user satisfaction surveys 2006 -07 – Communities and Local Government. February 2007
- Herefordshire satisfaction survey 2006 - summary data

APPENDIX A

Best value performance indicator results

CORPORATE HEALTH	2000	2003	2005	2006 Score
BV3: % satisfied with the way the Authority runs things	59%	48%	49%	43 %
BV4: % satisfied with the handling of complaints	34%	29%	31%	36 %

WASTE	2000	2003	2005	2006 Score
BV89: % satisfied that the Authority has kept the land clear of litter and rubbish	59%	62%	65%	66 %
BV90A: % satisfied with the waste collection service overall	79%	89%	88%	82 %
BV90B1: % satisfied with the provision of local waste recycling facilities	60%	67%	74%	70 %
BV90C: % satisfied with the local tip	58%	82%	79%	87 %

PUBLIC TRANSPORT	2000	2003	2005	2006 Score
BV103: % satisfied with the provision of public transport information	47%	48%	41%	48 %
BV104: % satisfied with the local bus service	47%	51%	36%	49 %

CULTURE AND RECREATION	2000	2003	2005	2006 Score
BV119A: % satisfied with sports and leisure facilities	54%	49%	49%	58 %
BV119B: % satisfied with libraries	69%	68%	64%	70 %
BV119C: % satisfied with museums and galleries	53%	48%	42%	45 %
BV119D: % satisfied with theatres and concert halls	58%	57%	52%	48 %
BV119E: % satisfied with parks and open spaces	65%	67%	66%	69 %

REVIEW OF ICT SERVICES – CABINET’S RESPONSE**Report By: Director of Corporate and Customer Services****Wards Affected**

County-wide

Purpose

1. To consider Cabinet’s response to the recommendations made to it in the Scrutiny Review of ICT Services.

Background

2. In December 2006 this Committee approved the findings of the Scrutiny Review of ICT Services
3. The Committee agreed that the Executive’s response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive had approved its response; and that a further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made.
4. Cabinet considered its response to the findings on 22nd March, 2007. The report to Cabinet setting out the proposed response to the Review is appended. Any amendments by Cabinet will be reported at the meeting.

RECOMMENDATION

THAT (a) Cabinet’s response to the findings of the review of ICT services be noted, subject to any comments, which the Committee wishes to make;

and

(b) a further report on progress in response to the Review be made after six months with consideration then being given to the need for any further reports to be made.

BACKGROUND PAPERS

- None

Further information on the subject of this report is available from
Jane Jones, Director of Corporate and Customer Services on 01432 260037

SCRUTINY REVIEW OF ICT SERVICES

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

22ND MARCH, 2007

Wards Affected

County-wide

Purpose

To respond to the recommendations of the scrutiny review commissioned by the Strategic Monitoring Committee and conducted by a group of Members under the chairmanship of Councillor Ashton.

Key Decision

This is not a Key Decision.

Recommendations

THAT

- (a) the response as detailed below be agreed and referred to the Strategic Monitoring Committee; and
- (b) an action plan be developed setting out how and within what timescale the recommendations will be addressed.

Reasons

The Strategic Monitoring Committee agreed to include a review of ICT Services in its forward work programme. Scoping statements including the membership of the review team was reported to the committee in October 2005 and the review commenced in April 2006. The review was undertaken between April and November 2006, and this allowed further time was taken to consider a further piece of work on schools involvement with ICT Services.

The Strategic Monitoring Committee considered the review group's findings and recommendations at its meeting on 22nd December.

Considerations

1. The recommendations arising from the ICT review need to be set in the complex environment in which the Council is now operating. Its recommendations need to be considered along with
 - (a) The Medium Term Financial Strategy and the priorities for the Council as set out in the Corporate Plan 2007-2010 and the Operating Plan for 2007-2008

Further information on the subject of this report is available from
Jane Jones, Director of Corporate and Customer Services (01432) 260037

- (b) The overall strategy for the Herefordshire Connects programme. The procurement phase of the selection process for a strategic partner is nearing completion and this will set out the Council's direction over the next three to five years.
 - (c) Publication of a draft ICT Strategy. This is essential to underpin the development of the Herefordshire Connects programme where technology will act as an enabler to the main business transformation programme. There are also many common themes within the recommendations: standardisation, firm financial base, treatment of assets.
 - (d) The work of the strategic review group on accommodation and its complementary assessment of the potential for flexible working in the authority.
 - (e) The way in which these proposals can be implemented along side the development of the Public Service Trust.
2. The executive wishes to thank the review group for its constructive and thorough analysis of the current position in relation to ICT, the challenges which need to be tackled, and identification of benefits which can fall out if they are met. This paper therefore seeks to set out a preliminary response, to highlight work already in progress and to undertake to provide a further report to the committee within a six month period once the landscape issues referred to above become clearer.

Each of the recommendations is taken in turn and the response set below.

- (a) **Responsibility for the line management for all the authority's ICT staff should be placed within the ICT Services Division and implemented with immediate effect.**

This position has already been agreed in principle by the Corporate Management Board. Although the recommendation makes specific reference to staffing in one directorate there is a need to separate out what is effectively service considerations and technical support and make adjustments to line management arrangements accordingly. In Children's and Young Peoples Services this implies a separation of curriculum and technical support. For each area of the Council where staff are involved in some technical activity this clarification needs to be sought and will form part of overall realignment through the Herefordshire Connects programme.

- (b) **Consideration is given to the control for ICT expenditure being placed within the ICT Services Division subject to overall responsibility being held by the Director of Resources.**
- (c) **A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend subject to recommendation (b) above, base budget for ICT Services, as well as the corporate funding of ICT programmes.**

Overall responsibility for management of the budget arrangements for the Council rests with the Director of Resources in her role as section 151 officer. Within that framework the Director of Corporate and Customer Services has overall responsibility for the budget contained within the directorate and under financial standing orders needs to manage those as a whole. The commitment to the Herefordshire Connects programme has already placed an embargo on any further ICT development and procurement activity (with the exception of desktops). There is

an exceptions process which has been overseen to date by the Herefordshire Connects Board and will shortly shift to the Information Policy Group. In future therefore the expenditure on ICT platforms and software will be subject to the same rigours as at present and signed off a business case approach demonstrating clear benefits on how these will be realised. More specifically in relation to the ICT budgets – corporate ICT projects and the trading account, the Director of Corporate and Customer Services has agreed with the Director of Resources that a fresh look needs to be taken at how these are set out, managed and accounted for.

The ICT projects budget needs to be focussed on support to the implementation of the Herefordshire Connects programme. To date much of it has been used to supplement external funding for web services, to implement necessary email upgrades and to develop a corporate approach to GIS and to put in place server replacement capacity. A more fundamental review is required in respect of the trading account and there is an emerging view about insufficient investment in this area and the need for that to be reflected in any revision of the medium term financial strategy. That work has started.

- (d) **A council-wide policy should be developed and implemented that provides for greater standardisation of desktops and server infrastructure and that ICT Services should have the responsibility for the management and control of this policy ensuring that it provides equipment and software to meet the requirements of the post rather than the wishes of the individual. Further, that this policy provides all ICT assets are corporate and not the possessions of individual services or staff. In effect this means that ICT assets will not be relocated with individuals but rather that individuals will be relocated to existing assets.**

The authority needs to consider provision such as the community network and other infrastructure as a corporate asset and deal with it accordingly.

The call for greater standardisation for both servers and desktops is welcomed. Complexity of the server infrastructure and desktop configurations in the Council has long been a source of frustration and support take up disproportionate account of capacity. The ICT Strategy also sets out the need to standardise. Work is already well advanced on server consolidation as referred to above. In terms of desktops, BT is currently conducting an eleven week analysis of the requirements of specific job roles. This will not prescribe the technology to be used but will set out a range of options. Clearly the move to standardisation also involves consideration of the way in which ICT is financed in the future because for a transitional period at least there will be a 'gap', which needs to be managed and ultimately a rolling programme of replacement every three to four years. Again this will need to be picked up in conjunction with the funding review.

- (e) **The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy.**

The principle on non-compliance will require any proposals to purchase outside of agreed guidelines to be thrown back and to be the subject of action within the directorates. Since being appointed the Strategic Procurement and Efficiency Review Manager has already set about reviewing the council's procurement policies including that for ICT.

- (f) **Consideration is given to dedicated public relations support to the Head of ICT and the means by which this might be delivered.**

The Council has a corporate communications team, which increasingly offers support for specific directorates on the basis of an agreed communication strategy. This has already been implemented successfully within the Children and Young Peoples Directorate and a similar package is being deployed to ICT Services. There is also work to be done internally in improving communication from ICT to other customers, for example, schools, members and there are a number of mechanisms already in hand, for example ICT liaison meetings with schools and the review of ICT support to members which can assist this development.

- (g) **As part of the corporate review of SLAs the ICT Service ensures that the ICT SLAs are clearly worded, and describe clearly the range of services to be provided, charges and any relevant financial arrangements and are communicated to all relevant officers and issued no later than the start of each financial year moving forward.**

CMB has commissioned a working group of SMT members to conduct a review of all SLA's within the authority. The interim report is expected in May and comprises representatives of not just the providers of support services through SLA's, but also the services which receive them.

- (h) **The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded.**

Identification of ICT training needs will be derived from a number of sources. In part there is the expectation of the authority on officers to use the equipment they are provided with effectively to set out clearly levels might be achieved. It is recommended that the induction programme for all new staff includes a compulsory module on ICT, as it does for Diversity. It will also be a requirement to set out specific training programmes to accompany the introduction of new hardware and software systems. This again will form a significant element in the implementation of Herefordshire Connects. It will also be necessary to review the training needs that arise as a result as SRD interviews and capture these across the Council so that appropriate remedial actions can be taken. ICT Services needs to work with the HR training and development function to identify and then provide a suitable response to the requirements.

- (i) **The options for offering a variety of income generating services to local partners not covered under existing SLAs are explored.**

The executive supports the view that in the future there may well be opportunities for income generation but this stage recommends attention be focussed on getting the 'ship in order' first.

- (j) **Improvement to the implementation of project management throughout the authority continues and the interface between Corporate Programmes and project delivery within Directorates is strengthened.**

Since the ICT Review commenced the Council has implemented a set of governance arrangements for its transformation programme. This includes project boards to oversee key developments in accommodation, adult services, children and young people services, customer services, workforce strategy and Herefordshire Connects. All of these are allocated project managers and are being quality assured to make sure they meet principles of Prince2 project management. In addition CMB has

endorsed the necessity for other projects to ensure adequate project management arrangements and this will form part of the project approval process. There is an issue of how this resource is financed in the future and consideration should be given to it being clearly identified as a cost in the project approval process.

- (k) **That the feedback from schools be analysed and an improvement plan prepared to address the many concerns identified, with a view to ICT Services becoming the preferred provider of services to schools funded and maintained by the Local Authority.**

The Council has now implemented a series of ICT liaison meetings between representatives of the high schools and primary schools, Corporate and Customer Services (ICT Services) and the Children and Young Peoples Directorate. An independent satisfaction survey was commissioned through HEDRA and feedback provided to the high schools in early December. Feedback has recently been given to the primary schools. ICT Services had already implemented some of the recommendations including, for example, regular report back on incident reporting and set out a clear timetable for discussion of 07/08 SLA's with schools.

The other main focus of this activity to date has been on piloting a remote access solution required by the DFES by 2008, in a high school and a primary school. That is due to report back on the 20th March. There has been continued involvement from both pilot schools in that activity. In addition, the remainder of schools have been kept up to date directly with progress on the project.

The recommendations contained in chapter seven of the ICT review report has been shared with schools and a request made to work with the authority in building the improvement plan. This was agreed at the last meeting. Nonetheless it is important to recognise that the relationship with schools will never be a straight forward and easy one to pursue and that the Council will need to work hard to ensure that any communications to schools is effectively disseminated to all.

- (l) **A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services.**

This principle is already accepted and some websites have migrated. The executive accepts that this process needs to be speeded up and will request a timetable for completion of the exercise.

- (m) **The options for “growing own talent” through training and the use of a form of “golden handcuffs”, possibly by means of recouping the cost of training should the individual leave the authority within a given period, be explored by Human Resources.**

The review team was right to highlight the difficulty in recruiting to some posts in this area and the challenges faced in keeping staff once they have undertaken training and possess highly marketable and sometimes scarce skills. This is not unique to Herefordshire. Work is already underway between HR and ICT Services on developing a recruitment and retention strategy for ICT Services. This was highlighted in the workforce strategy priorities for 07/08.

Risk Management

The ICT Review conducted by the Strategic Monitoring Committee highlighted a number of

key issues which the Council needs to address if the service is to be developed in line with the Council's business needs.

Alternative Options

None

Consultees

Corporate Management Board
Schools ICT Liaison Group

Appendices

None

Background Papers

None identified.

GENDER EQUALITY SCHEME

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the Gender Equality Scheme 2007-2010.

Financial Implications

2. None identified.

Background

2. The report to Cabinet on 22nd March is appended. The decision of Cabinet will be reported at the meeting.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

GENDER EQUALITY SCHEME

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

22ND MARCH, 2007

Wards Affected

County Wide

Purpose

To approve the Gender Equality Scheme 2007-2010.

Key Decision

This is not a key decision.

Recommendation

THAT

- (a) the requirement of the Gender Equality Duty be noted; (This has come into Force under the Sex Discrimination Act 1975, as amended by the Equality Act 2006) and;
- (b) the proposed Gender Equality Scheme and resulting Action Plan be approved.

Reasons

- All Members have a responsibility to lead and promote equality and diversity issues.
- The Gender Equality Duty is part of the Equality Duty 2006. The Equality Duty 2006 has, as one of the three functions, "to create a duty on public authorities to promote equality of opportunity between men and women and to prohibit sex discrimination in the workplace".

Considerations

1. The Gender Equality Duty requires all public authorities (including voluntary and private organisations that carry out public functions) as employers and as service providers to have due regard to eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act 1975 (SDA) and discrimination that is unlawful under the Equal Pay Act 1970 (EqPA). There is general duty and specific duty. The General Duty has three parts:

Further information on the subject of this report is available from
Neville Meredith, Race Equality Development Officer on (01432) 267307

- The need to eliminate unlawful discrimination.
- To eliminate harassment.
- To promote equality of opportunity between women and men.

2. Specific Duties are:

- Publish a Gender Equality Scheme and review on a three-year cycle. The Scheme must identify gender equality goals and produce an action plan to implement these. An annual progress report should also be produced.
- Publish an equal pay policy which must:
 - include pay arrangements
 - outline measures to ensure fair promotion and development opportunities
 - address three specific causes of the pay gap (which are pay discrimination, caring responsibilities and occupational segregation)
- Conduct gender specific impact assessment. Herefordshire Council has completed impact assessments in relation to gender (2004 –2007).

Risk Management

It is a legal requirement to have the Gender Equality Scheme in place by 6th April, 2007.

Alternative Options

There are no Alternative Options.

Consultees

Sources used to inform the GES and action plan:

- Minority Ethnic People's Experience in Herefordshire 04
- Disability Equality Scheme 06-09
- Race Equality Scheme 05-08
- Staff Opinion Survey 06
- Older People's Strategy 06
- Supporting the health of young people in Herefordshire 06
- Communities Against Racism group
- Rainbow Forum
- LGBT Staff Group
- Traveller's Health Project
- Herefordshire Women's Aid
- Equality Impact Assessments
- Herefordshire Branch of Unison
- Statistics from Register Offices

Appendices

Appendix 1 – The Gender Equality Scheme 2007-2010 and Action Plan

Background Papers

None identified.

DRAFT



HEREFORDSHIRE
COUNCIL

Gender Equality Scheme 2007-2010



If you would like help to understand this document, or would like it in another format or language, please call the Corporate Diversity Team on 01432 267307 or e-mail diversity@herefordshire.gov.uk.

A summary and easy-read version of this document is also available.

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1) Introduction

Herefordshire Council, in its role as a community leader, is committed to challenging and eradicating all forms of prejudice and discrimination in the county. This scheme and action plan sets out how the authority will challenge sex discrimination and promote equality of opportunity between men and women.

Men and women in Herefordshire, including Transsexual men and women, can also experience prejudice and discrimination based on their age, ethnicity, religion/belief, sexuality, marital/civil partnership status or disability.

Herefordshire Council's Corporate Diversity Team (CDT) is responsible for producing the Gender Equality Scheme (GES) and action plan. This has been produced with the help and support of the research team, legal team and HR.

2) Why Have a Gender Equality Scheme?

Gender discrimination in employment is still widespread:

- There is a 17% pay gap between the hourly earnings of full-time women and full-time men
- Part-time women earn 38% less than full time men, hour for hour
- Discrimination against pregnant employees is still widespread
- Pensions are designed for a traditionally male career path and parents and carers lose out as a result
- Only 18% of MPs are women
- 24% of UK MEPs are women¹

Many services are designed in a gender-blind way, which means they ignore the different needs that women and men have. For example, many transport services are designed to meet commuter needs (which are typically male) and little thought is given to fares for part-time workers and more complex routes (which are seen as typically female needs).

Previous legislation relied heavily on individuals taking action to challenge discrimination, but taking legal action as an individual can be very daunting. Also, individual cases have a limited impact on systematic causes of discrimination. For example, one employee could win an equal pay case but this would not necessarily mean that the person at the next

¹ Facts about Men and Women in GB (2005) Equal Opportunities Committee.

desk or the next department would not suffer unequal pay as a result. The Gender Equality Duty does not replace legal cases but is an additional tool for challenging discrimination and promoting equality.

3) The Legal Requirement

In July 05 the Government produced an Equality Bill, which set out how people were to be treated equitably (on the basis of their need) and not subjected to discrimination. As part of the Equality Bill the Gender Equality Duty was established for the public sector. This new legal duty places a requirement on public bodies to be proactive and to promote gender equality. It is widely accepted that, in its role as community leader, Herefordshire Council can help promote equality of opportunity between women and men.

The legislation requires both a General Duty and Specific Duties, as set out below.

a) General Duty

The General Duty requires all public authorities (including voluntary and private organisations that carry out public functions) as employers² and as service providers³ to have due regard to eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act 1975 (SDA) and discrimination that is unlawful under the Equal Pay Act 1970 (EqPA). The General Duty has three parts:

- The need to eliminate unlawful discrimination
- To eliminate harassment
- To promote equality of opportunity between women and men

b) Specific Duties

1. Publish a Gender Equality Scheme and review on a three year cycle the scheme must identify gender equality goals and produce an action plan to implement these. An annual progress report should also be produced.
2. Publish an equal pay policy which must:
 - include pay arrangements
 - outline measures to ensure fair promotion and development opportunities

² Employment practices include, for example, part time working, flexible working and recruitment

³ There is a need to understand the different service requirements of men and women

- address three specific causes of the pay gap (which are pay discrimination, caring responsibilities and occupational segregation)

3. Conduct gender-specific impact assessment.

The specific duty for the GES differs from the requirements in the Race Relations Act and Disability Discrimination Act in that all public authorities are required to comply, in the same way, with the same duties.

4) Historical Context of the Gender Equality Scheme

There has been a dramatic gender shift of people who are economically active in the labour market in the UK. In 1911 very nearly 90% of males and 30% of females over 15 were economically active. It is anticipated that by 2011, 69% of males and 57% of females over 16 will be economically active, with the female population making up 49% of the labour force.

In 1975 the Sex Discrimination Act (SDA) was introduced and for the first time, discrimination on the grounds of gender became unlawful. Change in legislation initiated legal challenges by both women and men to achieve equality as employees and as service users.

During the last 30 years the Equal Opportunities Commission has been instrumental in promoting equality for women and men. Key dates in the timeline illustrate how new legislation and groundbreaking cases have done much to improve equality for women and men in the UK. Major changes include:

- **1975 The Equal Pay Act.** Obligations on employers to pay equal wages to women and men.
- **1986 The Sex Discrimination Act (Amendment).** Equal retirement ages for men and women and lifted legal restrictions preventing women working night shift in factories.
- **1994 Trade Union Reform and Employment Rights Act** guaranteed every working woman the right to maternity leave.
- **1995** European Court forces UK government to allow men free prescriptions at 60 – the same age as women.
- **1999 Sex Discrimination (Gender Reassignment) Regulations.** Sex Discrimination Act amended to include Transsexual people.
- **1999 Employment Rights Act** passed to allow both men and women parental leave of up to 13 weeks for children under five years old.

- **2000 Part Time Workers Regulations** gave equal rights for part-time workers both male and female.
- **2004 Gender Recognition Act** provides legal recognition for Transsexual people's gender reassignment, including the right to a new birth certificate.
- **2007 Gender Equality Duty** places the responsibility on service providers to promote good gender equality policies and processes as opposed to leaving the responsibility to individuals to challenge discriminatory practice - practices that, wittingly or unwittingly, have continued 30 years after the introduction of the sex equality legalisation.

Further guidance can be found on the Equal Opportunities Commission's website www.eoc.org.uk.

5) Profile of Gender in Herefordshire

a) General Context

Herefordshire is a predominantly rural county of 842 square miles⁴ situated in the south-west corner of the West Midlands region bordering Wales. The city of Hereford is the major location in the county for employment, administration, health, education facilities and shopping. The five market towns of Leominster, Ross-on-Wye, Ledbury, Bromyard and Kington are the other principal centres.

b) Population

Since the Unitary Authority was formed in 1998, Herefordshire's usual resident population has grown by 5.0%, from 170,300 people in 1998 to 178,800 in 2005. This is a slightly higher rate of growth than experienced in England and Wales as a whole (3.6%).

Herefordshire has an older age profile than both the region and England and Wales, with a noticeably higher proportion of its population in the older age groups. At 2005, people aged 65 and over constitute 20.1% of the county's population, in comparison with 16.1% nationally.

⁴ 218,283 hectares, 2183 square km

For those aged under 65, proportions of males and females are very similar (50.1% and 49.9% respectively) whereas for those aged 65 and over the proportion of males is much lower (43.9% compared to 56.1%) resulting in a slight imbalance in the overall population (48.8% males and 51.2% females) at 2005.

Source: ONS mid year estimates

Analysis of 2001 Census data shows that, at 0.80 persons per hectare, Herefordshire has the 4th lowest population density in England (relative to the other 149 top tier authorities⁵) being slightly higher than that for Northumberland (0.61), North Yorkshire (0.71) and Cumbria (0.72). Furthermore, Herefordshire has a higher proportion of its population living in 'very sparse' areas (0.5 or fewer residents per hectare) than any of the other authorities.

Source: 2001 Census, ONS Crown Copyright

c) Households

Herefordshire has a slightly higher proportion of lone pensioner households, 15% compared to the West Midlands and England (both 14%).

Comparatively Herefordshire has a slightly lower proportion of other single person households (13%) compared to regionally (15%) and nationally (16%).

Herefordshire also has a slightly lower proportion (5%) of lone parent households with dependent children than the West Midlands (7%) and England (6%).

Source: 2001 Census, ONS Crown Copyright

d) Economic Activity

In Herefordshire the economic activity rate for those of working age (ie. proportion in employment or actively seeking work) for males is 85% whilst that for females is 78%. For the region as a whole, the rate for males is similar (83%) but for females it is lower (71%).

Self-employment rates are relatively high in Herefordshire, 21% for males of working age and 11% for females (compared to 12% and 4% respectively in the region).

Annual Population Survey 2005, ONS

⁵ Top tier authorities are those authorities that are responsible for services that must be provided at the county council level, ie. county councils, unitary authorities, metropolitan districts or city councils and London boroughs.

Herefordshire's unemployment rates are relatively low; 1.6% in January 2007 compared to 3.4% for the West Midlands region and 2.6% for England. 71% of unemployment claimants in Herefordshire were male, with the unemployment rate amongst males being 2.1% compared to 1.0% for females.

Source: Monthly Unemployment Claimant Counts, ONS

e) Earnings

In 2006, average (median) gross weekly earnings for full-time employees who work in Herefordshire were £390.60, compared to £415.50 for the West Midlands region and £453.30 for England.

The ratio of average gross weekly earnings for females to those of males for full-time employees working in Herefordshire was 0.72 (ie. women earn 28% less than men). This gender gap is greater than that experienced by neighbouring authorities or elsewhere in the region, with the exception of Coventry (0.68) and Solihull (0.72). However, it should be noted that gender pay gaps may well in part be due to the types work that males and females tend to do and the different level of pay associated with that industry.

Source: ASHE 2006, ONS

f) Qualifications

There is little difference between levels of qualification held by males and females of working age in Herefordshire and these are similar to elsewhere: 27% of males and 25% of females are qualified to Level 4 and above (compared to 23% for both in the region); 13% of males and 15% of females have no qualifications (compared to 17% and 19% respectively in the region).

Annual Population Survey 2005, ONS

6) Diversity Profile of Herefordshire Council

a) The Equality Standard

The Equality Standard for Local Government has been developed by the Employers Organisation to help local authorities achieve and maintain, through continuous improvement, the highest standard of equality in employment and service delivery. This Standard is a tool used to monitor the progress of Herefordshire Council as it strives to achieve level five, the highest level. Embedding the highest standards of equality and diversity throughout the council and community is a legal and moral commitment. The Gender Equality Scheme is a part of this process.

b) Council Policies

The GES, along with the Disability Equality Scheme (DES) and Race Equality Scheme (RES), inform the Council's Comprehensive Equality Policy.

c) Procurement and Contracting with Suppliers

Complying with the requirements of the Comprehensive Equality Policy and other equality schemes is a prerequisite for any organisation wishing to tender for contracts with Herefordshire Council.

d) Equality Impact Assessments (EIAs)

An EIA is an analysis of a Council service or policy. Its purpose is to ensure that every service and policy for, or delivered to, the general community is appropriate and accessible and does not, however unwittingly, disadvantage or discriminate against any group.

By law, we are required to assess all services and policies for possible racial discrimination. However the Council has broadened the scope of its assessments to include disability, gender, age, sexual orientation, religion and belief, geographical location and income. In this way, gender-specific priorities are identified.

EIAs do help to identify any possible areas where discrimination or disadvantage occur or may occur. This in turn will lead to actions that work to prevent and address this. The actions are added to each individual Service Plan, and monitored by the Head of Service.

e) Consultation

The Council considers community consultation crucial for effective and equitable service delivery. As such, a single officer coordinates all community consultation conducted by Herefordshire Council.

Comprehensive community consultation has not been carried out for the purpose of developing this GES. Instead, it has been informed by a number of existing research projects and consultation feedback, which includes:

- Minority Ethnic People's Experience in Herefordshire 04
- Disability Equality Scheme 06-09
- Race Equality Scheme 05-08
- Employee Opinion Survey 06
- Older People's Strategy 06 (Draft Document)

- Supporting the health of young people in Herefordshire 06
- LGBT Employee Group
- Equality Impact Assessments
- Herefordshire Branch of Unison
- Statistics from Register Offices
- Pay and Workforce Development Strategy

In addition, a number of groups were offered the opportunity to input directly into the scheme and action plan. These were:

- Herefordshire CAR (Communities Against Racism) Group
- Rainbow Forum (local Lesbian, Gay, Bisexual, Transgender support group)
- Travellers Health Project
- Herefordshire Women's Aid

Any gender-specific issues from these sources have been made explicit in the action plan and will be reviewed on an annual basis.

f) Proposed Council Values

The Council values, in development, are “service with integrity, equity and empathy”.

g) The Corporate Diversity Team

The Corporate Diversity Team was established in June 2005 to drive forward all issues of diversity, including disability. They work closely with colleagues from all services areas across the authority, including Human Resources and the Legal team.

Part of their remit is to address complaints or concerns on issues relating to both Council business and in the community. They support employees and members of the public who feel they have been treated unfairly, discriminated against, harassed or bullied. They also work proactively within the organisation and in the community to initiate and support projects which will improve the quality of people's lives or raise awareness of important issues.

h) Employee Groups

At present Herefordshire Council has three employee support groups, Race Equality, Disability and Lesbian, Gay, Bi-Sexual Transgender (LGBT). The groups are self-defining and all attendees are voluntary. Line managers are requested to support reasonable requests from their employees to attend these meetings. There is a commitment to support

gender-specific employee groups on the same lines. However, there will always need to be some negotiation if an employee wishes to attend more than one group.

i) Employee Profile

Herefordshire Council employee numbers can be broken down as follows:

- 4,351 (77.56%) are female, 1,259 (22.44%) are male.
- 2,619 (46.68%) are full-time, 2,991 (53.32%) are part-time.
- 1,618 (61.78%) of the full-time employees are female, and 1,001 (38.22%) are male.
- 2,733 (91.37%) of the part-time employees are female, and 258 (8.63%) are male.

The Council monitors a range of Corporate Health Best Value Performance Indicators including the percentage of the top 5% of wage earners. Monitoring shows that there is a disproportionate percentage of those in the top 5% compared with employees in general. The Council percentage is in the medium quartile for Unitary Councils nationally. Action is needed to improve performance against this indicator.

j) Complaints about Gender Inequality

- **Complaints about Council services:** There is a standard complaints procedure that is followed in the event of any complaint about Council services. This includes an appeals process.

All complaints where discrimination, prejudice or inequality are perceived are forwarded to the Corporate Diversity Team for investigation or input. Each complaint is designated to an individual officer who will contact all necessary parties and investigate. Customers' individual needs are taken into account at all times. They will seek to resolve the issue to the customer's satisfaction, and to make changes to Council services, policies or procedures, if appropriate, to ensure that problems do not arise again.

Complaints are therefore welcomed as a mechanism for identifying any gender inequalities.

- **Complaints about discrimination in the community, private sector or other organisations:** Herefordshire Council is keen to emphasise its community leadership role by championing the cause

of gender equality. The Corporate Diversity Team supports and advises anyone who feels they have been discriminated against or treated unfairly. However they cannot provide legal advice. Many complaints have been quickly and simply resolved by the informal involvement of a Council employee.

In cases where gender discrimination is an issue, customers are often advised to contact the Equal Opportunities Commission. Others are directed to the Citizens' Advice Bureau.

7) Monitoring, Evaluation and Review

It is vital that we monitor, evaluate and review this Scheme in order to meet our duties under the Gender Equality Duty. In addition, we need to ensure that the Scheme is effectively implemented in order to achieve the targets in the Council's Improvement Plan and to achieve the Local Authority Equality Standard.

The Corporate Diversity Team will continuously monitor the Scheme and its Action Plan. Performance against the action plan will be regularly reviewed at meetings of the Diversity Group, and reported into Council every six months. All actions in the Action Plan have a named officer or department in order to make this process easier to monitor.

We are required by law to review the document annually, and to fully review and develop it every three years. Both the annual reviews and updated schemes are public documents and will be available in hard copy, alternative formats as required, and on the internet.

8) Definitions

- The term "sex" is used to describe biological differences between men and women.
- The term "gender" refers to the wider social roles and relationships which structure the lives of men and women.
- "Trans" is used to describe Transsexual/Transgender men or women.

9) Gender Equality Scheme Action Plan 2007-2010

Need & How Identified	Task	Responsibility	Target Date
Gender Equality Scheme Review			
Legal requirement to review the GES action plan	To conduct an annual review of the GES action plan, revise and update where appropriate	Corporate Diversity Team (CDT)	March 2008
Legal requirement to revise the GES	Review and revise the GES on a three year cycle.2010 produce a revised GES	CDT	April 2010
Employment and Training			
Members and managers to be aware of the GES and requirements of the action plan	To provide briefing sessions at the appropriate forums	CDT	March 08
New Employees	Diversity presentation delivered at central induction to include information on the GES	CDT	On-going
To mainstream equality and diversity, including GES, into managerial roles and responsibilities	A system is available that enables equality and diversity objectives to be identified	Human Resources	Further roll-out in 360° management competencies by July 2008

Need & How Identified	Task	Responsibility	Target Date
To reduce the under-representation of females in senior management posts within the Council	Establish appropriate career progression and support mechanisms as part of the Pay and Workforce Development Strategy	Human Resources	Review annually as part of BPVI 11a
To ensure appropriate opportunity for work/life balance for all employees	Review working practices and policies to identify the possibilities for flexible working	Human Resources input as part of the Flexible Working Project Board	June 2007
	Application of family friendly policies	Human Resources	Ongoing
Service Delivery and Customer Care			
EIA Continue to assess for adverse impact of service delivery with regard to gender equality	EIA conducted on new and reviews conducted on existing policies to assess for adverse impact	Service lead on EIA	March 08
CAR group consultation Single point for complaints of gender discrimination	Develop and raise awareness of a protocol for reporting gender discrimination	CDT, complaints officers and equality/diversity partners	Dec 07
National indicators Women have a higher perception of danger and vulnerability	Understand what measures need to be undertaken to help women and men feel safer	Partnership organisations and the CDT	April 08

Need & How Identified	Task	Responsibility	Target Date
Policy Development			
To implement appropriate monitoring of the impact of employment policies in relation to gender	Ensure that policies do not unfairly discriminate and to promote good practice	Human Resources	Ongoing
Pay & Progression (Internal and External)			
To undertake an equal pay review to identify whether inequalities exist in pay	Implement appropriate remedial actions	Human Resources	August 2007
	Ensure fairness in the development of Pay. Reward and Recognition as part of the Pay and Workforce Development Strategy	Human Resources	2008-10
Seek to improve data capture to better understand access to work barriers	To enable forward action planning	Human Resources	On-going
Employees			
Employee consultation Eliminate harassment by continual development of anti-bullying policies	Raise awareness of confidential support and advice helping Employees to challenge bullying and harassment	CDT	December 07

Need & How Identified	Task	Responsibility	Target Date
Ensure employees and managers are aware of their responsibilities on sexual harassment, how to report and deal with to minimise distress for the individual	Review and implement the Bullying and Harassment policy and procedure ensuring that the elements relevant to sexual harassment are fully considered	Human Resources	October 07
Employee consultation Corporate commitment to develop gender specific Employee Groups	Work with Employees to develop gender specific Employee support groups	CDT	September 07
To become an Investor in People across all parts of the Council	Confirm a timescale for corporate assessment as an Investor in People	Human Resources (Learning and Development)	October 07
Herefordshire Council's Commitment as Community Leader			
Traveller Health Project Consultation. Gender bias resulting in reduced access to education for women/young women	To promote equality of opportunity into further and higher education challenging gender bias	CDT to work in partnership with Traveller support group, Traveller Health group and Traveller liaison officer	May 08
Herefordshire Rainbow Forum For many reasons some Transgender people are not able to take advantage of the new law allowing the issue of a new birth certificate to reflect gender reassignment	A variation of acceptable forms of identification, therefore facilitating the right to privacy	CDT and partner organisations	March 08

Need & How Identified	Task	Responsibility	Target Date
Herefordshire Women's Aid Women-only services which are flexible and responsive to individual needs	Increasing a woman centred service by women for women	Herefordshire Women's Aid, CDT and partner organisations	March 09

Scrutiny Improvement Plan 2006

Abbreviations:

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TB – Tim Brown

RB – Robert Blower

AM – Alan McLaughlin

TG - Tony Geeson

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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.	Not actioned
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 Informal Meeting held in July.

	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)	Drafted for inclusion August 06
1.6	Publish procedure note on arrangement/remit of Officer Briefings. Include in SH.	TB	July 06	Procedure note included in SH.	Drafted for inclusion August 06
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.	Schedule established. Reports Ongoing SMC 26 June (Done) SMC 15 September (Done) SMC 16 October SMC 15 January (Done) SMC 12 February (TBC) SMC 30th March 2007 (Done)
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 (See Integrated performance Report to 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 (done as part of performance report) Adult Social Care and Strategic Housing –adult Social Care Improvement Plan 2 October (Done) 1 December (Done) 23 March (Done)
1.11	Document process for scoping of reviews in SH.	TB	July 06	Process recorded	Drafted for inclusion August 06
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 &	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
	Financial Planning and Integrated Performance Report processes and 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	Update of handbook Ongoing SMC 26 June (Done) SMC 16 October (Done) SMC 15 January (Done) SMC 30 March (Done)
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	Ready to go live
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.	VisitedtDerby City, (30 November) East Riding of Yorkshire (13 February 2007), Shropshire (12 January 2007) and Wiltshire (16 March 2007). Proposed visit to Bracknell Forest DC –16th April
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

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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.	Survey Issued – 1 March. closing date 27 March 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
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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

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SUMMARY OF ACTION IN RESPONSE TO SCRUTINY COMMITTEE RECOMMENDATIONS

Report By: Head of Legal and Democratic Services

Purpose

1. To note progress against recommendations made by the Committee.

Background

2. One of the key challenges set for the scrutiny process is to produce outcomes which make a difference and add value to the Council's work. Scrutiny is also an ongoing process and it is important that progress in response to recommendations made by the Scrutiny Committees is monitored.
3. The major recommendations made by the Scrutiny Committees have on the whole been generated by Scrutiny Reviews. The Council's scrutiny process has always recognised the need for progress against these recommendations to be monitored.
4. The process was recently strengthened by formalising it with the following recommendations made as part of each review.
 - the Executive's response to the Review including an action plan reported to the first available meeting of the Committee after the Executive has approved its response.
 - a further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made.
5. However, monitoring of progress against other recommendations has not been formalised in the same way. In preparing for the current round of meetings some Chairmen requested a round up of all the recommendations made in addition to those made as part of scrutiny reviews. It seemed logical to apply this request to all of the Scrutiny Committees.
6. A list is attached which attempts to give effect to this request. The list does not include all the issues considered by the Committee. Nor does it include requests made by the Committee for reports which are covered as part of the compilation of the work programme. Rather the report seeks to summarise instances where the Committee has requested that specific action be taken and the response to that request.
7. This is the first time such a report has been produced. Subject to the views of the Committee on this approach it would be proposed that in future a report will appear on each quarterly meeting as an appendix to the Work Programme.

RECOMMENDATION

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

BACKGROUND PAPERS

- None identified

Summary of Action in response to Strategic Monitoring Committee recommendations – June 2003 – March 2007

Date	Issue and Decision	Resultant Action or Outcome
7 July 2003	<p>Review of the Constitution</p> <p>Agreed that the proposed changes, be recommended to Cabinet and Council for approval, but the three points in relation to Cabinet Procedure Rule 6 (the rights of Ward members to attend and speak at Cabinet when decisions are taken affecting individual wards) and Scrutiny Rule 6 the mechanism for dealing with the response by Cabinet to Cabinet decisions which have been called in. and the operation of the Smallholdings Selection Panel as issues warranting further reflection.</p>	<p>Reported to Council 25 July. Consideration given to issues raised. Cabinet Procedure Rule 6 and Scrutiny Rule 6 retained. Cabinet proposal from the Smallholdings Selection Panel approved.</p>
	<p>Payment of undisputed supplier invoices within 30 days - best value indicator bv8</p> <p>Agreed that payment of invoices performance data be reported to the Committee on an exception basis as part of the corporate health performance report, with reports to individual Scrutiny Committees if necessary.</p>	<p>Performance reported by exception in the Corporate Performance Report if warranted.</p>
9 February 2004	<p>Revenue Budget 2004/05</p> <p>Cabinet asked to consider the following observations on the Revenue Budget 2004/2005 before making final recommendations to Council: the Committee's concern over the levels of investment in Social Care (Adults), notwithstanding the proposed investment of £1 million and Cabinet be invited to reassess the risks of that approach; the impact of levying Council Tax at the proposed Band D level of £972.50 and the hardship that could be created for some sections of the community; support offered for the concept of fulfilling the commitment to replenish reserves by accumulating the</p>	<p>Reported to Cabinet 19 February 2004.</p>

Date	Issue and Decision	Resultant Action or Outcome
	additional revenues raised from second homes as detailed in the report.	
26th April 2004	Best Value Review of Inspection, Advice And School Performance Service Recommendations of Best Value Review endorsed. The Cabinet Member (Education) was asked to consider how best to ensure that the Council's and Executive's authority over the running of the Inspection Advice and School Performance Service and the Service's independence was maintained, with consideration also to be given to the Gershon efficiency review of Government Services.	Progress untracked.
4 November 2004	Property Management Review Recommendations agreed for submission to Cabinet.	Considered by Cabinet December 2004. A wider reference group established to approve the terms of reference of the groups referred to below to drive forward the wider review of policies and strategies and management arrangements and to examine targets for performance and finance. The following further groups be formed as detailed in the report below in line with the Audit Commission's publication "Hot Property": Service Property Group, Administrative Property Group (Accommodation Board), Non Operational Property with consideration being given to the potential division of consideration of the smallholdings estate and the balance of non-operational property. Ongoing.
12 January	Review of Support to the Voluntary Sector	Cabinet agreed on 17th February 2005

Date	Issue and Decision	Resultant Action or Outcome
2005	<p>Agreed that the recommendations be approved, forwarded to Cabinet for consideration and also made available to the Budget Panel with the exception of recommendations relating to the withdrawal of funding for Community Voluntary Action Ledbury & District on which Cabinet was asked to gather further evidence and with a request to give careful consideration to the role of Local Members and ways consideration in which the relevant Scrutiny Committee Chairman could be involved in the consideration of grant applications; that tarrangements should be made to ensure that service level agreements should be proportionate and as simple and flexible as possible taking care to avoid overburdening and hindering voluntary organisations; and that periods of notice referred to in recommendations set out in the review would require adjustment if it was decided to proceed in issuing such notices; and that if consideration was to be given to reducing funding to the Community and Voluntary Sector in preparing the Council's 2005/2006 budget regard be had to the recommendation that this be done in stages as set out in the review report.</p>	<p>that the review recommendations be progressed (subject to the amendments proposed by the Strategic Monitoring Committee being taken into consideration)</p> <p>An action plan has been drawn up to address the recommendations made within the Review of Support to the Voluntary Sector. The majority of the recommendations from the 2004 Review relating to Voluntary Sector Grants (VSG) were implemented in 2005/06 whilst the Scheme remained in existence. However, following an overall recommendation in the Review to replace grants of more than one year with Service Level Agreements, a decision was taken to discontinue the Voluntary Sector Grants Scheme with effect from 31st March 2006. In addition to SLAs being developed for some organisations which had benefited from VSG, a new grant scheme has been introduced for one off projects that fit within the Council's Corporate Strategy. SLAs have been developed to ensure that they are more robust, but also to take into account the level of funding provided and the size of the organisation receiving the funding.</p> <p>Cabinet on 17th November 2005 noted the</p>

Date	Issue and Decision	Resultant Action or Outcome
		<p>development of a Council Strategy for Voluntary & Community Sector Support and approved a draft Strategic Framework be approved for consultation. The principle of maintaining existing funding arrangements to Age Concern, Community First, Community Voluntary Action Ledbury & District and Herefordshire Voluntary Action, pending final adoption of the Strategic Framework and agreement of the Infrastructure Consortium Business Plan be approved.</p> <p>On 13th July 2006 Cabinet agreed to adopt the Strategy Framework , agreed a more detailed Action Plan be adopted and the Strategy Framework implemented across the Council; and endorsed the principles set out as a basis for negotiations with the members of the Herefordshire Infrastructure Consortium (HIC) on service level agreements for future years.</p> <p>In January 2007, the Voluntary Sector Liaison Officer started in post and will be responsible for developing the Action Plan for the Strategy Framework and negotiating a single service level agreement with the HIC.</p>

Date	Issue and Decision	Resultant Action or Outcome
8 February 2005	<p>Revenue Budget 2005/06</p> <p>Agreed the approach to preparing the 2005/06 revenue budget, subject to the caveat that the assumptions made about the savings which it was expected could be achieved by efficiencies and other means needed to be viewed with caution; and whilst recognising that Cabinet and Council needed to consider the budget in strategic terms it was important that all Members were provided with the detail of the proposed budget reductions summarised in appendix 1 to the Cabinet report.</p>	<p>Reported to Cabinet. Further detail provided in an expanded appendix 1.</p>
15 April 2005	<p>Work Programmes</p> <p>Agreed that a workshop be held in June to give further consideration to the development of Work Programmes.</p>	<p>Event held in July 2005.</p>
28th April 2005	<p>Annual Operating Plan 2005/06</p> <p>Agreed that the Annual Operating Plan be noted and Cabinet advised of the Committee's concerns as to whether the targets in the Plan could be delivered; regard be had to the Annual Operating Plan in determining the future scrutiny programme.</p>	<p>Progress untracked.</p>
28th April 2005	<p>Review of The Constitution</p> <p>Recommended that the right of the Local Member to speak at the Planning Committee on planning applications submitted by the Council for its own schemes should be explicitly set out in the Constitution.</p>	<p>Reported to Cabinet and then to Council in May 2005. Provision made in the Constitution.</p>

Date	Issue and Decision	Resultant Action or Outcome
9 June 2005	<p>Call-in of Cabinet Decision on Office Accommodation</p> <p>Cabinet's proposed course of action acknowledged whilst requesting that it kept the Council's options under review.</p>	Ongoing
1 July 2005	<p>Integrated Annual Performance Report</p> <p>Performance in relation to homelessness, the social care budget and performance in determining planning applications should be subject to more detailed scrutiny.</p>	Actioned.
1 July 2005	<p>Public Participation at Scrutiny Committees</p> <p>That each Scrutiny Committee take responsibility for seeking to encourage public participation in its work.</p>	Arrangements for Public participation introduced.
26 September 2005	<p>Call-in of Cabinet Decision to Relocate the Livestock Market</p> <p>Cabinet recommended to start again, as the Cabinet Member (Rural Regeneration and Strategy) had indicated that he proposed to do, and consider alternative sites, with full public consultation; and in considering alternative sites Cabinet needed to be mindful of environmental issues such as flooding and terrain, consider carefully whether it was realistic to seek to link a livestock market to a rural business park and ensure that the report to Cabinet on options would be detailed and robust including a clear assessment of the costs of each of the options and in particular the cost to the Council of developing a site outside its ownership.</p>	New Site approved by Cabinet in January 2007 following extensive consultation and further call-in by the Community Services Scrutiny Committee.

Date	Issue and Decision	Resultant Action or Outcome
14 October 2005	Staff Opinion Survey Suggested that consideration be given to some form of survey of school based staff.	Still under consideration
14 October 2005	Budget Consideration 2006/07 Agreed that the Director of Resources be asked to undertake a prompt review of the budget process and make recommendations to both the Committee and Cabinet on the process for the preparation of the 2007/08 budget; that it would be helpful if provision could be made in the budget preparation timetable for a slightly longer period between the executive making a firm proposal and the recommendation of the budget to Council for adoption.	Revised arrangements included in the Draft medium Term Financial Strategy reported first in September 2006.
14th October 2005	Review of the Herefordshire Plan Agreed future reports on the work of the Partnership should be standardised and provide clear evidence of progress against the Herefordshire Plan's objectives.	Herefordshire Plan now replaced by the Herefordshire Community Strategy. Monitoring now carried out through the Integrated Performance Report. The Local Area Agreement is refreshed on an annual basis, and if significant alterations are made, will be brought to Cabinet and Strategic Monitoring Committee at the appropriate time
26 January, 2006	Review of the Constitution Amendments agreed as set out in the Cabinet report subject to Cabinet clarifying the proposed wording in relation to arrangements for the circulation of reports containing a key decision and for giving notification that a key decision was not included in the Forward Plan to ensure that these provisions were consistent with one another.	Clarification made.

Date	Issue and Decision	Resultant Action or Outcome
13th February, 2006	<p>Revenue Budget Strategy and Capital Programme 2006/07</p> <p>Agreed to support the proposal for a Council Tax increase of 4.7% for 2006/07 noting that despite uncertainty over the pressures on Adults and Children's Services this was likely to be close to the maximum level of increase which the Government would be likely to consider acceptable, whilst recording that this support was subject to monitoring developments between now and the Council meeting at which the budget would be set to confirm that there was no change to the Government's advice on what it would regard as excessive increases in council tax; that the transfer of the unspent Invest to Save budget in 2005/06 into 2006/0 be supported; confirmation be provided that the provision for adults social care services was prudent; confirmation be provided that the provision for Children's Services was sufficient to deliver the Improvement Plan prepared in response to the Joint Area Review.</p>	Reported to Cabinet and Council.
10 April 2006	<p>Review of Strategic Service Delivery Partnership</p> <p>Findings Submitted to Cabinet for consideration.</p>	Reported to Cabinet on 15 June 2006. Cabinet's response reported back to the Committee on 26 June with an action plan. Further update provided 16 October 2006.
10 April 2006	<p>Annual Operating Plan</p> <p>Agreed regard be had to the Annual Operating Plan in determining the future scrutiny programme.</p>	Ongoing

Date	Issue and Decision	Resultant Action or Outcome
20th July 2006	<p>Review of the Constitution</p> <p>Wording changes requested for clarification and also requested that provision being made in the Constitution that, if at some point it were to be decided to appoint an Independent Chairman of the Audit Committee that appointment and the term of office should be approved by the Council as a whole.</p>	Agreed by Council 28th July 2006.
15 September 2006	<p>Draft Medium Term Financial Management Strategy</p> <p>Supported a robust, reasoned approach to making representations to securing fairer funding for the County based on clear statistical evidence be supported and agreed To recommend that further consideration be given to the Council's communication strategy at a local level to ensure that the Council's financial position is effectively communicated to the Public.</p>	Progress untracked.
22 December 2006	<p>Review of Information and Communication Technology Services</p> <p>Findings of Review approved.</p>	Executive's response reported to the Committee – 30th March 2007
12 February 2007	<p>Understanding and Responding to the Public</p> <p>Agreed reports be made to individual service Committees on the user satisfaction data available inviting them to consider whether the information is sufficient and action in response to it; and when considering the Directorate Service Plans the Scrutiny Committees consider how these are being informed by the views of the public and what actions are proposed to improve satisfaction.</p>	Ongoing.

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 serve as a basis for further development, subject to any comment the Committee wishes to make.

BACKGROUND PAPERS

- None

Strategic Monitoring Committee – work programme 2007-08

June/July 2007	<ul style="list-style-type: none">• Presentations by Cabinet Members• Service Plans• Work Programme• Work Programmes of other Committees
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Further additions to the work programme will be made as required

Other issues

- Reports on School Reviews as appropriate
- ICT Services Review – Progress Report
- Response to Satisfaction Survey findings

Adult Social Care and Housing Scrutiny Committee Work Programme 2007/08

June 2007	
Items	<ul style="list-style-type: none"> • Presentation by Cabinet Member • Budget • Performance Monitoring (including the Adult Social Care improvement Plan) • Services for People with a learning Disability Action Plan Update • Service Plans • Operation of Registered Social Landords • Response to Homelessness recommendations • Work Programme
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 2007/08

25th June 2007	
Officer Reports	<ul style="list-style-type: none">• Presentation by Cabinet Member (Children and Young People)• Review the Annual Assessment and Directorate Plan.• Review and Conclusion of Committee Representative Arrangements.• Committee Work Programme.
Scrutiny Reviews	<ul style="list-style-type: none">• Establish this Committee's representation on the Scrutiny Review of Transition from Leaving Care to Adult Life.

Items for consideration as the programme is further developed:

- Performance of the Youth Service.
- Executive response to Review of Behaviour and Discipline Management in Herefordshire Schools.

COMMUNITY SERVICES SCRUTINY COMMITTEE WORK PROGRAMME 2007/8

2007/08	
Items	<ul style="list-style-type: none">• Review of Tourism• Progress with Ledbury Tourist Information Centre• HALO - Long Term Asset Management• The Courtyard• Outcome of Museum Review Group• Outcome of 18-35 Review Group• Outcome of Hereford City Partnership Review Group• Service Plan• Cabinet member Presentations

Environment Scrutiny Committee Work Programme 2007/08

19th June 2007	
Officer Reports	<ul style="list-style-type: none"> • Presentation by Cabinet Member (Highways and Transportation) • Presentation by Cabinet Member (Environment) • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Safety on the A49 and A465 trunk roads – update on discussions with the Highways Agency. • Committee Work Programme
Scrutiny Reviews	Household Waste Recycling Review. To consider the findings of the review in light of governments review of the National Waste Strategy and comment by Parish Councils.

Items for consideration as the programme is further developed:

- Progress on the development of a strategy for the Conservation on Biodiversity (September 2007)
- Executive response to the findings of the Polyunnel Review Working Group.
- 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 'Better Regulation Agenda' (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.

Health Scrutiny Committee Work Programme 2007/08

June 2007	
	<ul style="list-style-type: none"> • Presentation by Chief Executives of the Herefordshire Primary Care Trust and the Hereford Hospitals NHS Trust and Cabinet Member • Public Service Trust Update
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) 	
<ul style="list-style-type: none"> • Update on action by Hospitals Trust on Foundations Trust Status 	
September 2006	
<ul style="list-style-type: none"> • Update on response to Review of Communications, in particular by the Hospitals Trust 	
<ul style="list-style-type: none"> • Update on the out of hours service having regard to the project being undertaken on unscheduled care. 	
<ul style="list-style-type: none"> • Progress in developing a Memorandum of Understanding between the Council and the Health Protection Agency dealing with the protocols for tackling infectious diseases. 	

Further additions to the work programme will be made as required

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 23rd March 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Homelessness Joint Scrutiny Review: Transition from Leaving Care Growing Older in Herefordshire
External Scrutiny	
Improvement (Performance Management and Review)	Budget Report 2006/07 Performance Monitoring
Other	Work Programme Summary of Action in response to Scrutiny Committee

6. The Committee has given considerable consideration to the issue of homelessness as part of its work programme. The Committee held a second homelessness consultation event in December 2006 following on from the initial homelessness

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

event held in October 2005. The event included representatives from relevant agencies across the County. It focussed on lessons learned in the last year in terms of tackling the main causes of homelessness in Herefordshire and explored opportunities for closer working arrangements in the future. A number of recommendations have been made to the Cabinet Member (Social Care Adults and Health).

7. The Children’s Services Scrutiny Committee met on 19th March, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	14-19 Strategy Scrutiny Review of Behaviour and Discipline Management in Herefordshire Schools Joint Scrutiny Review: Transition from Leaving Care to Adult Life
External Scrutiny	
Improvement (Performance Management and Review)	Progress on Improvement Current School issues
Other	Work Programme Summary of Action in response to Scrutiny Committee

8. The Committee has completed the scrutiny review of Behaviour and Discipline Management in Herefordshire Schools. The recommendations are appended. The Committee agreed the recommendations for referral to Cabinet and added a further recommendation to bring to Cabinet’s attention the Council’s ‘duty of care’ towards its employees.

9. The Committee also considered an urgent item concerning the significant gap in capital funding for projects at Riverside Primary School and Sutton County Primary School. The Committee requested an urgent informal meeting with officers to discuss how the situation had come about. This was held on 21st March and a number of observations were submitted to the relevant Cabinet Members.

10. The Community Services Scrutiny Committee met on 26th March, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Scrutiny Review of the Hereford City Partnership Scrutiny Review of How to Retain 18-35 year olds in Herefordshire and Attract them to it.
External Scrutiny	Progress Report Following the Scrutiny Review of the Courtyard Centre for the Arts
Improvement (Performance Management and Review)	Performance Monitoring

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

Other	Work Programme Summary of Action in response to Scrutiny Committee
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11. The Committee has completed scrutiny reviews of the Hereford City Partnership and the retention of 18-35 year olds in Herefordshire and how to attract them to the County. The recommendations of these reviews are appended.
12. The Environment Scrutiny Committee met on 12th March 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	Review of the Voluntary Code of Practice for the Use of Polytunnels in Herefordshire. Review of Household Waste Recycling in Herefordshire.
External Scrutiny	
Improvement (Performance Management and Review)	Monitoring of 2006/07 Service Plan Performance Indicators – April to December 2006 Environment Directorate Service Planning Waste Management Service Capital Budget Revenue Budget
Other	Work Programme Summary of Action in response to Scrutiny Committee

13. The Committee received the findings of two scrutiny reviews. The findings of the Polytunnel Review Working Group, which attracted approximately 40 members of the public, are appended to this report. The Committee considered the findings of the Group which had been reached on the basis of the legal and planning advice following the outcome of the Waverley Borough Council planning high court case. The Committee agreed that the recommendations be referred to the Cabinet Member (Environment) for consideration.
14. In relation to the Review of Household Waste Recycling in Herefordshire the Committee were advised that the result of the Government's review of the National Waste Strategy was still awaited and agreed that the report on the review be circulated to Parish Councils for comment. At its next meeting the Committee will consider the outcome of the Scrutiny Review in light of any implications from the Government's review of the National Waste Strategy and any comments from Parish Councils.
15. The Health Scrutiny Committee met on 2nd and 15th March and is due to meet again on 30th March 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Update on Emergency Planning Arrangements Primary Care Trust Local Delivery Plan Response to Scrutiny Review of GP out of hours service. Response to Scrutiny Review of Communication in the Local Health Service Access to Health Delivery of Ear Nose and Throat Services Access to Health Public Service Trust
External Scrutiny	Performance of the West Midlands Ambulance service Trust Annual Healthcheck declaration Staffing Issues at Hereford Hospital
Improvement (Performance Management and Review)	
Other	Work Programme Summary of Action in response to Scrutiny Committee

16. The Committee has received progress reports in response to work it has carried out on Communication in the local Health Service, the GP Out of hours Service, the Ear, Nose and Throat Service and on emergency planning arrangements in the health sphere.
17. The Committee has also received detailed briefings from the Herefordshire Primary Care Trust, the Hereford Hospitals NHS Trust and the West Midlands Ambulance Service Trust to enable it to respond to the requirements of the Healthcare Commission for health scrutiny committees to produce commentaries on health bodies for the Commission's Annual Health Check.

Summary of Recommendations

18. Each of the Scrutiny Committees has also received a report summarising recommendations made since June 2003 and action taken in response to those recommendations.

BACKGROUND PAPERS

- None

RECOMMENDATIONS OF THE SCRUTINY REVIEW OF BEHAVIOUR AND DISCIPLINE IN SCHOOLS

- (a) **The results from the staff questionnaire be used to form the baseline for similar studies to be undertaken in the future; (see para. 3.1)**
- (b) **That an audit be undertaken of the positive parenting courses currently available across Children's Services (multi agency), and if necessary, the provision and information about such courses be increased. (see para. 3.6)**
- (c) **A Directory of information be compiled of services available to both parents and professionals to support and improve pupil behaviour in schools; (see para. 3.8)**
- (d) **Leaflets informing parents and professionals of key services be reviewed and updated where necessary; (see para. 3.8)**
- (e) **The Cabinet Member (Children and Young People) consider the merit in discussing with appropriate schools the further provision of Learning Support Units (LSUs) in the county; (see para. 3.10)**
- (f) **The Cabinet Member (Children and Young People) satisfies himself that procedure for the early identification of moderate learning difficulties is rigorously implemented; (see para. 3.11)**
- (g) **When the expected legislation is brought into force the correspondence to parents of excluded pupils be revised to reflect the new legal responsibilities and the penalties of not supervising their children when excluded. Such correspondence to be where possible in plain English; (see para. 3.12)**
- (h) **a review be undertaken into the level of support for healthy eating initiatives from both the Council and the Primary Care Trust (PCT), in particular to applaud those schools that have achieved the National Healthy Schools Status and to encourage the rest to do so; (see para. 3.13)**
- (i) **The Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response; (see para. 6.1)**
- (j) **A further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made. (see para. 6.1)**

RECOMMENDATIONS OF THE SCRUTINY REVIEW OF THE HEREFORD CITY PARTNERSHIP

- (a) That Herefordshire Council reinstates the Cabinet Member Portfolio with responsibility for Economic Development This Cabinet Member should take the lead on a strategic vision for Hereford City with support from partner organisations such as HCP and ESG, and ensure links with the wider County. (10.30)**
- (b) That Herefordshire Council representation on the HCP Board is revisited and a member representative with potentially more time to support the work of HCP is appointed. If the recommendation for the reinstatement of the Cabinet Member for Economic Development is accepted then that Portfolio Holder should assume this appointment. (10.2)**
- (c) 17. 3 That reporting mechanisms are put in place to enable the Hereford City Partnership manager to report to the Cabinet Member (Economic Development) on a regular basis. (10.1)**
- (d) 17.4 Herefordshire Council relocates the Hereford City Manager to one of its City Centre Office spaces, rather than being based at Plough Lane. (9.5)**
- (e) 17.5 That the Hereford City Manager's job particulars have a person specification prepared to go with the job description. (9.4).**
- (f) 17.6 The Hereford City Manager be provided with administrative support. (9.1)**
- (g) 17.7 The Membership of Hereford City Partnership be reviewed to ensure that all areas of the City are represented including the addition of major retailers as Members. (11.3)**
- (h) 17.8 That additional funding is put into HCP to support the Hereford City Manager and administrative support be provided in the short term prior to the emergence of a whole city vision and the development of ESG. (10.6)**
- (i) 17.9 That the annual funding of £16,000 which is put into HCP by Hereford City Council is matched by Herefordshire Council over the next three years, plus HCP maintains its existing funding and infrastructure support commitments to continue and develop its activities and events. (10.6).**
- (j) 17.10 That Hereford City Council investigate the possibility of increased support for HCP through the level of precept levied in the city. (8.13).**
- (k) 17.11 That Hereford City Partnership commence regular budgeting procedures and produce income and expenditure accounts. (8.15).**
- (l) 17.12 That Hereford City Partnership concentrate their main activities on the City Centre's economic and environmental wellbeing. (5.11).**
- (m) 17.13 That Hereford City Partnership liaise with other key partners with an interest in the City, including Hereford City Council, Herefordshire Council, Edgar Street Grid, South Wye Development Trust, and Rotherwas Futures. (10.4).**

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

- (n) 17.14 That mechanisms are put in place by Herefordshire Council enable the Hereford City Manager to report to Officers at Head of Service level. (10.7).
- (o) 17.15 That the Street Trading Panel procedures are reviewed to enable direct reporting to the Cabinet Member (Economic Development). (8.11).
- (p) 17.16 That Hereford City Partnership fully instigates the proposed retail membership scheme with varying levels of membership to generate income. (8.14).

SCRUTINY REVIEW OF HOW TO RETAIN 18-35 YEAR OLDS IN HEREFORDSHIRE AND ATTRACT THEM TO IT

- (a) That young people are involved in the shaping of major regeneration schemes and developments, specifically looking at how these can incorporate their recreational, cultural, and employment needs. This should include detailed and targeted inward investment promotion and working with property agents and developers to influence private investors and brand name companies.
- (b) Due to the over provision of University places generally within the Country, avenues exploring other methods of retaining and attracting college graduates and young people to Herefordshire are pursued.
- (c) Given that the figures demonstrate that there is an outflow of young people aged between 18 and 24, yet a net influx of people aged 25 to 35, available resources are concentrated on improving the County's Social and Economic offer to this age group.
- (d) That the Business Start-Up programme is promoted to young people to support entrepreneurship within the age group.
- (e) That the Council continues a programme of affordable housing linked to major developments.

RECOMMENDATIONS OF THE POLYTUNNEL REVIEW WORKING GROUP

- (a) all *new* polytunnel developments within the county (be they for soil grown crops or table top growing or otherwise howsoever) be treated as development requiring planning consent. The usual application form will need to be completed in those circumstances;
- (b) that enforcement proceedings be continued and/or initiated in accordance with the priorities below:
 1. Enforcement proceedings to be continued in respect of those sites where notices have already been served and/or are in preparation
 2. Enforcement proceedings to be initiated during the growing season of 2007 in all cases where polytunnels are already known, or are suspected, to be outside the Code of Practice, there is a threat to acknowledged planning interests, and are approaching four years in situ

- 3. Enforcement proceedings to be initiated after the end of growing season 2007 in all other cases where planning applications have not, by then, been submitted and there is a threat to acknowledged planning interests; and**
- (c) that the Executive's response be reported to the Committee in due course.**