

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

**Chief Executive's Office**  
 Chief Executive: N.M. Pringle  
 Your Ref:  
 Our Ref: NMP/CD  
 Please ask for: Mr. N.M. Pringle  
 Direct Line/Extension: (01432) 260044  
 Fax: (01432) 340189  
 E-mail: npringle@herefordshire.gov.uk

30th August, 2006

Dear Councillor,

**MEETING OF CABINET  
 THURSDAY, 7TH SEPTEMBER, 2006 AT 2.00 P.M.  
 THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

**AGENDA (06/06)**

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

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

<b>Item No</b>	<b>Title</b>	<b>Portfolio Responsibility</b>	<b>Scrutiny Committee</b>	<b>Included in the Forward Plan Yes/No</b>
8	Rotherwas Access Road	Environment	Environment	Yes

**1. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

**2. DECLARATIONS OF INTEREST**



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

**3. INTEGRATED PERFORMANCE REPORT**

To note performance to the end of **July 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme, which includes the Joint Area Review (JAR) Action Plan, the Adult Social Care Improvement Plan and the Herefordshire Connects programme. *(Pages 1 - 70)*

**4. COMMUNITY FORUMS**

To receive a report on the June - July 2006 round of Community Forum meetings. *(Pages 71 - 86)*

**5. COMPREHENSIVE EQUALITY POLICY**

To receive a report on the progress made in implementing the Comprehensive Equality Policy and to endorse the recommendations for change. *(Pages 87 - 98)*

**6. EARLY TERMINATION COMPENSATION REGULATIONS**

To note the Council's approach to the forthcoming changes to the Early Termination Compensation Regulations and approve the draft Early Termination Compensation Policy. *(Pages 99 - 102)*

**7. ROTHERWAS FUTURES**

To receive a report on the content of the Rotherwas Futures study and to approve the recommendations arising from it. *(Pages 103 - 108)*

**8. ROTHERWAS ACCESS ROAD**

To seek approval to proceed with the implementation programme for the Rotherwas Access Road. *(Pages 109 - 112)*

**9. ADULT SOCIAL CARE IMPROVEMENT PLANNING**

To receive a report on progress to date with the adult social care improvement plan. *(Pages 113 - 116)*

Yours sincerely,



**N.M. PRINGLE  
CHIEF EXECUTIVE**

Copies to: Chairman of the Council  
Chairman of Strategic Monitoring Committee  
Vice-Chairman of Strategic Monitoring Committee  
Chairmen of Scrutiny Committees  
Group Leaders  
Directors  
Head of Legal and Democratic Services





## **The Public's Rights to Information and Attendance at Meetings**

### **YOU HAVE A RIGHT TO:-**

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

Please Note:

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

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

A public telephone is available in the reception area.

### **Public Transport links**

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

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mrs Sally Cole on 01432 260249 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



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

# **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

**BROCKINGTON, 35 HAFOD ROAD, HEREFORD.**

## **FIRE AND EMERGENCY EVACUATION PROCEDURE**

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

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

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

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

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





# INTEGRATED PERFORMANCE REPORT

## PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

7TH SEPTEMBER 2006

---

### Wards Affected

County-wide

### Purpose

To note performance to the end of **July 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme, which includes the Joint Area Review (JAR) Action Plan, the Adult Social Care Improvement Plan and the Herefordshire Connects programme.

### Key Decision

This is not a Key Decision

### Recommendation

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

### 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 **four** months of this operating year, including action being taken to address under-performance.

### Considerations

#### *Progress against the Annual Operating Plan*

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

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

2. This section summarises progress against the AOP 2006-07, now incorporating the LAA and LPSA2G, for the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> July 2006. Details on each of the indicators marked as **R** or **A** are given in **Appendix A (1)**.
3. For the **full** set of strategic performance indicators **19** of **89** have been marked as **R**, compared to 45 to May.
4. A significant amount of work has taken place since the previous report to the end of May, which was considered by Cabinet on 29<sup>th</sup> June, in an attempt to ensure that all the performance templates include targets, milestones and a sufficiently robust action plan. The reduction in the number of indicators marked as **R** to **19** (from **45** in May) demonstrates the progress made in developing the templates, however 14 of the 19 are marked **R** because of continuing weaknesses in the template. Templates for those indicators marked as **R** are in **Appendix A (2)**.
5. In addition to the above analysis, the following 2 sections show progress against the LPSA2G and LAA, both of which are included in the **full** set of strategic performance indicators.

#### The Local Public Service Agreement (LPSA2G)

6. As at the end of July **7** of **27** LPSA2G indicators were **R**. This is a reduction from the **14** indicators that were **R** in the report to end May. 3 of the indicators, the number of people in receipt of pension credit; the number of unscheduled hospital bed days; and satisfaction with homecare services have yet to have targets set for this year. The other 4 indicators marked **R** relate to 'the number of residents aged 19+ achieving a Level 2 or 3 qualification' have targets set, but as yet do not have a robust action plan, which would allow a judgement to be made as to the likelihood of achieving the target.

#### The Local Area Agreement (LAA)

7. At the end of July there were **18** of **69** indicators marked **R** compared with 42 indicators in the report to end May. (These include the LPSA2G indicators.)
8. Of the **18** indicators marked as **R**, 4 are under the theme of *healthier communities and older people*; 4 under *economic development and enterprise*; and 10 under *safer and stronger communities*.

#### The Herefordshire Community Strategy (HCS)

9. As reported in the last report (to end May), the majority of indicators for the HCS have now been identified and work is underway to agree with partners the final indicators,

targets and action plans. It is intended that the majority of HCS indicators should have agreed targets and action plans in time for the next report to September. Once this work has been completed, reporting against all of the HCS indicators will be included in future integrated performance reports.

### ***The Council's Overall Improvement Plan***

10. The Council's Overall Improvement Plan following the 2005 Corporate Assessment and Joint Area Review was approved by Cabinet at its meeting on 20<sup>th</sup> April 2006.
11. The latest exception report is attached at **Appendix B**.

### ***The JAR Performance Improvement Action Plan***

12. An update on progress against the JAR Performance Improvement Action Plan was presented to Cabinet on 13th July 2006.
13. Changes made to the Child Concern Model, including the thresholds for the involvement of qualified social workers, have had a positive impact with the level of child referrals having already reached the target level for March 2007. As a consequence, the workload within the Duty Team has increased. The recruitment and retention of permanent qualified social work staff remains a major challenge. Work is continuing through Human Resources in order to improve recruitment. In the interim, qualified social work agency staff have been used to ensure that the workload can be managed and children are safeguarded. Staff from other teams are also assisting in this process.
14. Tenants have now occupied the two additional units of accommodation for Care Leavers. Purchase of a third additional unit for Care Leavers is being finalised.
15. The Institute of Public Care (IPC) has been engaged by the Council to help improve performance management in Children and Young People's Services. The IPC have commented positively on the level of engagement from the project group in setting up the project, and the constructive and candid perspective of managers from across Children and Young People's Services, about the need for improved performance management. The IPC's report is scheduled to be received in October.
16. The occupational therapy team are continuing to meet the locally set 12-week assessment target.
17. The Children and Young People's Forward Delivery Plan was finalised at the end of July and will be submitted to the Children and Young People's Partnership Board for approval at its meeting on 11th September 2006.
18. The first meeting of the GOWM Challenge and Support Board took place on the 16th August. The meeting was positive and the Board will meet again in September in order to formally agree its success criteria. The Minister will receive a progress report on the Board's work at the end of September with a further report being provided at the end of December. If progress is satisfactory against the success criteria, the Board will conclude its work by 31<sup>st</sup> March 2007.

### ***Revenue Budget and Capital Programme Monitoring***

19. Details of the **revenue budget** position are at **Appendix C**.
20. At this early stage of the year, the key concern remains the potential overspending on Adult Social Care. Whilst some contingency funding has been made available to mitigate this problem (which the Medium Term Financial Management Strategy proposes should be increased), the position is under continued active management.
21. Details of the spending on the **capital programme** are at **Appendix D**.
22. The revised forecast for 2006/07 totals £60,671,000, which is an increase of £23,656,000 above the original forecast. This increase is mainly due to the inclusion of additional budgets reported separately to Cabinet for Corporate Accommodation (£4,603,000); Herefordshire Connects (£8,503,000); and additional ICT network enhancement costs (£2,000,000).

### ***Corporate Risk monitoring***

23. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.
24. The safeguarding children risk remains at a high level, although DfES has now accepted, following a review, that our safeguarding systems are now adequate. Many developments are taking place in this area, many utilising expert external advice, to improve overall performance (see paras. 13-19).
25. An emerging risk is the Herefordshire Connects programme. Whilst progress is being made on procurement and governance, planning the realisation of the cash benefits will assume increasing importance as investment is made. The savings required under the programme (£5.8 million of which are scheduled to be realised in 2007-08) are central to the Medium Term Financial Management Strategy.
26. To mitigate the risk of these cash benefits not being realised, the Council is having to assess its current capacity to manage and deliver such significant change.
27. The social care needs analysis is due to report shortly on Older People and Adults with Learning Difficulties. This is intended to provide a clear picture of the risks facing the Council in the long term with its care commitments, together with costed options to improve services whilst maximising efficiency savings.
28. Crucial to the management of these and other risks is the programme of improvements to the Council's performance management arrangements, which are at the heart of the Council's Overall Performance Improvement Plan (see paras. 11 and 12). Key developments include the roll out of the new Performance Improvement Cycle and the tightening of the Chief Executive's regular performance review meetings with individual Directors and the Head of Human Resources.

### **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 identified.



Indicator	CMB Lead	Cabinet Lead	HC Corp Plan	LAA	LPSA2	HCS KPIs	Status	Reason	
% of adults satisfied with local community as a place to live	Mr Hughes	Cllr Mayson	1	1	1		A	Bulk of information to establish what contributes to this indicator won't be available until the results of Herefordshire Voice survey are known	
% of adults who feel they can influence decisions affecting local community	Mr Hughes	Cllr Mayson	1	1	1	1	A	Other than working with Parish Councils there is not enough in the action plan about what is being done with the wider community to reach the target	
Number of people in receipt of Attendance allowance	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	R	Although progress is being made to increase the number of people in receipt of Pension Credit, further work is still required to establish a target	Page 2, Appendix A(2)
Number of people in receipt of Pension Credit	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	R	Although progress is being made to increase the number of people in receipt of Pension Credit, further work is still required to establish a target	Page 5, Appendix A(2)
% of adults who engaged in formal Volunteering (2hrs)	Mr Hughes	Cllr Mayson	1	1	1	1	A	Not all of the progress reported is relevant to the actions; some of the actions that were due to be completed in the last 2 months haven't been reported against	
Number of 19+ achieving Level 2 qualification <b>in man &amp; engineering</b>	Mr Hughes	Cllr Stockton	1	1	1		R	Mention of an action plan in the template, but no detail of what's in the action plan	Page 8, Appendix A(2)
Number of 19+ achieving Level 2 qualification <b>excluding</b> man & engineering	Mr Hughes	Cllr Stockton	1	1	1		R	Mention of an action plan in the template, but no detail of what's in the action plan	Page 10, Appendix A(2)
Number of 19+ achieving Level 3 qualification <b>in man &amp; engineering</b>	Mr Hughes	Cllr Stockton	1	1	1		R	Mention of an action plan in the template, but no detail of what's in the action plan	Page 12, Appendix A(2)
Number of 19+ achieving Level 3 qualification <b>excluding</b> man & engineering	Mr Hughes	Cllr Stockton	1	1	1		R	Mention of an action plan in the template, but no detail of what's in the action plan	Page 14, Appendix A(2)
Satisfaction with homecare services via direct payments - 65+	Mr Hughes	Cllr Mrs Barnett	1	1	1		R	Although a baseline has been established there is no indication as to when a target will be set	Page 16, Appendix A(2)

Indicator	CMB Lead	Cabinet Lead	HC Corp Plan	LAA	LPSA2	HCS KPIs	Status	Reason	
Number of deaths per annum from chronic conditions	Mr Hughes	Cllr Mrs Barnett	1	1			R	No template received	
% of adults finding it easy to access key services: (doctor, local hospital, library, sport/leisure facility & cultural/rec facility)	Mr Hughes	Cllr Stockton	1	1		1	R	Not all of the parts of this indicator are covered in the template (d. doctor; e. local hospital)	Page 18, Appendix A(2)
Net perceived improvement: affordable decent housing	Mr Hughes	Cllr Mrs Barnett	1	1		1	A	Action plan in place, but no target set by the Partnership	
Net perceived improvement: wage levels & cost of living	Mr Hughes	Cllr Mayson	1	1		1	A	Action plan in place, but no target set by the Partnership	
Number of VAT registered businesses: stock @ year-end	Mr Hughes	Cllr Mayson	1	1		1	A	Action plan focuses on new businesses, but there's a lack of recognition that ensuring existing businesses remain also contributes to this indicator	
Number of VAT registered businesses: % change from previous year in total no. of VAT registered businesses	Mr Hughes	Cllr Mayson	1	1		1	A	Action plan focuses on new businesses, but there's a lack of recognition that ensuring existing businesses remain also contributes to this indicator	
% of adults who use: museums & galleries (e.g. Herefordshire Art)	Mr Hughes	Cllr Stockton	1	1			R	Although a baseline and target has been reported on the template, these relate to a different question that was asked in the Annual Satisfaction Survey. There is no indication as to how the real baseline is to be established	Page 21, Appendix A(2)
% of adults who use: theatres & concert halls (e.g. Flicks in the Sticks & Arts Alive)	Mr Hughes	Cllr Stockton	1	1			R	Although a baseline and target has been reported on the template, these relate to a different question that was asked in the Annual Satisfaction Survey. There is no indication as to how the real baseline is to be established	Page 23, Appendix A(2)
% of adults who use: parks, open spaces, play areas & other community recreational facilities (inc. PROW, etc)	Mr Hughes	Cllr Stockton	1	1			R	Although a baseline and target has been reported on the template, these relate to a different question that was asked in the Annual Satisfaction Survey. There is no indication as to how the real baseline is to be established	Page 25, Appendix A(2)



Indicator	CMB Lead	Cabinet Lead	HC Corp Plan	LAA	LPSA2	HCS KPIs	Status	Reason	
Number of adults helped to live at home - mental health problems	Mr Hughes	Cllr Mrs Barnett	1				R	Lack of milestones in the action plan; no progress reported	Page 28, Appendix A(2)
Average length of stay in B&B accomm for homeless households	Mr Hughes	Cllr Mrs Barnett	1	1			A	Progress being made against action plan, but awaiting outturn from 1st quarter	
Investors in people - HC status	Mr Johnson	Cllr French	1				A	Action plan still being developed	
Sickness Absence - HC	Mr Johnson	Cllr French	1				A	Progress against many of the actions hasn't been reported	
Net perceived improvement: Level of crime	Ms Fiennes	Cllr Stockton	1	1		1	A	Majority of actions yet to start	
Number of Domestic burglaries per 1,000 households	Ms Fiennes	Cllr Stockton	1	1			A	Detailed action plan not being developed until October	
Number of calls to Herefordshire Women's Aid Helpline	Ms Fiennes	Cllr Stockton	1	1			R	Little action until year-end when there is unlikely to be sufficient impact towards achieving target	Page 30, Appendix A(2)
Number of domestic violence incidents reported	Ms Fiennes	Cllr Stockton	1	1			R	Little action until year-end when there is unlikely to be sufficient impact towards achieving target	Page 32, Appendix A(2)
Number of arrests for domestic violence offences	Ms Fiennes	Cllr Stockton	1	1			R	Uncertain whether the few actions in the action plan will lead to achievement of the target	Page 34, Appendix A(2)
Number of Class A drug supply offences brought to justice	Ms Fiennes	Cllr Stockton	1	1			R	No template received	
Number of people in drug treatment	Ms Fiennes	Cllr Stockton	1	1			R	Little action until year-end when there is unlikely to be sufficient impact towards achieving target	Page 36, Appendix A(2)
Number of vehicle crimes per 1,000 population	Ms Fiennes	Cllr Stockton	1	1			R	Detailed action plan not being developed until October; doubtful whether this will allow enough time to achieve the target in the remaining part of the year	Page 38, Appendix A(2)
% of teenage mothers who are breast feeding baby at 6 weeks	Ms Fiennes	Cllr Rule	1	1	1		A	Actions not to start until September	
% of mothers in the South Wye area who are breast feeding baby at 6 weeks	Ms Fiennes	Cllr Rule	1	1	1		A	Actions not to start until September	
KEY:									

<b>Indicator</b>	<b>CMB Lead</b>	<b>Cabinet Lead</b>	<b>HC Corp Plan</b>	<b>LAA</b>	<b>LPSA2</b>	<b>HCS KPIs</b>	<b>Status</b>			<b>Reason</b>
Achieved, or on track to be achieved, to schedule	G									
Not on track		A								
Not achieved, or not expected to be achieved, or no targets/milestones identified			R							

## PERFORMANCE INDICATOR TEMPLATES

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

<b>Indicator:</b>	<b>HCS 18b The number of people in receipt of Attendance Allowance</b>
<b>HCS Theme</b>	Healthier communities and older people
<b>HCS Outcome</b>	Independence and choice for older people and vulnerable adults
<b>Council Priority</b>	To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes
<b>Council Objective</b>	To maximise the income of vulnerable people

<b>Judgement</b>	<b>R</b>	<b>A</b>	<b>G</b>
------------------	----------	----------	----------

<b>Cabinet Lead:</b>	CLr Mrs Barnett	<b>Strategic Lead-HP Board</b>	Neil Pringle (Herefordshire Council)
<b>Council Lead:</b>	Mr Hughes	<b>Features in:</b>	LAA, LPSA2G, HCS, CP

Problem with baseline data – LPSA stretch target is based on data from DWP that does not reflect a full year.

Actions will need to be reviewed in the light of the flawed data

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget</b>
<p>Development of a Joint Team, with the Welfare Rights Team and DWP, to deliver Welfare Rights information and advice on the uptake of Attendance Allowance by September 2006. This will include co-location, joint information systems, joint management structure and performance targets and the appointment of a Customer Services Officer.</p> <p>Agreement of SLA's with the Voluntary Sector, to deliver Welfare Rights Advice. Targets to be set on the number of older people receiving advice and in receipt of Attendance Allowance. Current SLA's reviewed and re-commissioned by Dec 2006.</p> <p>Co-ordinate information management across the partners, to monitor the number of referrals, waiting times for services and specialist advice services provided. Protocols in place by September 2006.</p>	<p>Memorandum of Understanding signed by the Council, DWP and the PCT. Management structure agreed. Joint performance targets set for the Team. IT services commissioned to integrate information systems. Job Description and Person Specification drawn up for Customer Services Officer.</p> <p>SLA's reviewed and outcome based measures agreed. Recommissioning of Welfare Rights Service taken place.</p> <p>Monitoring systems in place and data collection commenced.</p> <p>Information sharing protocols and monitoring framework drawn up.</p>

<p>Carryout an awareness raising campaign with partners to adopt a multi-agency approach increase the number of Older People accessing Attendance Allowance. Appointment of an information co-ordinator to assist with targeting campaigns and to monitor impact through feedback from Older People and collating statistics on the number of Older People in receipt of Attendance Allowance. . Key Milestone: Appointment of information co-ordinator September 2006. Awareness raising campaign ongoing.</p> <p>To co-ordinate research by November 2006.</p> <p>Disseminate local, regional and national practise on take up activity by December 2006 and then on a quarterly basis to all stakeholders.</p> <p>Develop links with existing schemes for signposting and referrals. Increase referrals by 10% through the work of the management board by March 2007.</p>	<p>Job description and person specification drawn up.</p> <p>Agreement that the post will be hosted by the Voluntary Sector.</p> <p>Sub-group set up to co-ordinate the work of the different agencies.</p> <p>Welfare Rights Project Group set up, with Voluntary Sector, DWP and Council representatives.</p> <p>Voluntary Sector and Joint Team members of the Signposting Scheme, protocol for the receipt of referrals agreed and implemented.</p>
<b>Resource required to deliver the action(s)</b>	
<p>LPSA Funding</p> <p>IT Development to support systems development</p> <p>Strategic and Operational Advisory Boards</p> <p>Training and Development Team, to deliver Joint Team Training.</p>	
<b>Risk(s) to achievement</b>	
<p>Cultural Change, two different organisational teams merging.</p> <p>Time limited nature of LPSA 2 funding</p> <p>Failure to appoint new staff due to time limited nature of the post.</p> <p>IT Development</p> <p>Data Monitoring</p>	
<b>Risks mitigated by</b>	
<p>Change management Strategy, identifying systems development, training, and communication procedures.</p> <p>Joint Team Board and Operational Team to drive the change management process.</p> <p>Appointment of information co-ordinator</p>	
<b>Budget and financial performance to be added in due course</b>	
<b>Roles &amp; responsibilities</b>	
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	

<b>Indicator:</b>	<b>The number of people in receipt of Pension Credit aged 60 or over</b>
<b>HCS Theme</b>	Healthier communities and older people
<b>HCS Outcome</b>	Independence and choice for older people and vulnerable adults
<b>Council Priority</b>	To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes
<b>Council Objective</b>	To maximise the income of older people

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

<b>Cabinet Lead:</b>	Cllr Mrs Barnett	<b>Strategic Lead-HP Board</b>	Neil Pringle
<b>Council Lead:</b>	Mr Hughes	<b>Features in:</b>	LAA, LPSA2G, HCS, CP

Maximising income is one of the key means of enabling older people to live independently

2004/05 Baseline

7,596

2007/08 Target

8,138

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget</b>
<p>Development of a Joint Team, with the Welfare Rights Team and DWP, to deliver Welfare Rights information and advice on the uptake of Pension Credits. This will – include co-location, joint information systems, joint management structure and performance targets and the appointment of a Customer Services Officer. Key Milestone: Joint Team will be operational September 2006.</p> <p>Co-ordinate information management across the partners. Key Milestone: Protocol and systems in place by September 2006.</p> <p>Carry out an awareness raising campaign with partners to increase the number of Older People accessing Pension Credits. Appointment of an information co-ordinator to assist with targeting campaigns and to monitor impact through feedback from Older People and collating statistics on the number of Older People in receipt of Pension Credits. Key Milestone: appointment of information co-ordinator September 2006. Awareness raising campaign delivered by March 2008.</p>	<p>Memorandum of Understanding signed by The Council, DWP and PCT. Management structure agreed. Joint performance targets set for the Team. IT services commissioned to integrate information systems.</p> <p>Information sharing protocols and monitoring framework drawn up.</p> <p>Job description and person specification drawn up for Information Co-ordinator Post. Agreement that the post will be 'hosted' by the Voluntary Sector. Sub-Group set up to co-ordinate work of the different agencies.</p>

<p>To co-ordinate research and disseminate local, regional and national practice on Take-up activity.</p> <p>Key Milestone: to coordinate information by November 2006 and disseminate by December 2006 then on a quarterly basis to all stakeholders.</p> <p>Develop links with existing schemes for signposting and referrals. Key Milestone: increase referrals by 10% through the work of the management board by March 2007 and 15% by March 2008.</p>	<p>Welfare Rights Project Group set up, with Voluntary Sector, DWP and Council representatives. Project Group has met twice and agreement of information sharing protocol.</p> <p>Voluntary Sector and Joint Team are now members of the Signposting Scheme, protocol for the receipt of referrals agreed and implemented. Monitoring of signposting referrals taking place.</p>
<b>Resource required to deliver the action(s)</b>	
<p>LPSA Funding</p> <p>IT Development to support systems development</p> <p>Strategic and Operational Advisory Boards</p> <p>Training and Development Team, to deliver Joint Team Training.</p>	
<b>Risk(s) to achievement</b>	
<p>Cultural Change, two different organisational teams merging.</p> <p>Time limited nature of LPSA 2 funding</p> <p>Failure to appoint new staff due to time limited nature of the post.</p> <p>IT Development</p> <p>Data Monitoring</p>	
<b>Risks mitigated by</b>	
<p>Change management Strategy, identifying systems development, training, communication procedures.</p> <p>Joint Team Board and Operational Team to drive the change management process.</p> <p>Appointment of information co-ordinator</p>	
<b>Budget and financial performance to be added in due course</b>	

### Roles & responsibilities

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

**Indicator:** HCS 4b **The number of Herefordshire residents aged 19+ achieving a Level 2 qualification in manufacturing & engineering**

**HCS Theme** Economic development and enterprise

**HCS Outcome** A more adaptable and higher skilled workforce

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

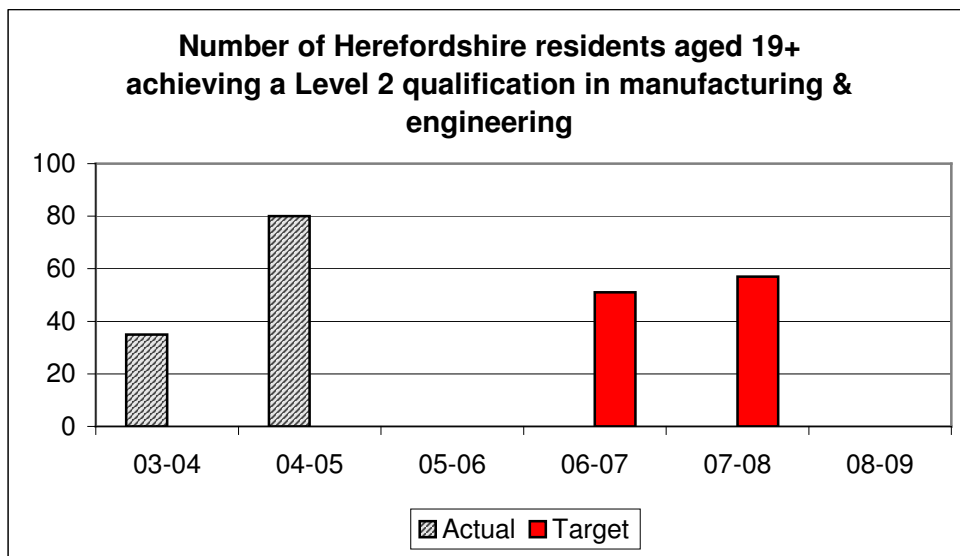
**Council Objective** A more highly skilled adult population

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

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board** Sharon Gray (LSC)

**Council Lead:** Mr Hughes **Features in:** LAA, LPSA2G, CP

The achievement of qualifications leads to better job prospects and higher salaries





<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>The achievement of the National Vocational Qualifications (NVQ) at Level 2 are from Objective 3 European Social Funded contracts of:</p> <ul style="list-style-type: none"> <li>• Local Employer Training Programme</li> <li>• Level 2 Training Programme</li> <li>• Targeted Training in Leominster</li> </ul> <p>The above contracts cover the delivery of training at NVQ Level 2 in both Herefordshire and Worcestershire, with specific targets to be achieved in Herefordshire, including the delivery of NVQs in the Engineering and Manufacturing sector.</p>	<p>Completion of action plan by LSC and contracts sent to external partners to deliver the programme are in place.</p>
<b>Risk(s) to achievement</b>	
<p>All of these contracts are contract managed by the Learning and Skills Council on a regular basis. This is to ensure that a continual review of the contracts progress against its plan occurs. This enables any risks to the contractual outputs being met being identified and remedial action, as required, being taken.</p>	
<b>Risks mitigated by</b>	
<p>Monthly reviews between the LSC and the lead providers of the contracts occur to enable risks to be identified and remedial action identified and implemented.</p>	
<b>Budget and financial performance to be added in due course</b>	
<p>Monthly reviews between the LSC and the lead providers of the contracts occur to enable the financial performance of the contract to be monitored and any action needing to be taken identified and implemented</p>	

### **Roles & responsibilities**

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

**Indicator:** HCS4 c **The number of Herefordshire residents aged 19+ achieving a Level 2 qualification (excluding manufacturing & engineering)**

**HCS Theme** Economic development and enterprise

**HCS Outcome** A more adaptable and higher skilled workforce

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

**Council Objective** A more highly skilled adult population

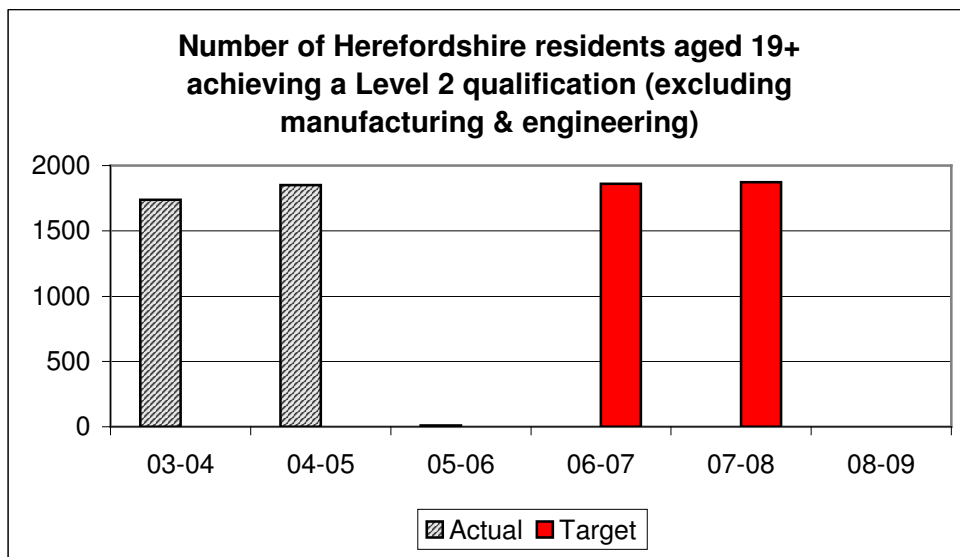
**Judgement** R **A** **G**

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board** Sharon Gray (LSC)

**Council Lead:** Mr Hughes **Features in:** LAA, LPSA2G, CP

Apr/May	Jun/Jul	Aug/Sept	Oct/Nov	Dec/Jan	Feb/Mar
12	7				

The achievement of qualifications leads to better job opportunities and higher salaries



<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>The achievement of the National Vocational Qualifications (NVQ) at Level 2 are from Objective 3 European Social Funded contracts of:</p> <ul style="list-style-type: none"> <li>- Local Employer Training Programme</li> <li>- Level 2 Training Programme</li> <li>- Targeted Training in Leominster</li> </ul> <p>The above contracts cover the delivery of training at NVQ Level 2 in both Herefordshire and Worcestershire, with specific targets to be achieved in Herefordshire, including the delivery of NVQs in the Engineering and Manufacturing sector.</p>	<p>Completion of action plan by LSC and contracts sent to external partners to deliver the programme are in place.</p>
<b>Risk(s) to achievement</b>	
<p>All of these contracts are contract managed by the Learning and Skills Council on a regular basis. This is to ensure that a continual review of the contracts progress against its plan occurs. This enables any risks to the contractual outputs being met being identified and remedial action, as required, being taken.</p>	
<b>Risks mitigated by</b>	
<p>Monthly reviews between the LSC and the lead providers of the contracts occur to enable risks to be identified and remedial action identified and implemented.</p>	
<b>Budget and financial performance to be added in due course</b>	
<p>Monthly reviews between the LSC and the lead providers of the contracts occur to enable the financial performance of the contract to be monitored and any action needing to be taken identified and implemented</p>	

### **Roles & responsibilities**

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

**Indicator:** HCS 4d **The number of Herefordshire residents aged 19+ achieving a Level 3 in manufacturing & engineering**

**HCS Theme** Economic development and enterprise

**HCS Outcome** A more adaptable and higher skilled workforce

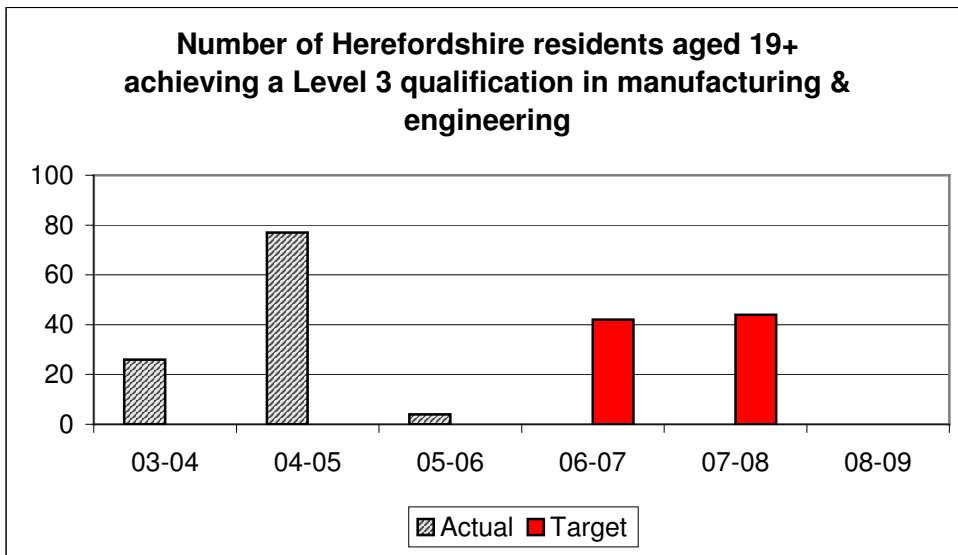
**Council Priority** To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning

**Council Objective** A more highly skilled adult population

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

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board** Sharon Gray (LSC)

**Council Lead:** Mr Hughes **Features in:** LAA, LPSA2G, CP



The achievement of qualifications leads to better job prospects and higher salaries

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>The achievement of the National Vocational Qualifications (NVQ) at Level 3 are from Objective 3 European Social Funded contracts of:</p> <ul style="list-style-type: none"> <li>- Adult Apprenticeship</li> </ul> <p>The above contracts cover the delivery of training at NVQ Level 3 in both Herefordshire and Worcestershire, with specific targets to be achieved in Herefordshire, including the delivery of NVQs in the Engineering and Manufacturing sector.</p>	<p>Completion of action plan by LSC and contracts sent to external partners to deliver the programme are in place.</p>
<b>Risk(s) to achievement</b>	
<p>This contract is contract managed by the Learning and Skills Council on a regular basis. This is to ensure that a continual review of the contracts progress against its plan occurs. This enables any risks to the contractual outputs being met being identified and remedial action, as required, being taken.</p>	
<b>Risks mitigated by</b>	
<p>Monthly reviews between the LSC and the lead provider of the contract occur to enable risks to be identified and remedial action identified and implemented.</p>	
<b>Budget and financial performance to be added in due course</b>	
<p>Monthly reviews between the LSC and the lead provider of the contract occur to enable the financial performance of the contract to be monitored and any action needing to be taken identified and implemented</p>	

### **Roles & responsibilities**

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

**Indicator:** HCS 4e **The number of Herefordshire residents aged 19+ achieving a Level 3 qualification (excluding manufacturing & engineering)**

**HCS Theme** Economic development and enterprise

**HCS Outcome** A more adaptable and higher skilled workforce

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

**Council Objective** A more highly skilled adult population

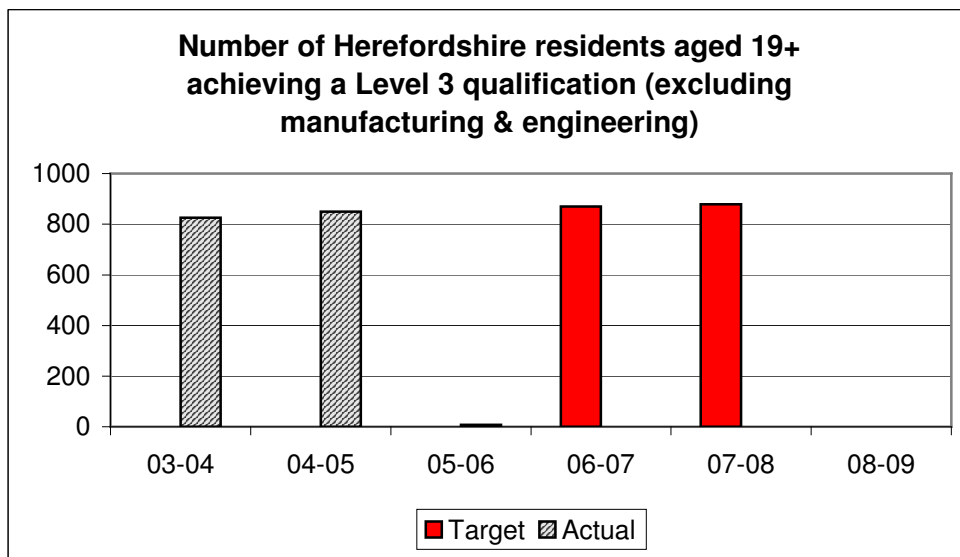
**Judgement** R **A** **G**

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board** Sharon Gray (LSC)

**Council Lead:** Mr Hughes **Features in:** LAA, LPSA2G, CP

Apr/May	Jun/Jul	Aug/Sept	Oct/Nov	Dec/Jan	Feb/Mar
2	3				

The achievement of qualifications leads to better job opportunities and higher salaries



<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>The achievement of the National Vocational Qualifications (NVQ) at Level 3 are from Objective 3 European Social Funded contracts of:</p> <ul style="list-style-type: none"> <li>- Adult Apprenticeship</li> </ul> <p>The above contracts cover the delivery of training at NVQ Level 3 in both Herefordshire and Worcestershire, with specific targets to be achieved in Herefordshire, including the delivery of NVQs in the Engineering and Manufacturing sector.</p>	<p>Completion of action plan by LSC and contracts sent to external partners to deliver the programme are in place.</p>
<b>Risk(s) to achievement</b>	
<p>This contract is contract managed by the Learning and Skills Council on a regular basis. This is to ensure that a continual review of the contracts progress against its plan occurs. This enables any risks to the contractual outputs being met being identified and remedial action, as required, being taken.</p>	
<b>Risks mitigated by</b>	
<p>Monthly reviews between the LSC and the lead provider of the contract occur to enable risks to be identified and remedial action identified and implemented.</p>	
<b>Budget and financial performance to be added in due course</b>	
<p>Monthly reviews between the LSC and the lead provider of the contract occur to enable the financial performance of the contract to be monitored and any action needing to be taken identified and implemented</p>	

**Roles & responsibilities**

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

**Indicator:** Satisfaction with the help received from Herefordshire Social Services by people 65 and over using home care services provided through Social Care and people 65 and over who directly purchased services using Direct Payments

**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

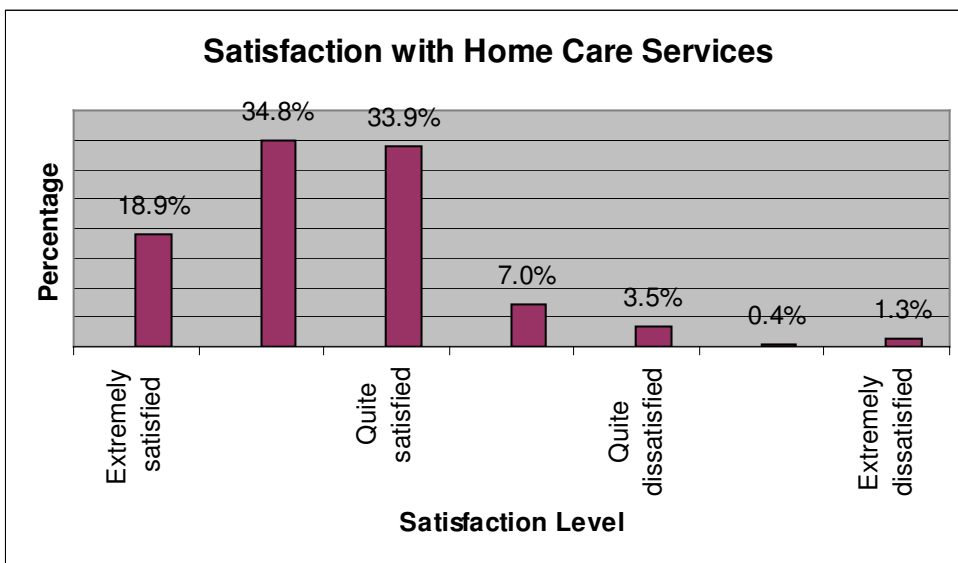
**Council Objective** To improve the quality of life for older people

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

**Cabinet Lead:** Cllr Mrs Barnett **Strategic Lead-HP Board** Neil Pringle

**Council Lead:** Mr Hughes **Features in:** LAA, LPSA2G, HCS, CP

To gauge the success of home care services and Direct Payments





<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget</b>
<p>Research and analyse existing feedback concerning satisfaction levels about Home Care Services</p> <p>Develop and implement a consistent approach to obtaining the feedback from service users concerning services purchased via Direct Payments August 2006</p> <p>Employment of a dedicated user involvement assistant June 2006</p> <p>Liaison with Home Care providers regarding feedback from service users, families and carers</p>	<p>Survey and analysis completed</p> <p>Survey planned for those using Direct Payments in Nov 2006</p> <p>Starts 15<sup>th</sup> June 2006</p> <p>Engagement with Service Providers to commence in Sept 2006</p>
<b>Resource required to deliver the action(s)</b>	
<p>User Involvement Assistant</p> <p>Dedicated time and planning from Service Managers concerning their planned consultation requirements</p>	
<b>Risk(s) to achievement</b>	
<p>Lack of co-ordinated consultation strategy</p> <p>Consultation overload for service users</p> <p>Setting Quality Standards in Home Care contracts</p> <p>Lack of confidence and support in the user involvement and consultation process from staff</p> <p>A lack of engagement from users</p> <p>Poor Home Care provision</p> <p>A lack of information provided on Direct Payments</p> <p>Lack of quality Control</p>	
<b>Risks mitigated by</b>	
<p>Linking Consultation plans with Directorate and service plans</p> <p>Training and awareness sessions of consultation activities</p> <p>Provision of good information about Home Care and Direct Payments</p>	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

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

<b>Indicator:</b>	<b>% of respondents finding it easy to access key services: doctor, local hospital, library, sports/leisure facility and cultural/recreational facility</b>
<b>HCS Theme</b>	Safer and Stronger Communities
<b>HCS Outcome</b>	People are active in their communities and fewer are disadvantaged
<b>Council Priority</b>	To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning
<b>Council Objective</b>	To improve access to local facilities

<b>Judgement</b>	<b>R</b>	<b>A</b>	<b>G</b>
------------------	----------	----------	----------

<b>Cabinet Lead:</b>	Clr Stockton	<b>Strategic Lead-HP Board</b>	N/a
<b>Council Lead:</b>	Geoff Hughes	<b>Features in:</b>	LAA, HCS, CP

% of respondents finding it easy to access a (a) local shop; (b) a supermarket; (c) a post office; (d) a doctor; (e) a local hospital; (f) a green space; (g) public transport; (h) shop selling fresh fruit & vegetables; (i) chemist/pharmacy; (j) bank/cash point; (k) library; (l) sports/leisure centre; (m) council office; (n) cultural/recreational facility – Annual target

**Baseline:**

K: 70%

L:69%

N:55%

**Target:**

k: 71%

l: 70%

n: 56%

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>Purchase 2 new mobile libraries and improve the routes to be more customer relevant and more efficient as well</p> <p>To financially support Halo trust working in partnership to develop the service</p> <p>To financially support the work of the Courtyard including support the development of the centre</p>	<p>Consultation for the new routes for the mobile libraries started at the end of June.</p> <p>The Courtyard have received all the money they require to progress feasibility study to extend the facilities including a small contribution from the Council and the bulk of funds from the Rural Regeneration Zone.</p>
<p>To run a series of events and projects link to the arts, heritage libraries, physical activity and use of the countryside for recreation to encourage engagement, including working within schools</p> <p>To develop / improve libraries in both Kington and Ledbury, and initiate development of a new library for Hereford serving the County</p> <p>Member's seminar for development of the new Hereford Library planned for October 2006.</p>	<p>In May a Cultural Conference was held in the Courtyard Centre for the Arts to celebrate Culture in Herefordshire and Worcestershire. This Conference highlighted what the Authority is doing to promote Sports (including the Olympics); heritage, arts and the work with the Courtyard.</p> <p>Brochure for Arts Week produced and distributed (taking place in September).</p> <p>Youth Games held at Hereford Leisure Centre with 650 people attending.</p> <p>Host of summer activities organised at Country Parks, mainly Queenswood, working closely with partners like the Countryside Agency, nature conservation groups, etc.</p> <p>Reading Mission started in Libraries to encourage children to read during the summer holidays with linked activities and liaison with the schools to issue certificates of achievements.</p> <p>New reception at Hereford Leisure Pool with improved access for wheelchair users.</p> <p>The Kington library project is on schedule with the anticipated hand over date being mid September. The costs are also on budget. The Ledbury library situation is currently being reviewed with a new building currently being investigated.</p> <p>In relation to the proposal for a new library in Hereford there have been discussions with the Chief Executive of the Edgar Street grid development.</p>

<b>Resource required to deliver the action(s)</b>	
Economic and Community	
<b>Risk(s) to achievement</b>	
Limited public knowledge of new route Limited resources Delivery of the programme within resources Ensure effectiveness of the programmes Slippage of time scale on projects	
<b>Risks mitigated by</b>	
Wide ranging publicity campaign Include with budget plan Delivery of priorities Introduce performance measures Ensure effective project management	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

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

<b>Indicator:</b>	<b>% of people in Herefordshire using Museums and Galleries at least once a month</b>
<b>HCS Priority</b>	Safer and stronger communities
<b>HCS Outcome</b>	Enhance well being and community cohesion through engagement in cultural activities
<b>Council Priority</b>	Increase the percentage of people in Herefordshire using Museums or galleries at least once a month.
<b>Council Objective</b>	To improve access to local facilities

<b>Judgement</b>	<b>R</b>	<b>A</b>	<b>G</b>
------------------	----------	----------	----------

<b>Cabinet Lead:</b>	<b>Cllr Stockton</b>	<b>Strategic Lead-HP Board</b>	Neil Pringle
----------------------	----------------------	--------------------------------	--------------

<b>Council Director:</b>	Geoff Hughes	<b>Features in:</b>	LAA, CP
--------------------------	--------------	---------------------	---------

Baseline: 19%

06/07: 19%

07/08: 20%

08/09: 21%

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>Run 6 temporary Exhibitions in the Art Gallery per annum</p> <p>Organise 2 community exhibitions at Ledbury Heritage Centre by October 2006</p> <p>Run 4 community based local exhibitions at Ross Market House Heritage Centre by March 2007</p> <p>Create exhibitions from Heritage Services collections – Joseph Murray Ince, and tour smock exhibition and Every Object Tells a Story.</p> <p>Proceed to phase 2 of the re-display programme for the permanent Exhibition at Broad Street by September 2006</p> <p>Run Museum on the Move with visits to schools and community events</p> <p>Support independent museums to apply for funding to improve their facilities throughout the year</p>	<p>Running into early July Heath Robinson exhibition was on display, which has attracted over 4,000 visitors. Children’s workshops for the exhibition were fully booked and received excellent feedback</p> <p>Red Cross community exhibition organised for Ledbury</p> <p>First stage of redisplay for the permanent exhibition completed</p> <p>Travellers Life educations sessions continue at Bromyard.</p>
<b>Resource required to deliver the action(s)</b>	
<p>Effective marketing to attract visitors</p> <p>Changing exhibitions and events to attract repeat visitors</p> <p>Good quality exhibitions within the independent museum sector</p> <p>Lottery and other funding to change exhibitions and conduct conservation work</p>	
<b>Risk(s) to achievement</b>	
<p>Competition from other types of leisure attractions (specifically in the summer)</p> <p>Negative perceptions of museums</p>	
<b>Risks mitigated by</b>	
<p>Marketing campaign</p> <p>Changing exhibitions</p> <p>Offer a range of services, events and courses</p>	
<b>Budget and financial performance to be added in due course</b>	
<b>Roles &amp; responsibilities</b>	
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	

<b>Indicator:</b>	<b>% of people who use theatres or concert halls at least every six months</b>
<b>HCS Priority</b>	Safer and Stronger Communities
<b>HCS Outcome</b>	Enhance well-being and community cohesion through engagement in cultural activities
<b>Council Priority</b>	To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness effective and emergency planning
<b>Council Objective</b>	To improve access to local facilities

<b>Judgement</b>	<b>R</b>	<b>A</b>	<b>G</b>
------------------	----------	----------	----------

<b>Cabinet Lead:</b>	Cllr Mayson	<b>Strategic Lead-HP Board</b>	Neil Pringle
----------------------	-------------	--------------------------------	--------------

<b>Council Director:</b>	Geoff Hughes	<b>Features in:</b>	LAA, CP
--------------------------	--------------	---------------------	---------

**Baseline:**

32%

**Target:**

33% (06/07)

35% (07/08)

36% (08/09)

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
<p>Run public art/ heritage projects in eight villages, resulting in 8 pieces of public art and involving 260 village residents in art/heritage led workshops by December</p> <p>Support Canal Road Day Centre in raising external funding to further progress in developing a sustainable arts programme by March</p> <p>Develop a youth justice crime prevention programme in partnership with West Mercia Police, artists and other partners (outcomes to be established by October; funding opportunities and bids by December)</p>	<p>All eight public art / heritage projects have completed the workshop, consultation and design work stages – artists have started to produce five of the designs. One planning application has gone in for Brockhampton and probably one to go in for Eywas Harold once the local permissions process has been resolved. One piece completed for Whitchurch &amp; Ganarew - carved oak bell tower by David Jones, which houses the old school bell.</p> <p>Youth Justice Programme – discussions in June at Hindlip Hall with all the possible partners to discuss the project proposal and how to develop with outline proposal produced.</p>

<b>Resource required to deliver the action(s)</b>	
Freelance professionals - artists and heritage advisers Officer resource to work with adult social services Heritage Lottery And Arts Council funding West Mercia Police external funding officer and match funding	
<b>Risk(s) to achievement</b>	
Lack of public knowledge about projects No success in raising external funding Being able to attract artists with high level specialised experience and skills	
<b>Risks mitigated by</b>	
Trying new approaches to getting people interested in arts activity Set realistic lead in time for fundraising and don't promote until the funding is secured Promote artist opportunities nationally as well as locally and fees set at national rates	
<b>Budget and financial performance to be added in due course</b>	
Set budgets with enough available match funding for longer term projects	

### Roles & responsibilities

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



<b>Indicator:</b>	<b>% of adults who use parks, open play areas and other recreational facilities at least once a month</b>
<b>HCS Theme</b>	Safer and Stronger Communities
<b>HCS Outcome</b>	Enhance well-being and community cohesion through engagement in cultural activities
<b>Council Priority</b>	Increase the percentage of people in Herefordshire using parks, open spaces, play areas and other recreational facilities including public rights of way, country parks and commons and wider countryside at least once a month.
<b>Council Objective</b>	To improve access to local facilities

<b>Judgement</b>	<b>R</b>	<b>A</b>	<b>G</b>
------------------	----------	----------	----------

<b>Cabinet Lead:</b>	Cllr Stockton	<b>Strategic Lead-HP Board</b>	Neil Pringle
----------------------	---------------	--------------------------------	--------------

<b>Council Lead:</b>	Geoff Hughes	<b>Features in:</b>	LAA, CP
----------------------	--------------	---------------------	---------

**Baseline:**

49%

**Targets:**

(06/07) 48%

(07/08) 47%

(08/09) 46%

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
Mobilisation of grounds maintenance resource in due time to meet obligations under HJS contract.	Completed in due time to meet the obligations and standards set under HJS contract.
Annual path clearance work to be instructed.	Took place to programme April-July.
Annual ROSPA inspection of play areas	Commissioned and took place as per target (May/June 06).
Walking Festival programme launched.	Walking Festival programme took place in June 2006 with 88% take up of places.
Decommissioning of winter playing pitches and close season remediation work to be started.	Completed in July.

	<p>£25k grant from Countryside Agency for Rights of Way Improvement Plan was received and implementation work is now in progress.</p> <p>£10k from Aggregates Levy fund to improve infrastructure at Bodenham Lake was received and work is now in progress.</p> <p>New access path complete at Queenswood Country.</p> <p>Refurbished disabled toilet facility at Queenswood Country Park has been completed.</p> <p>Doorstep Green Parks project at Hunderton has been completed.</p>
<b>Resource required to deliver the action(s)</b>	
<p>Revenue budgets for services confirmed.</p> <p>HJS equipment and manpower levels confirmed.</p> <p>External funding applied for, for implementation of projects confirmed.</p> <p>£106 monies received.</p>	
<b>Risk(s) to achievement</b>	
<p>Poor weather conditions have delayed implementation/disrupted work schedules (wettest May in 200 years).</p> <p>Owen Williams's failure to meet project plan for Aylestone Hill Phase 2.</p> <p>Unforeseen events/incidents/work allocated which takes resource away from service plan core work.</p>	<p>Position recovered by mid-June.</p> <p>Recovered by July.</p>
<b>Risks mitigated by</b>	
<p>HJS working longer hours and weekends to meet targets.</p> <p>Owen Williams being performance managed for mid may. This will continue until back on plan for programme.</p> <p>Agree with line management new priorities for work to be undertaken.</p>	<p>Position recovered by mid-June.</p> <p>Recovered by July.</p> <p>Ongoing.</p>
<b>Budget and financial performance to be added in due course</b>	
<p>Excepting grounds maintenance projected overspend of £75k for 2006/7. All other cost centres were on target at end of period 1.</p>	

### Roles & responsibilities

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

**Indicator:** Adults with mental health problems helped to live at home per 1,000 population aged 18-64

**HCS Theme**

**HCS Outcome**

**Council Priority**

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

**Council Objective**

To maximise the independence of vulnerable adults

**Judgement**

**R**

**A**

**G**

**Cabinet Lead:**

CLlr Mrs Barnett

**Strategic Lead-HP Board**

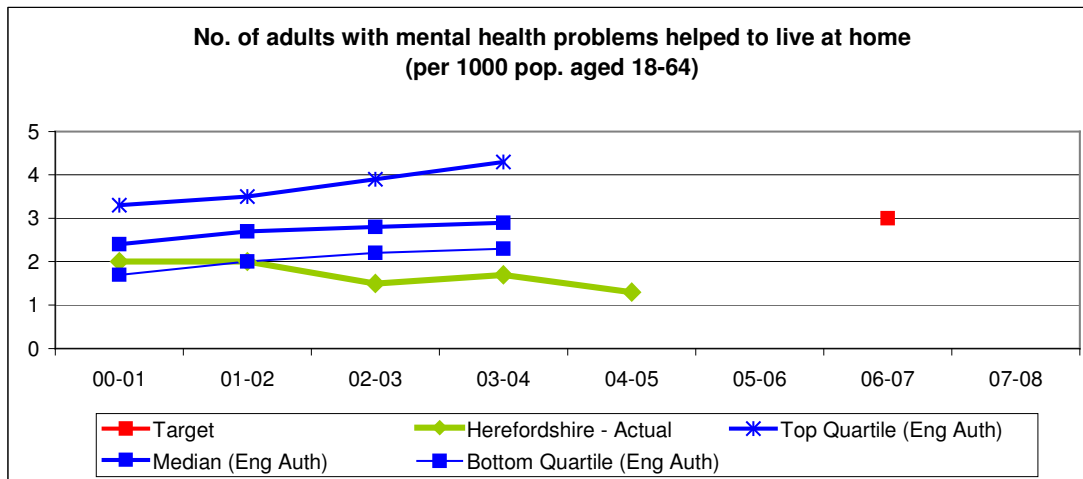
N/a

**Council Lead:**

Mr Hughes

**Features in:**

CP



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

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget</b>
Expand early intervention service and carers' support. Expand deliberate self-harm service Ensure all activity is recorded on Clix, as well as CPA (activity is currently under-reported) Housing strategy to be developed.	
<b>Resource required to deliver the action(s)</b>	
Additional resource identified through PCT LDP Crisis team to expand their role to incorporate deliberate self-harm Clix clerk to be deployed 2 days per month to reconcile data	
<b>Risk(s) to achievement</b>	
Resource could be withdrawn due to PCT budget recovery plan Recruitment timescales could mean data not fully reconciled by out-turn in March 2007. Affordable housing not easily available.	
<b>Risks mitigated by</b>	
CMHT absorbs the role Action plan developed to prioritise activities Work with Strategic Housing to develop alternative options	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

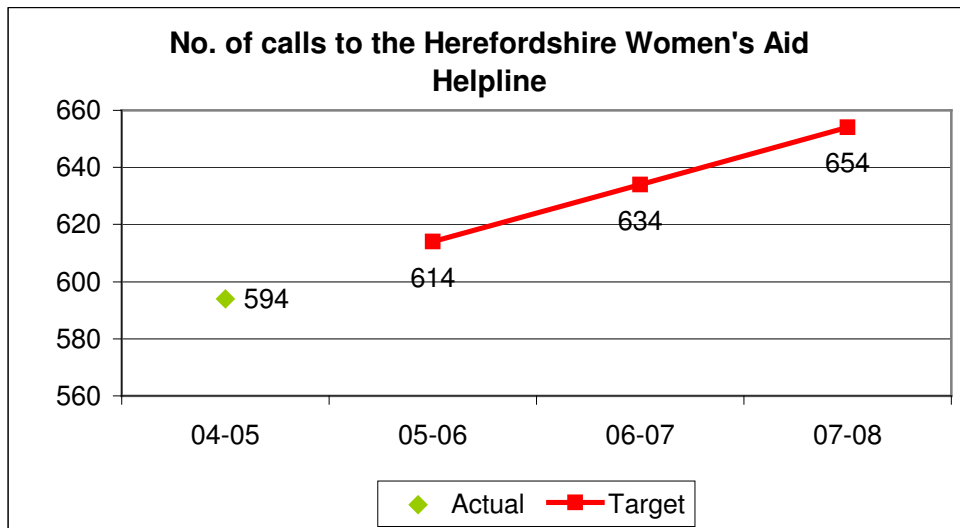
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	

**Indicator:** **Number of calls to the Herefordshire Women’s Aid Helpline**  
**HCS Theme** Safer and stronger communities  
**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour  
**Council Priority** Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.  
**Council Objective** Increase the number of calls to the Women’s Aid Helpline in Herefordshire regarding Domestic Violence.

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

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

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



<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against actions/resource/risk/mitigation/budget:</b>
Radio campaign completed by 31 <sup>st</sup> Jul 06 Develop new promotional materials by Oct 06 Recruit Officer by Dec 06 Complete draft marketing strategy by Jan 07	
<b>Resource required to deliver the action(s)</b>	
Marketing Officer to be recruited. Women's Aid staff.	Post being evaluated. To be advertised Aug 06
<b>Risk(s) to achievement</b>	
Delays in recruitment. Lack of time available by agency staff.	
<b>Risks mitigated by</b>	
Close relationship with partners.	
<b>Budget and financial performance to be added in due course</b>	

**Roles & responsibilities**

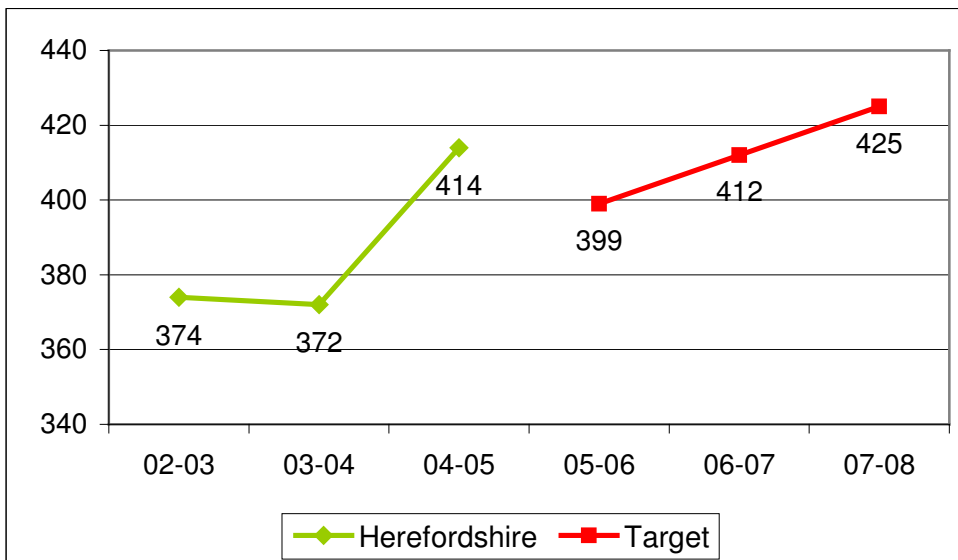
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	

**Indicator:** **Number of domestic violence incidents reported**  
**HCS Theme** Safer and stronger communities  
**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour  
**Council Priority** Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.  
**Council Objective** Increase number of Domestic Violence Incidents reported to Police in Herefordshire.

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

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

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



Increase the number of Domestic Violence Incidents reported to Police in Herefordshire by 10% by 2007/08.

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against actions/resource/risk/mitigation/budget</b>
Increase awareness of domestic violence issues to staff and public. Radio campaign to be completed by 31 <sup>st</sup> Jul 06 Develop new promotional materials by Oct 06 Recruit Marketing Officer by Dec 06 Complete draft marketing strategy, to include targeted campaign, by Jan 07 Advertise Helpline every 3 months	Staff training completed.  Radio campaign completed.
<b>Resource required to deliver the action(s)</b>	
Marketing Officer, Police Press Officer and Women's Aid staff.	Recruitment underway to Marketing Officer post.
<b>Risk(s) to achievement</b>	
Delays in recruitment. Lack of staff time available.	
<b>Risks mitigated by</b>	
Close relationship with partners.	
<b>Budget and financial performance to be added in due course</b>	

**Roles & responsibilities**

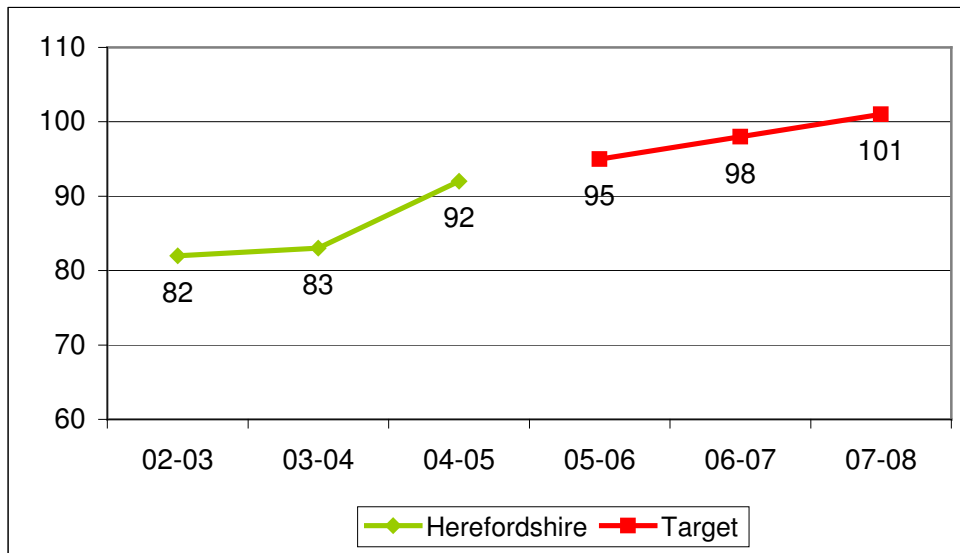
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	



**Indicator:** **Number of arrests for domestic violence offences**  
**HCS Theme** Safer and stronger communities  
**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour  
**Council Priority** Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.  
**Council Objective** Increase the number of arrests for domestic violence incidents in Herefordshire.

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

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board** N/a  
**Council Lead:** Ms Fiennes **Features in:** LAA, CP



Increase number of arrests for domestic violence incidents in Herefordshire by 10% by 2007/08.

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against actions/resource/risk/mitigation/budget:</b>
<p>Advertise Helpline every 3 months</p> <p>Include targeted campaign in marketing strategy by Jan 07</p>	<p>Helpline advertised through 3 month radio campaign completed on 31<sup>st</sup> Jul 06</p>
<b>Resource required to deliver the action(s)</b>	
Existing police officers.	
<b>Risk(s) to achievement</b>	
Ensure police officers aware of issues and act proactively.	
<b>Risks mitigated by</b>	
Staff reviews.	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

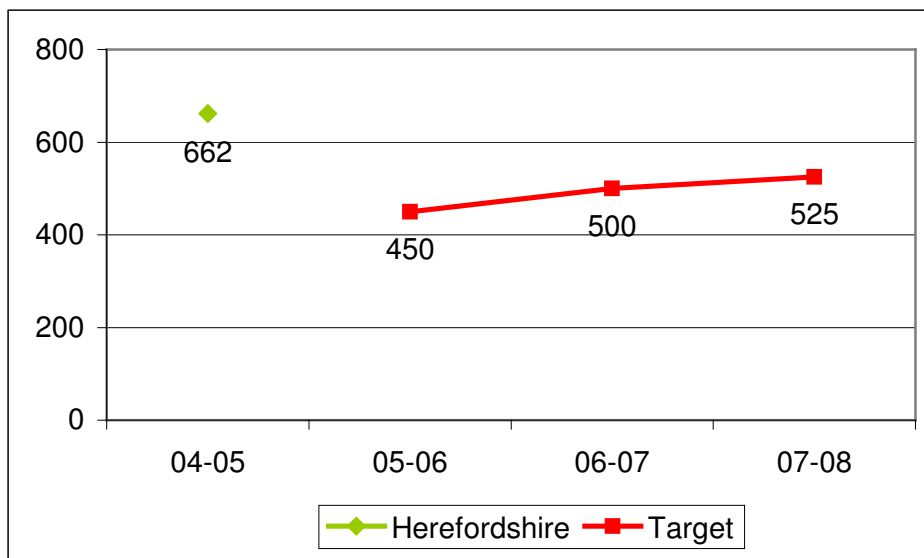
<b>Operational Lead</b> – lead officer	
<b>Support/Facilitator</b> -Improvement Manager	
<b>Data owner for PI</b>	

**Indicator:** **Number of people in drug treatment**  
**HCS Theme** Safer and stronger communities  
**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour (LAA outcomes – Reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime, also, to build respect in communities and to reduce anti-social behaviour)  
**Council Priority** Increase the number of people undergoing drug treatment in Herefordshire  
**Council Objective** To reduce the harm caused by illegal drugs

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

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

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



<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
Promote services of DASH and at key locations in county. Recruit Marketing Officer by Dec 06 Complete draft marketing strategy by Jan 07	National Drug Treatment Monitoring System report due out in Aug 06
<b>Resource required to deliver the action(s)</b>	
Staff time. Marketing Officer to be recruited.	Post being evaluated, to be advertised in Aug 06
<b>Risk(s) to achievement</b>	
Lack of funding.	
<b>Risks mitigated by</b>	
Restructuring to increase client throughput.	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

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

**Indicator:** **Reduction of vehicle crime**

**HCS Theme** Safer and stronger communities

**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour (LAA outcomes – Reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime, also, to build respect in communities and to reduce anti-social behaviour)

**Council Priority** Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

**Council Objective** To reduce vehicle crime

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

**Cabinet Lead:** Cllr Stockton **Strategic Lead-HP Board**

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

Reduce number of Drug Related Vehicle Crime in Herefordshire to 1086 pa for 3 years.

**Baseline Target 04/05**

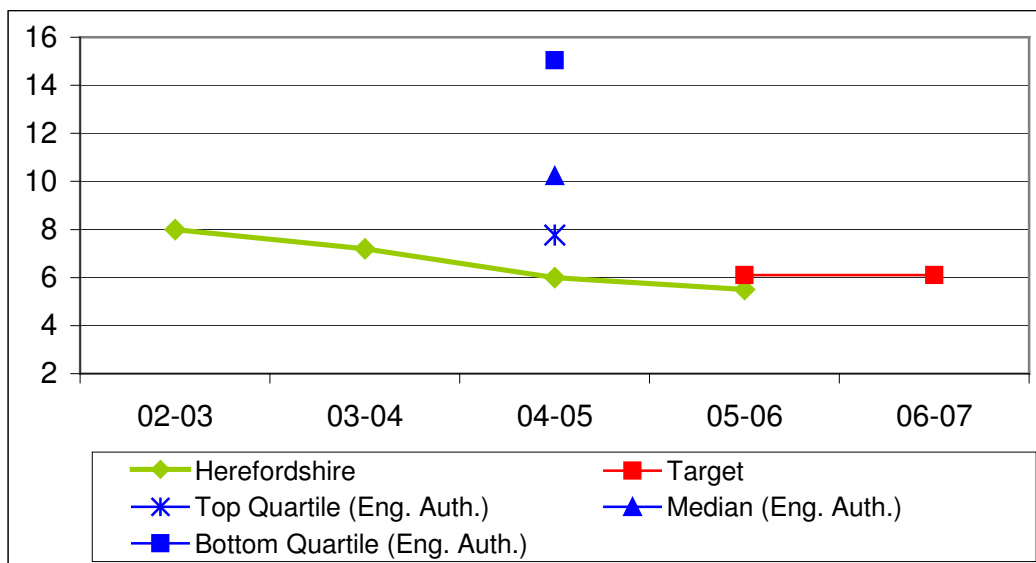
1092

**Targets**

05/06 1086

06/07 1086

07/08 1086



No. of vehicle crimes (per 1,000 population)

<b>Action(s) required to achieve the target (including key milestones)</b>	<b>Progress against action/resource/risk/mitigation/budget:</b>
Proactive targeting of offenders. Crime reduction campaigns to reduce number of potential targets. Establish Drug Related Crime (DRC) group to tackle this. DRC group to develop action plan for key educational message by Oct 06 Review of action plan – Jan 07	On-going.  Group established in May 06
<b>Resource required to deliver the action(s)</b>	
Police Intelligence department. Sub-group members' time.	
<b>Risk(s) to achievement</b>	
Change of police focus. Staff time available.	
<b>Risks mitigated by</b>	
Close working with partners.	
<b>Budget and financial performance to be added in due course</b>	

### **Roles & responsibilities**

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

### Overall Performance Improvement Plan Group 11<sup>th</sup> August 2006: exceptions report to the Chief Executive and Leader of the Council

#### 1. EXCEPTIONS:

##### Herefordshire Community Strategy (HCS) and the LAA

- The action plan to implement the HCS and the LAA was scheduled in the Overall Plan to be in place by April. The LAA element has been approved by the Partnership Board and submitted to Government. A draft action plan was issued in June. Work being put in hand to establish appropriate targets and milestones etc to underpin the aspirations over the next two months. Performance Management (PM) Group of the Board now established. PM framework agreed and reported to CMB on 11<sup>th</sup> July.

##### ICT

- Voice mail pilot has completed, but roll-out has been delayed – revised date of Aug 2006

##### Vulnerable adults

- Draft of the Overall Improvement Plan for Social Care now produced; to be finalised on Monday 14<sup>th</sup> August 2006.
- Internal Project Management and Governance set up but Project Board has not yet met. CMB has asked that membership of the Board be reviewed to include some external challenge.
- Full improvement plan dependent on DoH procurement. Interim plan in place to maintain momentum (as an integral part of the Service plan)

##### Children and Young People

- *A major risk to this Improvement Plan and that for the JAR is the ability of the Duty Team to continue to operate successfully in safeguarding children.* Revised Threshold and increased confidence have led to increased referrals. The end of July 06 referral position is over the March 07 Target. Cases requiring attention have therefore increased. All social work teams are taking initial assessments. Cases are under constant review and section 47 safeguarding assessments are given the urgency they require.

**Ensuring that the Councils Managers and staff are able to deliver sustained improvement**

Achievement of IIP is presented as an indicator. However this can be achieved in modules. Progress of modules to be determined.



## 2006/07 REVENUE BUDGET MONITORING

1. Appendix B1 shows the details of the projected outturn as at 31st July 2006 for each Programme Area.
2. The budgets shown for 2006/07 include the final carry forwards from 2005/06 which totalled £3.72million.

### Overall position summary

	<b>Net over or (-) underspending £000</b>
Children and Young People	-
Adult and Community	+3,570
Customer and Corporate	+ 280
Environment	+ 163
Resources	<u>- 164</u>
Net overspending Directorates	+3,849
Less Social Care Contingency	1,302
Financing Transactions projected surplus	<u>300</u>
Net Council Projected overspending	<u>+2,247</u>

### Overall Conclusion

3. At this early stage of the year, the key concern remains the potential overspend position on Adult Social Care budgets. Whilst some contingency funding has been made available to mitigate this problem and further is suggested in the draft Medium Term Financial Management Strategy, this is a position that requires continued active management.

### Revenue Reserves Position as at 31st July 2006

#### General Reserves

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

The Council's draft Medium Term Financial Management Strategy includes proposals for managing General Fund Balances and specific reserves and ensuring a balanced budget, which would reduce the balance held to £5.080million by 31st March 2007.

## Earmarked Reserves

5. At 31st July 2006 the Council held £13.9million of earmarked reserves. The three largest reserves are the Waste Management Reserve of £1.386million, set up to help meet the cost of the new Waste Management arrangements, Herefordshire Connects £1.928million, set up to help meet the initial costs of this programme and the Schools Balances in hand of £8.739million.
6. Although it is too early in the year to predict the movement in school balances, 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 utilized in 2006/07.

## DIRECTOR OF ADULT AND COMMUNITY SERVICES

### Directorate Summary as at 31st July 2006

	Overspendings £000	Underspendings £000
Adult Services	3,392	-
Strategic Housing	83	-
Community Services	<u>95</u>	<u>-</u>
	<u>3,570</u>	<u>-</u>

Net overspending £3.57million

### Adult Social Care

7. The projected outturn for Adult Social Care is an overspend of £3.4million. Details of the projected area overspends are as follows:

Learning Disabilities - £1,219,000 overspend

Older People - £749,000 overspend

Physical Disabilities - £487,000 overspend

Mental Health - £813,000 overspend

Service Strategy - £96,000 overspend

Commissioning and Improvement - £32,000 overspend

8. An important indicator of Adult Services spending is the number of residential and nursing care packages. The 2006/07 trend data is as follows:

	2005/06	April 2006	June 2006
<u>Learning Disabilities</u>			
Nursing packages	2	2	2
Residential packages	61	61	61
<u>Mental Health</u>			
Nursing packages	90	99	102
Residential packages	149	151	151
<u>Older People</u>			
Nursing packages	131	127	134
Residential packages	156	167	171
<u>Physical Disabilities</u>			
Nursing packages	4	8	9
Residential packages	8	20.5	19.5

### **Strategic Housing**

9. The projected outturn for Strategic Housing is an overspending of £83,000 and this is based on current demand levels for temporary accommodation. The situation is being closely monitored as this position could easily change particularly if demand levels take an upward turn.
10. 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. The total number of people in temporary accommodation is as shown below

Highest 2005/6	98
Lowest 2005/6	66
Average 2005/6	82
April 2006	58
May 2006	42
June 2006	32

---

Further information on the subject of this report is available from  
David Keetch, Assistant County Treasurer on (01432) 260227

Average 2006/7 44

11. 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. As the figures above indicate, there is a significant decrease in this happening.

### **Community Services**

12. The projected overspending of £95,000 is made up of the accommodated Leisure Contracts deficit brought forward (£100,000) and expected overspending on Parks (£50,000) and Public Rights of Way (£10,000), which can be offset by staff savings in social and economic regeneration.

### **Efficiency Savings**

13. All the Adult Services efficiency savings have been allocated out to client groups, except mental health and work is in hand to ensure they are being achieved.
14. 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'S SERVICES**

### **Directorate Summary as at 31st July 2006**

	<b>Overspending £000</b>	<b>Underspending £000</b>
Directorate Central Budgets		400
Children's Social Care/safeguarding and Assessment Services	400	
	<b><u>400</u></b>	<b><u>400</u></b>

Net position break even.

### **Dedicated Schools Grant**

15. Most (80%) of the former Education budget is now funded by Dedicated Schools Grant, which covers delegated school budgets and central services to schools and pupils. Any under or over spending will be carried forward into the Dedicated Schools Grant for 2007/08.
16. All schools except one have submitted their approved budgets for 2006/07 and based on current notifications of school spending plans school balances are expected to be as follows:

	<b>Budgeted Revenue balances</b>		<b>Outturn Revenue balances</b>	
		<b>2006/07</b>	<b>2005/06</b>	<b>2004/05</b>
Primary schools	£2.362m		£4.473m	£4.930m
High schools	£0.665m		£2.387m	£1.993m
Special schools	£0.136m		£0.277m	£0.336m
Total	£3.163m		£7.137m	£7.259m

17. It is encouraging to note that school revenue balances reduced last year and given the plans to introduce a balance clawback scheme that they will continue to fall in 06/07 although the budgeted balances look somewhat unrealistically low.

#### **Directorate central budgets**

18. The remaining education services such as strategic management, SEN assessment, asset management and transport are funded directly by the Council Tax. At this early stage in the year the projected under spend is of £400,000, mainly on school transport.

#### **Children's Social Care/ Safeguarding and Assessment Services**

19. The projected overspend on Children's Social Care is £400,000 and is mainly related to external residential agency placements (+£127k) and fostering (+£176k).
20. A further pressure is Out of Area Placements for children with complex needs which are jointly funded through a section 31 agreement between Health and Children's and Young People's Directorate (Schools Budget and Social Care elements). An over spend of £200,000 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**

21. Overall, the Children and Young People's budgets are on track to break even. This demonstrates the on going commitment to manage the resources in the best possible integrated way.
22. The funding arrangements and their fit with the service portfolios will need further work in order to describe the financial management position. This will be developed over this financial year.

#### **Efficiency Savings**

23. The efficiency savings required for 2006/7 have been fully taken into account in the Directorates 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.

## DIRECTOR OF CORPORATE AND CUSTOMER SERVICES

### Directorate Summary as at 31st July 2006

Net Underspending	Overspending £000	Underspending £000
Herefordshire Partnership		60
Info by phone	160	
Legal and Demographic Services	<u>180</u>	—
	<u>340</u>	<u>60</u>

Net overspending £280,000

### Corporate and Customer Services

24. Most of the budgets are expected to break even although some modest savings are predicted at this stage in the year.
25. The main issue to be resolved is the funding for the Info by Phone Centre, which is expected to open in November. The staff costs will total approximately £160,000 and there may be one off costs as well.
26. The Legal and Demographic Services budgets are expected to overspend by £180,000 due to one redundancy and pension costs and the implementation of the new structure.

## DIRECTOR OF ENVIRONMENT as at 31st July 2006

### Directorate Summary

Net Underspending	Overspending £000	Underspending £000
Environmental		
Health and Trading Standards	33	
Planning	130	
Highways and Transportation	-	
	<u>163</u>	

Net overspending £163,000

### Efficiency Savings

27. Good progress has been made in achieving these savings. Some of the ICT procurement savings have yet to be finally confirmed.

### Environmental Health and Trading Standards

27. An overspending of £33,000 is expected due to the additional costs incurred as a result of the Cadbury's case. Government Grant funding to help meet these costs have been applied for but no decision has yet been received.

## Highways and Transportation

28. A number of these budgets are under pressure but no major variations have been identified. The level of work ordered will be carefully monitored to ensure spending remains within budget.

## Planning

29. A shortfall in fee income of £130,000 during the year is projected based on the first four months of the year although it is still possible that the income target will be met.

## Efficiency Savings

30. The efficiency savings have all been taken into account in the Directorate budget planning. Action is being taken to ensure the savings are being realised.

## DIRECTOR OF RESOURCES

### Directorate Summary as at 31st July 2006

	Projected Overspending £000	Projected Underspending £000
Corporate Budgets	-	100
Property Services	-	64
Finance	-	-
	<u>-</u>	<u>164</u>

Net underspending £164,000

## Corporate Budgets

31. At this early stage in the year a net underspending of £100,000 is expected. This sum includes an additional £19,000 in respect of the 2005/06 Local Authority Business Growth Incentive Scheme.

## Finance

32. A break-even outturn is predicted at present although this means that any one off costs of the restructuring will have to be contained within the budget. A contribution may also be needed as an addition to the sum of £100,000 set aside for organisational development from 2005/06 carry forwards.

## Property

33. A modest underspending of £64,000 is predicted with an overspending of £149,000 on Administrative Buildings largely due to increased non-domestic rate costs being more than offset by additional income on a number of services.

### **Efficiency Savings**

34. All the efficiency savings have been allocated to cost centres and services. Careful budget monitoring will be maintained in order to ensure that the savings will be achieved.

### **FINANCING TRANSACTIONS**

At this stage in the year an underspending of £300,000 is being predicted largely due to careful investment management. Slippage in capital programmes usually occurs in most years which if repeated in 2006/07 could generate further under spend.



## Appendix D

### JULY 2006/07 CAPITAL PROGRAMME MONITORING

---

1. This is the first round of in-year capital monitoring for 2006/07. The purpose of this monitoring exercise is to update the original capital budget position set before the 2005-06 year end, reporting new funding allocations, managing any potential slippages or overspends as new schemes and new sources of finance are identified. The capital monitoring process helps to ensure that no conditional capital resources are lost and forecast changes are managed in the most effective way.
2. The revised forecast for 2006/07 as at 31<sup>st</sup> July totals £60,671,000, which is an increase of £23,656,000 from the original forecast. This increase is mainly due to the inclusion of additional budgets reported separately to Cabinet for Corporate Accommodation (£4,603,000), Herefordshire Connects (£8,503,000) and additional ICT Network Enhancement costs (£2,000,000). Other changes represent budget reviews following the 2005-06 closedown and funding allocation confirmations; explanations of the changes are detailed in the body of this report. This programme is funded as detailed in Appendix D1.
3. A summary of the Prudential Borrowing position for 2006/07 is set out below and on Appendix D4. This represents the capital investment this year to be financed by the new borrowing powers afforded to local authorities in 2004. Elements of this prudential borrowing will relate to the increase in forecasted expenditure in para 2.

2006/07 Original Prudential Borrowing Allocation		£5,968,000
Add: Slippage from 2005/06		£4,226,000
Shaw Homes development		£300,000
Purchase of Gritters lease review		£123,000
Subsequent Cabinet allocations:		
Herefordshire Connects		£8,503,000
Accommodation Strategy		£2,953,000
ICT Network Enhancement		£2,000,000
Queenswood car park		£100,000
Less: Slippage into future years	(£557,000)	
Funded by available SCE(R)	(£125,000)	(£682,000)
Forecast use of Prudential Borrowing in 2006/07		<u>£23,491,000</u>

4. Each individual capital project has an expected spend profile and expected spend in the first four months totalled 27% of the revised forecast. The actual spend at £11,988,000 represents 20% of the revised forecast demonstrating that overall the Council is largely on track with its capital programme. Environment is showing a 16% less than forecast spend to end of July however orders have been raised and committed spend represents 40% of the revised forecast. A summary of the expenditure for each service area is set out on Appendix D2.
5. Set out in Appendix D3 is a list of all capital schemes with a budget in excess of £500,000. The detailed capital programme listing all capital schemes can be found on the Intranet. (*Info Library > Treasurers > Financial Policy > Capital > Capital Programme*).

### **Children and Young People's Services Directorate**

6. The capital forecast for this area has increased by £3,496,000 due to:
  - The inclusion of £1,600,000 payment for the release of a restrictive covenant in order to be able to sell the old Whitecross High school site. This will be funded through the capital receipt to be generated by the sale.
  - £887,000 increase in childcare provision capital schemes (sited at Hunderton, Ross, Ledbury and Kington) to be funded through capital grant.
  - The inclusion of £474,000 LPSA2 Health, GCSE & NEET and School Attendance budgets, also funded through capital grant.
7. The current forecast predicts a small unfunded position, which will be revisited at the next round of capital monitoring. The Hunderton junior and infant school amalgamation capital scheme will go to tender in October for work to start on site in November.

### **Resources Directorate**

8. The forecast for this area has increased to reflect the corporate accommodation capital budget as reported to Cabinet on the 25<sup>th</sup> May and as reported in the medium term financial strategy. Actual spend is currently lower than expected due to delays surrounding corporate accommodation spend.

### **Corporate and Customer Services Directorate**

9. The forecast for this area has increased to reflect the additional funding of £2,000,000 allocated to the ICT Golden Thread network enhancement budget per report to Cabinet dated 27<sup>th</sup> April and the additional funding of £8,503,000 allocated to Herefordshire Connects reported to Cabinet on the 20<sup>th</sup> April.

### **Environment Services Directorate**

10. The forecast for the LTP programme spend has not changed.
11. Other changes represent the inclusion of LPSA2 budgets for Street Scene and Road Safety (£310,000) funded by capital grant and the increase in public toilet improvements budget, to be funded through receipts generated by the sale of old sites.

### **Adult and Community Services Directorate**

12. The forecast for this area has increased by £3,879,000 due to:
  - Decrease of £300,000 on private sector housing budgets, reflecting a reduced funding allocation by central government. This funding has changed from borrowing allocation to capital grant focused on providing decent homes for vulnerable people, this has generated a greater demand and expectations are that this funding allocation will reduce again in future years.
  - Extra Care housing development forecast has increased by £2,640,000 representing slippage from 2005-06 with work starting on site in 2006-07. Building work will commence in September.
  - Affordable housing grant forecast has increased by £867,000 with this

increase mainly being funded through S106 income. A number of affordable housing and grant funding commitments have been made to date totalling £2,900,000.

## Prudential Indicators

13. A key objective of the Prudential Code is to ensure that capital investment plans and treasury management decisions are made in a manner that supports prudence, affordability and sustainability.
14. Cabinet have endorsed a range of Prudential Indicators that are to be monitored on a regular basis as part of the existing Capital Programme monitoring process. Cabinet considers these on an annual basis through the Treasury Management report.
15. The framework of PIs covers Capital Expenditure and Treasury Management and the Prudential Code incorporates the PIs as set out below. The PIs included in this report are based on the 2006/07 Capital Programme. Due the additions to the Capital Programme for schemes to be funded with Prudential Borrowing it is necessary to restate the Prudential Indicators accordingly. **The revised Prudential Indicators must be approved by full Council.** The indicators are set out on Appendix D4 and significant changes in the indicators are highlighted at each point.
  - Actual and estimated capital expenditure for the current and future years
  - Ratio of financing costs to net revenue stream
  - Capital Financing Requirement
  - Authorised limit for External Debt
  - Operational boundary for External Debt
  - Council Tax implications of the incremental effect of capital decisions
  - Treasury Management Indicators
16. The Council has agreed in principle the construction of Rotherwas Access Road and this will have an impact on the prudential borrowing indicators currently agreed. It is the Council's intention to fund the significant element of the overall cost of the road through AWM and private developer contributions, however it is highly likely in the short term for the Council to increase its borrowing over current limits and these will need to be approved by full Council.

**APPENDIX D1**

**FUNDING OF REVISED 2006/07 CAPITAL PROGRAMME**

<b>Capital Programme Area</b>	<b>2006/07 Revised Forecast 31/07/06</b>	<b>SCE(R)</b>	<b>Prudential Borrowing</b>	<b>Grants</b>	<b>Revenue Contribution</b>	<b>Capital Receipts Reserves</b>	<b>Unfunded</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children & Young People's Services	11,544	2,459	2,000	4,274	96	2,676	39
Resources	5,237	-	3,269	-	-	1,969	-
Corporate and Customer Services	12,245	-	11,975	270	-	-	-
Environment Services	13,633	10,476	2,447	633	-	77	-
Adult and Community Services	18,012	217	3,800	8,306	-	5,688	-
<b>Total Revised Forecast</b>	<b>60,671</b>	<b>13,152</b>	<b>23,491</b>	<b>13,483</b>	<b>96</b>	<b>10,410</b>	<b>39</b>
<i>Original Budget</i>	<b>37,015</b>	<b>13,197</b>	<b>9,499</b>	<b>9,431</b>	<b>33</b>	<b>4,855</b>	-
<i>Change from original budget</i>	<b>23,656</b>	<b>(45)</b>	<b>13,992</b>	<b>4,052</b>	<b>63</b>	<b>5,555</b>	<b>39</b>

<b><u>Reported to date</u></b>							
<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>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>

APPENDIX D2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2005/06 Forecast as at 31/07/06	Actual spend at 31/07/06	Actual 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
	£'000	£'000	£'000	£'000	%	%
Children & Young People's Services	7,907	8,048	11,544	3,407	30%	30%
Resources	662	520	5,237	146	3%	11%
Corporate & Customer Services	4,623	1,760	12,245	417	3%	13%
Environment Services	10,288	12,554	13,633	1,437	11%	27%
Adult & Community Services	8,365	14,133	18,012	6,581	37%	39%
<b>Total</b>	<b>31,845</b>	<b>37,015</b>	<b>60,671</b>	<b>11,988</b>	<b>20%</b>	<b>27%</b>

**APPENDIX D3**

**MAIN CAPITAL SCHEMES OF REVISED 2006/07 CAPITAL PROGRAMME**

<b>Capital Programme Scheme</b>	<b>Schemes with a Revised Forecast &gt;£500,000</b>
	<b>£'000</b>
<b>Children &amp; Young People's Services schemes:</b>	
Weobley High – Sports Hall (no change)	1,225
Sutton Primary – Replacement School (budget decrease, slippage)	1,463
Whitecross High – Restrictive Covenant (new budget)	1,600
Hunderton Junior & Infant – Amalgamation (budget increase, from 05-06)	2,587
New Deal for Schools Condition Improvement Works (no change)	800
<b>Resources:</b>	
Corporate Accommodation (new budget)	3,800
Plough Lane (new budget)	650
<b>Corporate and Customer Services - ICT schemes:</b>	
ICT The Golden Thread Network Enhancement (budget increase)	2,347
Info by Phone (budget decrease, spent 05-06)	868
Herefordshire Connects (new budget)	8,503
<b>Environment Services:</b>	
Rotherwas Access Road (no change)	500
Capitalised maintenance of principal roads (no change)	1,728
Capitalised maintenance of non-principal roads (no change)	3,547
Footways (no change)	1,064
Capitalised assessment & strength of bridges (no change)	900
Crematorium Hereford (budget increase, from 05-06)	1,323
<b>Adult and Community Services schemes:</b>	
Friar St Museum Resource & Learning Centre (budget increase)	1,169
Hereford High Town & High St (budget decrease, spent 05-06)	1,732
Private Sector Housing (budget decrease)	1,000
Disabled Facilities Grants (budget increase, from 05-06)	683
Extra Care Housing (budget increase, from 05-06)	5,280
Affordable Housing Grants (budget increase)	4,367
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>13,535</i>
<b>Revised Forecast</b>	<b>60,671</b>

## APPENDIX D4

### ACTUAL AND ESTIMATED CAPITAL EXPENDITURE

The first table sets out the current forecast for the use of Prudential Borrowing. The Prudential Indicators approved by Council 10 March 2006 assumed a future level of £5,000,000 prudential borrowing per year. The table below replaces that estimate with agreed and potential prudential borrowing allocations.

#### PRUDENTIAL BORROWING AS AT 31 JULY 2006

	2006/07	2007/08	2008/09	2009/10
	£'000	£'000	£'000	£'000
<b>Original Allocations and slippage:</b>				
Original Allocations	5968	5,108	700	
Slippage from prior year	4226	557	167	
Slippage into future year	(557)	(167)		
Funded by available SCE	(125)	(125)		
<b>Additional Prudential Borrowing:</b>				
Herefordshire Connects	8,503	10,853		
Accommodation Strategy (net of receipts)	2,953	(731)	5,575	(1,300)
Rotherwas Relief Road (Potential)				3,076
Residential Homes Improvements	300			
<b>Additional Prudential Borrowing - costs to be funded by revenue contribution:</b>				
ICT Network Enhancement	2,000		1,500	
Purchase of Gritters instead of leasing	123			
Queenswood Car Park	100			
	<b>23,491</b>	<b>15,495</b>	<b>7,942</b>	<b>1,776</b>

This table takes into account new borrowing for which the government is providing support, government grants, capital receipts, other funding (including s106 receipts) and prudential borrowing as above. The table also shows how the programme would be funded.

#### FORECAST CAPITAL PROGRAMME AS AT 31 JULY 2006

	Outturn	Budget	Estimated	Estimated
	2005/06	2006/07	2007/08	2008/09
	£'000	£'000	£'000	£'000
<b>Capital Programme Area: -</b>				
Children and Young People's Services	7,907	11,544	6,281	2,110
Environment General	10,288	13,633	12,824	10,964
Corporate and Customer Services	4,623	12,245	11,903	1,500
Resources	662	5,237	3,550	8,450
Adult and Community Services	8,365	18,012	5,002	4,025
	<b>31,845</b>	<b>60,671</b>	<b>39,560</b>	<b>27,049</b>
<b>By funding:</b>				
Capital Receipts Reserve	1,827	10,410	8,291	6,268
Grants	10,169	13,483	2,531	475
SCE(R)	13,916	13,152	12,647	10,597
Revenue Contribution	802	96		
Prudential Borrowing	5,131	23,491	15,495	7,942
Unfunded		39	596	1,767
	<b>31,845</b>	<b>60,671</b>	<b>39,560</b>	<b>27,049</b>

## RATIO OF FINANCING COSTS TO NET REVENUE STREAM

The net revenue stream is the budget amount to be met from Formula Grant and Council Tax income (the budget requirement). The ratio is the proportion of the budget requirement that relates to the ongoing capital financing costs.

The capital financing costs will change as actual borrowing replaces forecast borrowing and as the outturn of capital spending changes from the expected profile. The increase in this ratio from the original directly relates to the costs of funding the increased level of prudential borrowing.

	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
<b>Original Indicator (prior to PB allocations)</b>				
Net Revenue Stream	110,926	118,285	122,998	129,610
Capital Financing Costs	8,364	8,875	10,599	11,322
Ratio of financing costs to net revenue stream	7.54%	7.50%	8.62%	8.74%
<b>As at 31/7/06</b>				
Net Revenue Stream per MTFMS (Cabinet report 13/7/06)	110,926	118,285	123,486	132,192
Capital Financing Costs	8,364	8,875	11,215	13,850
Ratio of financing costs to net revenue stream	7.54%	7.50%	9.08%	10.48%

## CAPITAL FINANCING REQUIREMENT

This indicator represents the underlying need to borrow for a capital purpose. The effect of actual and additional Prudential Borrowing allocations affect the future years Capital Financing Requirement and increase the need to repay debt.

	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
Original Indicator	110,811	125,807	136,252	146,364
Revised 31/7/06	110,995	141,264	161,128	170,470



## AUTHORISED LIMIT FOR EXTERNAL DEBT

The Authorised Limit for external debt represents the absolute maximum level of debt that may be incurred. This limit would only be reached in exceptional circumstances. This limit needs to be increased to accommodate the additional Prudential Borrowing required.

	2005/06	2006/07	2007/08	2008/09
	£'000	£'000	£'000	£'000
<b>Original</b>				
Borrowing	133,000	147,000	170,000	185,000
Other Long Term Liabilities	3,000	3,000	3,000	3,000
<b>Total</b>	<b>136,000</b>	<b>150,000</b>	<b>173,000</b>	<b>188,000</b>
<b>Revised 31/7/06</b>				
Borrowing	133,000	162,000	195,000	210,000
Other Long Term Liabilities	3,000	3,000	3,000	3,000
<b>Total</b>	<b>136,000</b>	<b>165,000</b>	<b>198,000</b>	<b>213,000</b>

## OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

The Operational Boundary for external debt is the prudent expectation of the maximum level of external debt.

	2005/06	2006/07	2007/08	2008/09
	£'000	£'000	£'000	£'000
<b>Original</b>				
Borrowing	94,500	108,500	125,500	136,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
<b>Total</b>	<b>96,000</b>	<b>110,000</b>	<b>127,000</b>	<b>138,000</b>
<b>Revised 31/7/06</b>				
Borrowing	94,500	123,500	150,500	161,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
<b>Total</b>	<b>96,000</b>	<b>125,000</b>	<b>152,000</b>	<b>163,000</b>

## COUNCIL TAX IMPLICATIONS OF THE INCREMENTAL EFFECT OF CAPITAL DECISIONS

This indicator represents the increases in Council Tax resulting from Prudential Borrowing decisions taken by the Council. The large increase in this indicator primarily relates to the costs of Herefordshire Connects. As the Herefordshire Connects borrowing is repaid over a short period of time the higher debt repayments lead to a higher indicator. However this indicator does not currently reflect the saving expected to result from the Herefordshire Connects project. If the projected savings were recognised in this indicator it would show a negative increase in Council Tax.

	2006/07	2007/08	2008/09
	£ p	£ p	£ p
<b>Original Indicator</b>			
Increase in council tax (Band D, per annum) based on Prudential Borrowing of £5,843,000 taken for 2006/07 with £5,000,000 per year in subsequent years.	3.86	10.54	16.74
<b>Revised Indicator following 2005/06 allocations</b>			
Increase in council tax (Band D, per annum) based on revised Prudential Borrowing as at 31/7/06	6.12	34.67	61.48

## TREASURY MANAGEMENT INDICATORS

These are specific indicators, which relate to the management of the Treasury Management process.

	2004/05	2005/06	2006/07	2007/08
<b>Upper Limit for Fixed Interest Rate Exposure</b>				
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%
<b>Upper Limit for Variable Interest Rate Exposure</b>				
Net principal re variable rate borrowing / investments	50%	50%	50%	50%
<b>Maturity Structure of new fixed rate borrowing during 2004/05</b>	<b>Upper Limit</b>	<b>Lower Limit</b>		
Under 12 Months	30%	0%		
12 months and within 24 months	60%	0%		
24 months and within 5 years	90%	0%		
5 years and within 10 years	100%	0%		
10 years and above	100%	20%		
<b>Upper Limit for total principal sums invested for over 364 days</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
(Per maturity date)	10,000	10,000	10,000	10,000

## Managing Risk - Corporate Risks

Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Managing the reputational impact of the 'Staying Safe' rating being 'inadequate' in the JAR assessment and more importantly ensuring that arrangements for safeguarding the most vulnerable children .	CR1	4	4	High	Measures put in place to tackle the shortcomings against a planned and timed programme drawing in the assistance of better performing authorities as may be required. Draft JAR Action Plan reported to Cabinet on 25th May. External risk management experts engaged to preliminary assess level of risk in plan. Favourable initial assessment of Action Plan - good steps have been made to improve the position. Institute of Public Care engaged to work with staff to build a performance management culture as part of JAR Action Plan together with support from Department of Health.	SF	4	3	High
Herefordshire Connects: Programme does not go through robust investment appraisal and subsequent savings not being realised leading to service cuts.	CR3	4	4	High	Robust appraisals are carried out based on hard data, comparative and sensitivity analyses and deliverability. Strong corporate governance arrangements are in place. Change Manager appointed. Business Transformation Board created and the new governance arrangements approved. Procurement approach agreed. Benefits realisation framework to be developed.	NP	4	3	High
					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.				
Herefordshire Connects: Management capacity and capabilities not sufficiently developed to plan in advance, and deliver, the service changes required for realisation of efficiency savings.	CR14	4	4	High		NP	4	3	

## 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
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
Failure to maintain CPA "3 star" rating and move from improving adequately to improving strongly	CR4	4	3	High	Capacity created at a senior level and adherence to the Overall improvement Plan agreed in March. Board to monitor progress set up under Director of Corporate & Customer Services. It requires effective implementation of the corporate planning and performance frameworks, including the full integration of financial planning.	ALL/NP	3	3	Medium
					Use of Resources Improvement Plan being implemented included VfM self assessment in August.	SR			
					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.	NP/JJ			
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.	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

## 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
Corporate Capacity to deliver a range of changes the Council has embarked upon.	CR7	4	3	High	Programme Management, Clear Leadership and Senior Management Restructuring. Capacity issues identified within CPA inspection and will be part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues.	NP	4	2	Medium
Successful implementation of Accommodation Strategy.	CR13	4	3	Medium	Accommodation Board meets on a regular regular basis and resource commitments identified in MTFS. News and Views proving effective medium for communicating with staff. Relocation to Plough Lane still within planned timescales despite delays in purchasing offices.	SR	3	2	Medium
					An emerging risk is the move towards flexible working. Homework place assessments will need to be carried out for all staff formally working from home.	DJ/JH			
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 agreement signed with government and monitoring to be undertaken within Annual Operating Plan and under umbrella of LAA. Funding has now been agreed by Cabinet and clear responsibilities communicated to Directors and managers involved in its delivery. CMB resolved to project manage LPSA2 to ensure clarity over accountabilities.	SF/GH/GD	3	3	Medium
Development of a Public Services Trust for Herefordshire	CR14	3	2	Medium	External assistance for the first phase of development has been secured.	GH	3	2	Medium
Delivery of Local Area Agreement	CR9	3	2	Medium	LAA has now been agreed and is part of the Integrated Performance Reporting framework.	JJ	3	2	Medium
Recruitment and retention of staff where there are national skills shortages and including the	CR11	3	3	Medium	Succession planning as part of management development provision	ALL/DJ	2	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
impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims					<p>Utilise SRDs / implement career development posts and conclude job evaluation. 93% SRDs completed by the end of May. Further work being carried out on identifying gaps. HR to support Directorates deliver to identified training needs, to work to Investor in People standard.</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. Work to set and 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. · Improving leadership and management through a review of management development</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>				
Approach to Diversity: Risk of not achieving appropriate Level and not improving Standard.	CR12	3	3	Medium	<p>Level 1 commitment signed off.</p> <p>Staff resource committed.</p> <p>Long term development plan in draft.</p>	JJ	3	2	Medium

Signed: \_\_\_\_\_

Position: \_\_ Chief Executive

Date: \_\_\_\_\_

## COMMUNITY FORUMS

### PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

7TH SEPTEMBER, 2006

---

#### Wards Affected

County-wide

#### Purpose

To receive a report on the June - July 2006 round of Community Forum meetings.

#### Key Decision

This is not a key decision.

#### Recommendation

**That the report be noted.**

#### Reasons

To comply with the agreement that issues raised and discussed at Community Forums should be presented to Cabinet after each round of meetings.

#### Considerations

1. A full report of the Forum meetings is set out at Appendix 1. The issues raised provide a useful indicator of local concerns for Cabinet to consider.
2. The East Herefordshire Forum was cancelled in this round. The Chairman considered that there were no items for the agenda that would attract sufficient numbers of people to make the Forum viable. He felt that it would be better to present a topical agenda in October.
3. The Forums were advertised in more than 30 Parish Magazines and in the local press. The Hereford City Forum was advertised on Radio Hereford & Worcester. Colour posters were issued to all Councillors for display in their local area. Letters and agendas were sent to every Parish Clerk explaining the importance of Forums and asking them to inform all Parish Councillors.
4. Attendance varied. Figures were:

Hereford City	14
Golden Valley	19
Ross-on-Wye	3
North Herefordshire	10
Central Herefordshire	14
East Herefordshire	Cancelled
5. Total attendance was 60 at five Forums. This compares with total attendance of 62 at six Forums in April 2006. Average attendance was 12, compared with 10 in April. In April, the highest attendance was 20 at Hereford City Forum and the lowest was three

at the Central Herefordshire Forum. In July, the highest attendance was 19 at the Golden Valley Forum, and the lowest was three at the Ross-on-Wye Forum.

6. There was a 35% response rate to the feedback forms. On a scale of 1 to 5, where 5 was very worthwhile and 1 not worthwhile at all, 74% rated the Forums very worthwhile or quite worthwhile. This compares with 73% in April and 79% in January.

## **Consultees**

Community Forum Chairmen; Cabinet Members and the Leader of the Council.



**COMMUNITY FORUMS: JUNE-JULY 2006****Issues presented at more than one Forum:****Dealing with litter**

This item was presented at the Ross-on-Wye Forum and the Central Herefordshire Forum. Presentations were given by Andy Middlecote, Assistant Area Manager, Highways Department, Area Services South, and Shirley McKay, Support Services Manager, Highways and Transportation. They explained that the County was split into three areas for the purposes of street cleaning. The Southern area covered a wide area from the outskirts of Ledbury in the East to Hay-on-Wye in the West. The Council was taking an integrated approach to environmental issues to address direct services, such as street cleaning, dog fouling and graffiti, and indirect services, such as highways maintenance and ad hoc repairs. This initiative, entitled "Streetscene", covered not only dealing with environmental problems, but with designing public spaces to discourage anti-social behaviour and littering. There were three strands to the initiative:

- Engineering: including coating pavements to make removal of chewing gum easier and using paint that made it easier to remove graffiti;
- Education: The "Streetscene" brand was being used to highlight the initiative in schools and as a means of educating the public generally;
- Enforcement: It was difficult to catch people in the act of dropping litter or vandalising public areas, but the Clean Neighbourhood Act gave the Council new powers to impose penalties.

•  
Implementing Streetscene involved Council Directorates working together, and partnership initiatives to allow joint working with other bodies and public involvement. The Council aimed to engage the community, and had set up a Streetscene hotline, for reporting incidents, on-site record sheets to record public toilet cleaning, Highway inspectors and Town Monitors. Incidents could also be reported to the Info Shop at Swan House. There were a number of strands to the strategy for dealing with environmental issues in the future, including education, design of new buildings and infrastructure, performance indicators and enforcement. Current performance was assessed in terms of engineering (bin location, toilet monitoring, methods of working), education (targeting schools, engaging staff, working with businesses, the "lay-by safari"), and enforcement (fly-tipping, breaches of planning regulations, dog-fouling). The new Clean Neighbourhood Act gave the Council powers to impose and enforce fixed penalty notices. The fine for litter, fly-posting and graffiti would be set at the statutory maximum of £80, to be reduced by half for payment within 14 days. The Council would provide assistance to property owners wishing to remove graffiti from private property. There were plans to reduce signage by removing redundant signs. Planning applications for new housing could be made subject to Section 106 agreements, under which the developers would work with the Council to ensure a clean environment. The Council was working with Encams, a government body that was working to reduce litter. Litter bins had been placed in lay-bys on trunk roads and this had considerably reduced the litter on those roads. There were problems with the A40 because litter-picking involved lane closures and the cost was around £18,000 plus about £30,000 to conduct the litter-pick. Funds had been saved by timing litter-picks to coincide with grass cutting.

In response to questions raised, the following answers were given:

- Some dog-owners had set up groups to report on dog-fouling, in a similar way to the scheme described in Jersey;
- A document published by DEFRA would help Councils with the implementation of the Clean Neighbourhood Act;
- Parking attendants would, in future, be called Civil Enforcement Officers. Their role would not include clearing litter, as this role was better performed by Highways Officers;

- The phone number for reporting fly-tipping is 01432 260993. Reports of littering could be e-mailed to the Council;
- The Council had recently written to every parish council not currently taking part in the Lengthsman Scheme, inviting them to do so. This was a very popular scheme and funding in the county was higher than in most other areas. The scheme provided for funding at £100 per kilometre for the first three years, after which time it would reduce to £75 per kilometre. This was because once the scheme had bedded in it should be cheaper to maintain it, and the money released could be used to fund new schemes elsewhere in the county. Administration of the scheme was calculated at about 10% of the total cost, and it was thought that this role should not fall to the Parish Clerk;
- Lengthsmen would not work on A Roads for Health and Safety reasons, although they could report visibility problems on A Roads, and this could help to speed up the process of dealing with problems;
- The main responsibilities of lengthsman were hedging and ditching, and cutting back where grass and leaves concealed road signs;
- It was difficult for the Council to get discounts on the bulk purchase of litter bins because Local Authorities tended to be the only customers for such items;
- The Roman Road was included in the routine maintenance plan for verge cutting and collecting litter;
- New toilets in the City would be of a vandal-proof design and so would be able to be kept open for longer hours. These toilets were not popular with some members of the public, but the policy would be kept under review;
- Pot-holes in the road in Wellington would be put on the inspection system and dealt with;
- There were a number of initiatives in the County to educate people about litter. In particular, schools and young people were becoming increasingly involved in initiatives.

### **The Flood Alleviation Scheme**

This presentation was given at the Hereford City Forum and the Central Herefordshire Forum by Stephen Oates, the Council's Head of Highways and Transportation, who explained that a Planning application had now been received from the Environment Agency for the Belmont Flood Alleviation Scheme. He outlined the Environment Agency's proposals for a flood alleviation scheme for Hereford. Under the proposals, the first phase would cover the area from Greyfriars Bridge to the Old Wye Bridge. Because the number of residential properties affected by flooding was small, Hereford would not be considered a priority for flood alleviation were it not for the ASDA development. The funding from ASDA was time limited so it was vital to the project that plans were completed and submitted to the Council soon. The Environment Agency's proposals had been modified following debate. In particular, the proposed walls would be lower than originally designed, with slot-in panels when flooding threatened. This would enable views of the river to be retained and the wall would be more aesthetically pleasing.

In response to questions, the following answers were given:

- Bishops Meadow and King Georges Fields were areas that flooded naturally and would continue to be flood water storage areas. This was important in ensuring there would be no increased flood risk up or down stream of the flood defences, and the proposals meant that the scheme should have no adverse effect on the north side of the river, nor the area upstream;
- Lowering the river bed would make very little difference to the flooding risk, and dredging would be very expensive to maintain;
- Although it was hoped that some trees might be saved, it would be necessary to cut through the roots, and the planning application would need to be considered

on the basis of the worst case. It would not be in the interests of either the Environment Agency or Hereford Council to damage trees unnecessarily;

- Once the planning application was received, there would be an opportunity for extensive discussion and debate about the details. However, it was important to get the application in, because the £2m pledged by ASDA would be available for only five years and the work was scheduled to take place in 2007-8;
- Although it was acknowledged that the Environment Agency had not advertised the public consultation as well as it might have done, nevertheless, changes to the proposals had been made as a result of public and Council representations;
- The application would go before the main Planning Committee in September or October.

<b>Hereford City, Committee Room 1, The Shire Hall, Hereford</b>	<b>Tuesday 27 June 2006</b>
<b>Present:</b> Cllr D Fleet (Chairman) Cllr Mrs J French (Cabinet representative) Cllr P Edwards Cllr Mrs P Andrews Cllr Mrs G Powell Cllr Mrs U Attfield Cllr Mrs M Lloyd-Hayes Cllr B Wilcox Cllr A Williams	Simon Hairsnape, Deputy Chief Executive, Herefordshire Primary Care Trust Stephen Oates, Head of Highways and Transportation, Herefordshire Council Hazel Lavelle, Community Forum Co-ordinator
<b>Members of the public</b>	<b>14</b>

### Agenda

- The NHS in Herefordshire
- The Flood Alleviation Scheme

### The NHS in Herefordshire

Simon Hairsnape, the Deputy Chief Executive of the Herefordshire Primary Care Trust, outlined the PCT's achievements against its targets for 2005/06. Key issues for the PCT included reducing waiting times, improving NHS dentistry, developing cancer and stroke services, and financial breakeven. There were 11 key issues in the Local Delivery Plan in total. There had been a good record of achievement against all targets. Particular achievements were the reduction on waiting times for treatment, the creation of over 10,000 new NHS dental places, and the financial breakeven target. There was active debate about radiotherapy services and the development of local chemotherapy services and it was noted that there was a new stroke unit at the County Hospital. The PCT had been awarded two stars for 2004/05 under the Healthcare Commission ratings.

Objectives for 2006/07 included closer working with Herefordshire Council, further choice for patients, further reductions in waiting times and reducing MRSA rates. Particular objectives were improving sexual health in the county and a reduction in smoking. As with the previous year, the PCT aimed to maintain a financial balance. Simon Hairsnape emphasised the importance of the partnership between the PCT and Herefordshire Council. This partnership had been an important factor in the decision to retain Herefordshire PCT as a separate body. He highlighted the ways in which Council Services could affect the health and well-being of people in the County, and this impacted on the demand made on the health services.

#### Conclusions were:

- Herefordshire PCT was in a much better position than either Worcestershire or Gloucestershire, because its finances had been better managed
- 2005/06 had been a good year for the PCT;
- Most targets had been achieved;
- Progress had been made against all targets
- 2006/07 would be a challenging year financially;
- 2006/07 would be a year of reform
- There was a determination to move forward in the current year.

In response to questions raised, the following answers were given:

- Special baby care was very staff intensive and there were a fixed number of cots in Hereford Hospital. In addition, there was no neonatal intensive care. This meant that very occasionally, where it was clinically unsafe to keep a sick baby in Hereford, where no specialists were available, the baby might be sent to one of the big centres of excellence. It was not possible to provide the range of services in a rural county. It was acknowledged that this could be difficult for families, but it was emphasised that the clinical safety of the baby was paramount;
- Financially, this year and next would be years of growth in the NHS, with funding running at 7 – 8%. However, this level of funding would dry up by April 2008, because the reform programme should be completed at that time and the level of service was expected to be self-sustaining. It was recognised that this would prove challenging when funding returned to 4 – 5%;
- GPs should now be offering patients choice about where they received treatment. In practice, most residents in the City would be likely to choose Hereford Hospital, but all 24 GP practices in the county should be offering a choice of four providers;
- Patients sent to distant hospitals for clinical reasons could have transport paid, but patients attending distant hospitals as a genuine choice would need to pay their own transport costs. Patients in receipt of benefits could claim transport costs. The booklets issued to patients should clarify this;
- The use of Hillside as a centre for Stroke patients would not result in any net loss of Community Care beds;
- Waiting times were now calculated from the date the GP made an appointment with the specialist to the date treatment started. This was a clear improvement on the previous system of three waiting lists, and maximum waiting times were now 18 weeks;
- Complaints to the PCT averaged one a day. All complaints were acknowledged within three days, with a substantive response being sent within 22 days. All complaints were taken very seriously, with major complaints being logged with the Health Authority. All hospital staff should know about the complaints procedure;
- Two years ago, GPs had been told that they must offer appointments within 48 hours. This had led to some GPs offering only same day appointments. However, patients were entitled to ask for a pre-booked appointment and GPs had an obligation to provide that service;
- It was expected that the system allowing patients to choose the time and date of specialist appointments would prevent many cases of failure to keep appointments, because patients would be in control of their appointments.

### **The Flood Alleviation Scheme**

See main report.

### **Other questions**

The following answers were given to general questions:

- The motor launch moored on the river could not be turned round to enable it to be painted. The issue was currently with the Ombudsman, but a detailed account of the current situation would be sent to the questioner, and brought to the next Forum;
- Under the Enforcement of Clean Neighbour and Environment Act, the Government would support Local Authorities in the collection and disposal of dry batteries. The Council was waiting for a Government directive and funding;
- Residents in urban areas, including those in blocks of flats, were entitled to have their waste recycled. The absence of recycling services at particular addresses

would be investigated and the residents advised. An update on the situation would be brought to the next Forum.

**Other issues**

It was agreed that, subject to agreement at the next meeting of Forum Chairmen, future Hereford City Forums would begin at 7.00pm;

The Chairman advised that the fine for litter, fly-posting and graffiti would be set at the statutory maximum of £80, to be reduced by half for payment within 14 days.

<b>Ross-on-Wye, John Kyrle High School, Ross-on-Wye</b>	<b>Tuesday 4 July 2006</b>
<b>Present:</b> Cllr Mrs A Gray (Chairman) Cllr G Lucas Cllr J Jarvis Cllr P Edwards Cllr M Wilson	Andy Middlecote, Assistant Area Manager, Highways Department, Area Services South, Herefordshire Council Geoff Hughes, Director of Adult and Community Services, Herefordshire Council Hazel Lavelle, Community Forum Co-ordinator
<b>Members of the public</b>	<b>3</b>

### Agenda

- Dealing with litter
- Care in the Community
- Questions and Answers

### Dealing with litter

- See main report.

### Care in the Community

Geoff Hughes, the Council's Director of Adult and Community Services, explained that the vision put forward in the Herefordshire Community Strategy aimed to improve the health and well-being of the people of Herefordshire by supporting people to live independently, promoting inclusion, providing fair access to care and support and achieving best value. It was important that vulnerable people played a full part in the community. The client groups were older people, people with learning disabilities, people with physical disabilities and adults with other needs such as autistic people. The demography of the county showed that the population was aging faster than the national average. This was partly due to younger people having to leave the county for higher education and work, and retired people being attracted to the county. The over 65 population was expected to increase from 35,500 in 2004 to 42,000 in 2011. Important features of the Service were assessment of individuals' needs, signposting (directing people to other services), advice on benefits, the falls prevention team and the LIFT programme. Future plans included a village warden scheme to improve the quality of life in rural areas and a foot care scheme, involving Age Concern. The Hillside Unit had 22 beds for use as active rehabilitation and for rehabilitating hospital patients before they went home. The STARRS team would assess needs for equipment to enable people to live independently. Future plans for long-term care at home included Telecare (for example, electronic monitors in the home), personalised care budgets for people to buy their own equipment and Extra Care housing.

In response to questions, the following answers were given:

- The need to help people remain fit as they aged was acknowledged. The Council would look at the availability of leisure and fitness facilities for older people;

<b>North Herefordshire, Lady Hawkins Leisure Centre, Kington</b>	<b>Thursday 6 July 2006</b>
<b>Present:</b> Cllr J Stone (Chairman) Cllr R Stockton (Cabinet Member) Cllr S Bowen Cllr J P Thomas Cllr J Goodwin Cllr J Hope	Peter Yates, Development Control Manager, in the Planning Department Herefordshire Council. Paul Murray, General Inspector School Improvement Service, Herefordshire Council Andy Tector, Head of Environmental Health & Trading Standards, Herefordshire Council Craig Goodall, Democratic Services Officer, Herefordshire Council
<b>Members of the public</b>	<b>10</b>

### Agenda

- How Planners Think
- The Review of Provision of School Places
- Pest Control
- Questions and answers

### How Planners Think

Peter Yates explained that the history of Town Planning as we knew it dated back to the Great Fire of London, and established the principle that just because a person owned land, that did not give them the right to build whatever they liked on it. Planning permission had to take account of the public interest, and planning applications normally listed the planning policies that the proposals met or exceeded. In considering an application, Planning Officers took account of the views of parish councils and any objections received. However, not all objections were planning considerations. Planning officers were subject to targets, including time scales. Although decisions on applications could be delayed, 88% of decisions were made within the time targets. The success rate for appeals against Planning decisions was higher in Herefordshire than the national average. Changes were taking place in the Planning Office. For example, planning applications would soon be available on line, and the Government had proposed a national planning application form. By mid-August, every application would include a design and access statement, which would explain how the development fitted into the local area. Access included disabled access and proximity to public transport. These changes would affect retail developments more than private individuals.

In response to questions the following answers were given:

- Not all Councils allowed the public the right to speak at Planning Committees. Herefordshire allowed only three minutes, but this ensured comments were to the point;
- Housing density was a simple concept: once it had been decided to use land for building, it was important to make the best use of it to avoid encroaching on green field sites. A good design might enable more than 50 dwellings per hectare;
- Planners provided applicants with less advice than they used to prior to submitting an application. In 2004-5, 2000 of the 3,600 applicants received advice – more than half;
- Where an application was turned down, it was not always possible to offer advice, but there could be problems where developers made repeat applications without making changes;



- Planning decisions could not be delegated to parishes, but there were high levels of delegation within the Planning Department, reducing the need for committee meetings;
- Decisions could be influenced by design statements, although statements did not have the same status as the Unitary Development Plan, which was a legal document.

### **The Review of Provision of School Places**

Paul Murray, General Manager in the School Improvement Service, explained that the review began in Herefordshire earlier this year. The number of school pupils was falling nationally, and this trend was reflected in Herefordshire. It was expected that the number of pupils in the county would continue to fall until 2016. However, the fall in numbers was not evenly spread across the county. The Review was started in response to this trend to ensure that the problems generated by the trend could be addressed constructively and at an early stage. The main problem would involve funding, since a fall in the number of pupils would be reflected in a corresponding reduction in funding. Every school in Herefordshire would be affected by the review, but the first area to be subject to review was the North Herefordshire area. Numbers in this area were currently stable. Although the review would look at the issues in terms of four areas – North, South, East and West Herefordshire, it would also consider the county as a whole, since each area impacted on the others.

There would be wide consultation and, after taking account of all the views expressed, proposals would be put forward in September. Addressing the issues was not simply a case of closing schools. It was important that pupils received the best possible education, and options for change would be based on that objective. One possible measure would be revising catchment areas. Other options included schools working in partnership, sharing staff and resources, and federating schools to deal with recruitment problems. One of the problems facing the county was the difficulty in recruiting and retaining teachers. Of every five Newly Qualified Teachers in the county, only two remained after five years. In addition, it was very difficult to recruit Head Teachers because of the long hours they were required to work. Recommendations for change would be put to the Cabinet who would make decisions on the proposals. The consultation document was available, and all comments would be welcomed.

In response to questions, the following answers were given:

- It was important to engage parents in the review. The federated schools option had been tried in Cardiff, but it had been difficult to get parents to accept the idea of sharing a Head Teacher between schools;
- Specialist Schools could work in partnership with other schools and with feeder primary schools;
- Parents could express a preference for schools;
- It was important to recognise the special problems affecting rural schools and the Council made frequent representations to DfES on these.

### **Pest Control:**

Andy Tector, Head of Environmental Health and Trading Standards, explained that the Pest Control service was not a statutory service, and there were charges for those using the service. There were five staff working in pest control. Control of rats and mice cost £40 for 2 – 3 visits, and control of wasps and bees cost £35. There was a discount for people receiving benefits. Nevertheless, the service was subsidised by Council Tax at £50,000 per year. The subsidies were directed at domestic users. There were two officers who worked with businesses. Rats and mice were generally a winter problem, with wasps and bees causing most problems in the summer. Squirrels also caused a lot of damage.

In response to questions, the following answers were given:

- Birds, especially pigeons and seagulls, were a growing problem, and were difficult to deal with because they always returned;
- Calls to deal with escaped animals were infrequent, although last year the Pest Control staff had been called on to deal with a Huntsman spider in Ledbury.

### **Other issues**

Answers to other questions were:

- The Council had received a Waste Efficiency Grant from DEFRA, which had been used for two extra waste recycling vehicles. Waste for recycling cost £200 per ton to collect. The Council would be happy to speak to Kington Town Council about recycling in the town;
- Comparing costs of waste collection with other authorities was difficult, as figures for two-tier authorities did not always reflect the cost of both district and county collections. Herefordshire had a target of £485kg of waste per head of population, and reducing the amount of waste produced would be a factor in achieving this;
- Glass and metal were easy to recycle, while plastics were more difficult because there was a limited market;
- Recycling was very labour-intensive and cost about £200 a ton compared with £60 a ton for landfill.

### **Suggestions for future agenda items:**

- Recycling of waste
- The Lengthsman Scheme

<b>Central Herefordshire, The Simpson Hall, Burghill</b>	<b>Wednesday 12 July 2006</b>
<b>Present:</b> Cllr B Matthews (Chairman) Cllr DB Wilcox (Cabinet Member) Cllr M Wilson Cllr Mrs S Robertson Cllr C Mayson	Stephen Oates, Head of Highways and Transportation, Herefordshire Council Shirley McKay, Support Services Manager, Highways and Transportation, Herefordshire Council Hazel Lavelle, Community Forum Co-ordinator, Herefordshire Council
<b>Members of the public</b>	<b>14</b>

## Agenda

- Dealing with Litter
- The Hereford Flood Alleviation Scheme
- The Livestock Market
- Question and Answer session

### Dealing with Litter

- See main report.

### The Livestock Market

Cllr Mayson explained that the six potential sites for a new Livestock Market were still being considered in detail, and the Council was also continuing to look at the general principle of building a new market. The move would free up circa £10m for development of the Edgar Street grid and represented a good business case. Cllr Mayson challenged those opposing the scheme to present an equally good business case. One of the reasons that no decision had been made as yet was that the owners of five of the sites were overpricing their land. Compulsory purchase would be a difficult option as it would be necessary to demonstrate that there was no alternative. Although there was pressure to proceed, it was not judged sensible to proceed at any price and make a poor land deal.

In response to questions, the following answers were given:

- Although much of the traffic associated with the Livestock Market arrived well before the morning rush hour, moving the Market away from the centre would improve traffic flow;
- The Local Transport Plan had recently been submitted, and one of the long term aims was for a second river crossing. The Government would not approve funding for by-passes to relieve congestion, but, as with the Rotherwas scheme, would provide funding for regeneration and redevelopment of an area;
- The old bridge at Bridge Sollers had been so weak that it had to be replaced. The Government would not have provided funding to improve the Madley road and the intention was solely to provide a reliable bridge;

### The Flood Alleviation Scheme

See main report.

### Question and Answer session

In response to questions, the following answers were given:

- Green waste was not part of the normal waste collection, and a charge could be made for collecting. The Council wanted to encourage composting of green waste;

- There was a backlog of gulley clearing. The aim was to clear all gulleys once a year. Stephen Oates would investigate why only part of the gulley on the Lower Portway A4110 had been cleared and ensure it was dealt with.

<b>Golden Valley, Madley Village Hall</b>	<b>Tuesday 18 July 2006</b>
<b>Present:</b> Cllr P Turpin (Acting Chairman) Cllr C Mayson (Cabinet Member)	Sgt Rob Davis, West Mercia Constabulary Constable Christine Griffiths, Local Policing Officer, West Mercia Constabulary Claire Keetch, District Manager, Citizens' Advice Bureau Hazel Lavelle, Community Forum Co-ordinator, Herefordshire Council
<b>Members of the public</b>	<b>19</b>

### Agenda

- The Citizens' Advice Bureau
- Policing in the Golden Valley

### The Citizens' Advice Bureau

Claire Keetch, the District Manager of the Herefordshire CAB, explained that the CAB had been established in 1939, when most of the problems dealt with concerned ration books, evacuees and other wartime issues. In contrast, their work now was dominated by debt and other financial problems, such as benefits, housing and consumer matters. A survey of 25 cases identified over £700,000 worth of debt. People also asked for help with finding an NHS dentist and problems with Council services. The Herefordshire CAB dealt with around 20,000 problems each year. There were currently around 70 volunteers, of whom 50-55 were advisers and the rest administrative staff. There were 700 CABs around the country which, whilst they were independent bodies, belonged to the national organisation "Citizens' Advice". This meant that each CAB had to find its own funding. Four key principles underpinned the work of the CAB: All the advice given would be free; confidential; independent and impartial. It was not the role of the CAB to tell people what to do, but to help them identify the options for dealing with their problem, and the likely consequences of each option. The CAB was staffed mainly by volunteers, but it was a professional service requiring thorough training. On average, each volunteer undertook 18 months' training and gave about a day a week to the CAB. Whilst the work was rewarding, it did require commitment. The CAB could be approached in person at one of the main offices in Hereford and Leominster or at one of the weekly surgeries in the market towns, or by letter, e-mail or telephone. Some CABs also used local facilities for video conferencing, and this could be increasingly useful for rural communities.

In response to questions, the following answers were given:

- The increasing caseload was due in part to inadequate education in financial matters and sometimes an irresponsible attitude to money. Citizens' Advice was lobbying government for funding for education in financial literacy;
- The CAB received about £117,000 a year from the Council, but needed to supplement this with grants from other sources;
- Information could be obtained from the local CAB website and the national Citizens' Advice website.

### Policing in the Golden Valley

Sergeant Rob Davis explained the recent changes in police coverage for the Golden Valley, when Herefordshire moved to a system of local policing. This was based on "neighbourhood policing" which was proposed in a government White Paper, "Building Communities", in 2003, and would be rolled out nationally by April 2008. The system in Herefordshire was based on the 14 electoral wards, and the staffing for each area was determined according to

population, the level of deprivation and the demands on police services. The three wards in the Golden Valley did not represent a great demand on the police, although it was recognised that incidents did occur from time to time. On the basis of the staffing criteria, the Golden Valley would have one Local Police Officer, Constable Christine Griffiths. Constable Andrew Bundy would cover the Hereford Rural (South) area, and both would be based at Peterchurch under Sgt Davis. By August 2007, there should also be six Community Service Officers, three in each area. The officers would make themselves available as much as possible, and Constable Christine Griffiths would make her mobile phone number available to the public. There would be a press release with photographs of the officers and a map showing the areas covered.

In response to questions, the following answers were given:

- It was hoped that an officer would attend Parish Council meetings;
- There was a government –driven aim that every person should have a named point of contact with the Police. In the past, the priority had been responding to calls, but the emphasis would now be on meeting, and being part of, the community. However, there was a huge rural area to be covered;
- CSOs would have 60% of the powers of Police Officers. Chief Constables had the power to give CSOs more powers, but the Chief Constable for the Herefordshire area had decided to limit their powers in this county. Parish Councils could write to the Chief Constable if they wished to try to influence this decision;
- The key role of CSOs was reassurance. They were uniformed, used marked cars and radio contact with the Police;
- Core hours for policing would be 8 a.m. to 10 p.m. There would also be weekend shifts until midnight or 2 a.m. Outside these hours, Hereford police would be available;
- Although the police were happy to encourage Neighbourhood Watch schemes, where people wanted them, there was some public apathy about the schemes.

### **Question and Answer session**

In response to general questions, the following answers were given:

- A public enquiry had been held in the mid 1990s about a by-pass for Hereford, but the Inspector had ruled against it at that time. The Government would not permit a by-pass and the Council could not go ahead without Government backing. The decision by the Council to continue with the Rotherwas Relief Road, despite the refusal of the Government to provide funding, was encouraging. Once that road was built, it would be easier to make a good case to continue building to make a by-pass;
- Stephen Oates, Head of Highways and Transportation, would be asked what progress had been made on making passing places on the Bridge Sollers to Madley road;
- The new bridge had been necessary because of the condition of the old bridge. It was built to a European standard in order to get funding, but it was acknowledged that there was now a poor road serving a good bridge. Some people would be concerned about upgrading the road, since that would increase traffic. The condition of the road imposed a safety restriction;
- Plans for an incineration plant might come before the September meeting of the Planning Committee;

### **Suggestions for future agenda items:**

- Waste Treatment Plant, and the impact on wildlife;
- Traffic problems in the Golden Valley

# COMPREHENSIVE EQUALITY POLICY

## PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

7TH SEPTEMBER, 2006

---

### Wards Affected

All wards.

### Purpose

To receive a report on the progress made in implementing the Comprehensive Equality Policy and to endorse the recommendations for change.

### Key Decision

This not a key decision.

### Recommendations

THAT

- (a) progress in implementing the Comprehensive Equality Policy be noted;
- (b) recommendations for change identified through the EIA process be endorsed, and that through the performance management and service planning process ensure that diversity is mainstreamed throughout all services, policies and processes.

### Reasons

The changing and diverse nature of the community of Herefordshire should be recognised and acknowledged, along with the challenges this brings. The Comprehensive Equality Policy (CEP) is the overriding document that sets out the Council's commitment to achieving excellence and meeting its responsibilities to promote and implement equality when it is:

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

The CEP provides the focus to ensure that the Council meets the criteria needed to reach Level two of the Equality Standard by 2007. The CEP is underpinned by the Race Equality Scheme (RES) and the Disability Equality scheme (DES). It should be noted that both the RES and the DES are sub-sections of the CEP and therefore their action plans sit as appendices to this Plan.

---

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

The Council has taken a long-term approach to the Equality Impact Assessment process, choosing a three year rolling programme to enable services to look at a number of equality categories, not just Race as required by legislation. This will enable us to progress through levels three and four of the Equality Standard more rapidly as the ground work and needs assessment with regards to other equality strands (age, gender and disability) will have already been completed in advance of legislation coming into force. It also demonstrates us developing a proactive response to the needs of our customers.

## Considerations

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

There are five levels to this standard:

- ❖ Level One: commitment to a Comprehensive Equality Policy
- ❖ Level Two: assessment and consultation
- ❖ Level Three: setting equality objectives and targets
- ❖ Level Four: information system and monitoring against targets
- ❖ Level Five: achieving and reviewing outcomes

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

2. The CEP Action Plan shows the progress to date and the Council's commitment to implementing the CEP. It provides a clear focus in order to ensure that the detailed requirements of the Equality Standard are fully met.
3. The Council has identified and recognised that Diversity is a cross cutting theme and is embedding it in its policies, processes and functions. It also recognises its significance in partnership working, and the Council is taking a leading role in driving this agenda with cross sector partners.
4. It should be recognised that we are a county with a considerable migrant/seasonal workforce. This has led to a request from the Cabinet Office for assistance with identifying data on migrant groups, the impact of immigration, local funding and public service statistics. We have also had a number of enquiries from Local Authorities interested in our migrant worker website and a number of organisations looking to us for examples of best practice. We have hosted a number of events to raise the profile of the work we are doing so that it is understood that this is real work affecting our county - not a "politically correct" driven agenda.
5. We are in the process of developing a timetable of consultation with our stakeholders with regard to the Diversity agenda, and it has been decided that this needs to be integrated into processes and methods already adopted by the Council. In some circumstances we consulted on specific issues as required by legislation for our Race Equality Scheme and Disability Equality Scheme, and the information we have gathered from these consultations will not only inform the schemes but also service areas identified through the process. Consultation on diversity issues must be incorporated into regular service consultations and not seen as an add on.



## **Risk Management**

Not completing the timetabled programme of Equality Impact Assessments. This would reduce our chance of evidencing the corporate commitment to the Diversity agenda and this may result in the Council not obtaining Level 2 of the Equality Standard.

Withdrawal of resources would mean that we would be unable to implement the Action Plan. This may result in the Council not obtaining Level 2 of the Equality Standard and not progressing to levels 3 and 4.

## **Alternative Options**

None.

## **Consultees**

Diversity Group, Race Equality Steering Group, Disability Working Group, Race Equality Staff Group, Disability Staff Group.

## **Appendix**

Comprehensive Equality Policy Action Plan.

## **Background Papers**



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

## Introduction

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

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

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

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

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

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

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

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

### Key

**CDT:** Corporate Diversity Team

**CEP:** Comprehensive Equality Policy

**CRM:** Customer Relationship Management

**DES:** Disability Equality Scheme

**DG:** Diversity Group

**DSG:** Disability Staff Group

**DWG:** Disability Working Group

**EIA:** Equality Impact Assessment

**EOS:** Employee Opinion Survey

**HEP:** Herefordshire Equality Partnership

**RES:** Race Equality Scheme

**RESG:** Race Equality Steering Group

**RESG:** Race Equality Staff Group

**RRAA:** Race Relations Amendment Act

A shaded area means action completed

## 1) Leadership & Corporate Commitment

Action	Lead Officer	Evidence	Target Date	Progress at August 06
Publish CEP Action Plan in full range of appropriate formats	Corporate Diversity Team	CEP document	March 06	Published on web and intranet
Consult on Action Plan – review/amend Action Plan in line with consultation	Corporate Diversity Team	Consultation with stakeholders, minutes of meetings RESG, DWG, DG	Sept 05	Action plan in place and progress on actions being made
Monitor and assess use of Y1 Impact Assessments and action plans	Directorate Improvement Manager	Action plans incorporated into service plans. Corporate guidance to indicate process	2006 service plans	Guidelines incorporated into service planning 06/07 – Diversity identified as a cross cutting theme and incorporated into performance monitoring and service planning
Develop corporate mechanism for assessing development of service level equality objectives and targets	Directorate Improvement managers with Heads of Service	Service planning guidance incorporating EIA requirements – Diversity Group to assess progress at regular monthly meetings	April 2006	Diversity Group directorate representatives reporting monthly on directorate progress on equality actions
Create corporate structure for overseeing development of information and monitoring systems	Corporate Diversity Team	IT systems in place – Baseline data collected via research team. CRM –complaints monitoring in place	CRM system in place from September 05. Monitoring form in place January 06 process to be rolled out to be completed by March 2007	CRM system in place for dealing with and monitoring complaints of a discriminatory nature, however work still to be done on improving CRM (esp. reporting). Agreed monitoring form in place and used in EOS and DES. Wider use to be rolled out through EIAs
Ensure that mechanisms for responding to harassment on the grounds of race, disability and gender are in place	Corporate Diversity Team	Corporate complaints system and data of internal and external caseload from Personnel and HEP	January 2006	CRM system in place and Corporate Diversity Team investigating all complaints of a discriminatory nature

<b>Action</b>	<b>Lead Officer</b>	<b>Evidence</b>	<b>Target Date</b>	<b>Progress at August 06</b>
Adopt a timetable of self-assessment for Directorates to ensure progress for Level 2 is on track	Corporate Diversity Team	Briefing sessions given and assessment documentation completed.	Start of process April - 2007	Completion of all programmed Equality Impact Assessments.
Develop corporate equality self-assessment and audit procedures	Corporate Diversity team	Briefing given and assessment documentation completed – (possible introduction of computerised monitoring system)	Start Process April 2006	Research into system on-going. Visit to LA using the system scheduled for January 06 – Investigation concluded not cost effective to set up IT system – further investigation needed.
Assessment of required resources	Director of Corporate & Customer Service	Audit of work and resources identified. Introduce into budget cycle	Budget Cycle for 2006	CDT set up in the new structure, further capacity being built into re-structure of directorates. Appointments confirmed
Allocation of resources	Director of Corporate & Customer Service		April 2006	Further work on-going through business planning and budget cycle. Budget identified and agreed.

## 2) Consultation, Community Development & Scrutiny

<b>Action</b>	<b>Lead Officer</b>	<b>Evidence</b>	<b>Target Date</b>	<b>Progress at August 06</b>
Develop a consultation strategy to cover EIA and Diversity policies including the RES, DES, and CEP with all stakeholder groups (Herefordshire Equality Partnership)	Martin HR Community Involvement Manager / Research Team	Consultation strategy - coordinated internal and external process documented. Minutes of meetings.	Start process April 2006	DES consultation completed – EIA consultation planned for September-January 2007

<b>Action</b>	<b>Lead Officer</b>	<b>Evidence</b>	<b>Target Date</b>	<b>Progress at August 06</b>
Review equality content in strategic documents/policies/Community Strategy	RRAA: Chair of RESG – Carol Trachonitis  Disability: Chair of DWG – George Salmon  Other Equalities issues – Chair of DG – Jane Jones	Through the Race Equality Scheme/Disability Equality Scheme and CEP action plan ensure that policies/functions are assessed across all diversity strands and regularly reviewed	2008 (3 year rolling programme)	Rolling programme of work linked to EIA and directorate service plans. Diversity identified as cross cutting theme in Community Strategy and through EIAs, mainstreaming diversity throughout the organisation.
Develop consultation focus groups with stakeholders and the wider community on all aspects of equality policy	Chairs of staff groups / MH – Community involvement Manager	Minutes of meetings at staff groups (Race, disability) Community strategy / consultation strategy	On-going process to start April 2006	Staff groups established April 2006, minutes of meetings distributed. Plans in place to develop a community diversity focus group March 2007
Consult with members, employee representatives and service areas on equality impact and needs/requirements	Chairs of staff groups	Reports and member briefings, staff groups and focus groups as identified in community strategy	Start process April 2006	Members awareness session and staff groups set up to support the work of EIAs. Presentation at Mangers Forum 12 July 06
Each department and service area to engage in equality self assessment and scrutiny and audit on its service delivery	All Service managers	Through EIA action plans and monitoring recorded for each service area	Rolling programme 2004 – 06/07	Y3 of a three year rolling programme of assessments to be completed by Aug 06. Actions to be identified in Equality Action plans for service areas and directorates.

Action	Lead Officer	Evidence	Target Date	Progress at August 06
Ensure that the equality policy and objectives are incorporated in "partnership" arrangements and procurement arrangements engaged in by the Authority	Director of Resources and Lead Officer for procurement	Minutes of meetings. Contracts to reflect council's diversity policies and the procurements strategy to incorporate diversity policies.	Process to start April 2006	Identification through EIAs of partners and contractors and existing agreements to review and ensure that diversity issues are taken into consideration. On-going process

### 3) Service Delivery & Customer Care

Action	Lead Officer	Evidence	Target Date	Progress at August 06
Ensure planned programme of department/service area impact assessments are carried out	Director of Corporate & Customer Services	Service area documentation EIA	3 year programme to be completed August 2006	Year 3 assessments to be completed August 2006
Ensure planned agreed service area equality objectives and targets are agreed	Heads of service	EIA actions plans to be signed off through service planning process by Heads of service.	March 07	EIAs to inform equality targets in service planning process for 2007/8.
Ensure the procurement function and all contracted services and partnership agreements are reviewed to reflect equality policies	Procurements Officer Contracts Officers	Timetable of contract reviews and procurement documentation	To be completed by March 2007	Individual service areas picking this up through EIAs, however due to restructure more work needs to be achieved at corporate level
Set up equality criteria for external contractors/ partnerships	Procurement lead officer	Procurement strategy	To be completed by March 2007	See above
Ensure that each service area has approved and established planning groups for monitoring and information systems	Service managers	CRM system in place and data collection	To be completed by March 2007	CRM system in place and as systems are upgraded and refined through Herefordshire Connects, improvements across the board

#### 4) Employment & Training

Action	Lead Officer	Evidence	Target Date	Progress at August 06
Implement a fair employment pay and reward policy	David Johnson	Comprehensive Equality Policy	1 April 2005	Completed – implementation of job evaluation and Single Status Council-wide.
Engage in Employment equality assessment of the Local Labour Market Area	David Johnson	BVPIs in the Council's Performance Plan	Ongoing annually – reported by 30 June each financial year end	Reported on annually as part of the Council's Performance Plan and informs the Council's Pay and Workforce Development Strategy
Engage in workforce profiling and equal pay review	David Johnson	Comprehensive Equality Policy	1 April 2005	Completed. As for 'Fair Pay and Reward Policy' – above.
Ensure process in place to ensure that publicity for vacancies does not unfairly restrict the range of applicants	David Johnson	Equality statement and Disability (two ticks) symbol on all advertisements	In place.	In place.
Produce a standard range of application forms and job descriptions that are clear and explicit	David Johnson	Application forms agreed and available on-line. Job descriptions and person specifications exist for every post.	In place.	In place.
Review personnel information systems for monitoring suitability including supporting the Council's statutory ethnic monitoring duties	David Johnson	Annual audit of BVPIs takes place. Current systems provide monitoring information. Comprehensive Equality Policy	In place.	In place. Currently an audit of recruitment and selection is taking place that includes an audit of recruitment monitoring processes. However currently need to review monitoring in regards to grievance, disciplinary, training and promotion.



<b>Action</b>	<b>Lead Officer</b>	<b>Evidence</b>	<b>Target Date</b>	<b>Progress at August 06</b>
Ensure all employment procedures are consistent with current legislation and all relevant employment codes and practices	David Johnson	Suite of HR policies in place and are regularly reviewed re. compliance with legislation.	In place.	In place.
Develop a programme of equality training to support the CEP and service area objectives. Ensure that the training programme is consistent with the RES and DES.	Amanda Attfield	Programme developed. Information available from the Training Centre re. Courses run and attendees. Forms part of mandatory induction for all new employees. Programme includes diversity awareness, bespoke training for managers and teams, member training, impact assessment training – all of which support the CEP and service area objectives	In place.	In place. Programme to support Year 3 equality impact assessments commenced in 2006. Diversity awareness incorporated into central induction from Sep 05. Race equality sessions delivered on a monthly basis open to all staff. Member awareness sessions scheduled Sep/Oct 2006. DES training to be developed



# EARLY TERMINATION COMPENSATION REGULATIONS

## PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

7TH SEPTEMBER, 2006

---

### Wards Affected

None

### Purpose

To note the Council's approach to the forthcoming changes to the Early Termination Compensation Regulations and approve the draft Early Termination Compensation Policy.

### Key Decision

This is not a Key Decision.

### Recommendation

**THAT the approach and policy be approved.**

### Reasons

To ensure compliance with legislative requirements, whilst seeking to retain maximum flexibility for fair workforce management.

### Considerations

1. Since 1976 there have been special provisions available to local government employers to make discretionary payments to employees whose employment has been terminated early, either on the grounds of redundancy, in the interests of the efficient exercise of the employer's functions or upon the cessation of a joint appointment. At present, the discretionary powers are consolidated into The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000 – known as the DCR.
2. As well as the DCR, authorities are also able to use the power in reg. 52 of the Local Government Pension Scheme Regulations 1997 to increase the length of membership of an employee (augmentation).
3. The Government now plans to revoke the DCR and replace them with new regulations to comply with the age-related provisions of the Employment Equality (Age) Regulations, coming into force from 1 October 2006. In particular, the age and length of service-related formula that governs the amount of the lump sum compensation payment that may be made to eligible employees upon the early termination of their

---

Further information on the subject of this report is available from  
David Johnson on (01432) 383055

employment would be discriminatory.

4. Currently, the discretionary powers are:

- to remove the weekly pay ceiling placed on statutory redundancy payments under the Employment Rights Act and to calculate, instead, on pay up to the actual week's pay

*and either*

- to award a one-off lump sum payment of up to 66 weeks' pay, based on a service and age-related formula

*or*

- to award added years on top of the benefits payable under the Local Government Pension Scheme (LGPS) for eligible employees aged 50 or over and under 65.

5. Current Council policy is:

- To use actual week's pay when calculating statutory redundancy payments.
- To award *either* a one-off lump sum payment of up to 45 weeks pay, based on a service and age-related formula *or* added years.

6. In summary, the new Regulations will:

- Retain the discretionary power to waive the weekly pay ceiling placed on statutory redundancy payments and to calculate, instead, on pay up to the actual week's pay
- Provide a discretionary power to award a one-off lump sum payment of up to, but not exceeding, two years' pay (104 weeks), inclusive of any redundancy payment made
- Remove the power to award added years (although additional membership can still be awarded through the augmentation provisions in the LGPS).

7. The final regulations will not be forthcoming until Parliament returns from its summer recess. However we are required to have a revised policy in place by 1<sup>st</sup> October 2006.

8. The Council's proposed approach (see Appendix 1 for draft policy) is

- To calculate redundancy payment based on actual week's pay
- To pay an enhanced lump-sum redundancy payment calculated by applying a multiplier to the number of week's statutory redundancy pay that would apply to the employee.
- To enable an employee who is a member of the LGPS to opt to have their service augmented. If this option is taken he/she would receive statutory redundancy pay.

## **Risk Management**

1. There is an underlying risk that the lump sum payment is based on the redundancy formula, which in turn is based on age and length of service. This is understood to be acceptable under Age Discrimination legislation, but could be open to challenge.
2. As with any new piece of employment legislation, clarification of interpretation occurs through case law once it is implemented. Therefore, the policy will be reviewed over the next year, with a view to introducing a more sustainable longer-term solution.

## **Alternative Options**

There are no Alternative Options.

## **Consultees**

Trade Unions

## **Appendices**

Appendix 1 Draft Early Termination Regulations Policy

## **Background Papers**

None identified.



## EARLY TERMINATION COMPENSATION POLICY

Local Government employers have powers to make discretionary payments to employees whose employment has been terminated early, either on the grounds of redundancy, or in the interests of the efficient exercise of the employer's functions or upon cessation of a joint appointment. A scheme must have regard to budgetary constraints and Audit Commission guidelines.

This document contains the policy that applies to Council employees.

The policy regarding compensation for Council employees who are made redundant is

- to calculate payment based on actual week's pay.
- To pay an enhanced lump-sum redundancy payment. This enhanced payment will be calculated by multiplying by 1.5 the number of weeks statutory redundancy that would apply to the employee taking into account relevant service. (NB Statutory redundancy pay is therefore included in the enhanced payment.)
- In exceptional circumstances, at the Director's discretion and confirmed by the Compensation (Enhanced Payments) Panel, the multiplier may be 1.75 or 2.
- Where the employee is a member of the Local Government Pension Scheme (LGPS), he/ she can opt to have his / her service augmented. The maximum being by up to 4 years. If this option is taken he / she will receive statutory redundancy pay, i.e. without the enhancement above.

For employees whose employment is terminated in the interest of efficiency, normal rules apply regarding access to pension, i.e. immediate payment of pension and retirement grant (lump sum) if

- he / she is aged 50 or over
- he/she has 3 or more months membership of LGPS or less than 3 months but has transfer of pension rights (of any length) into the LGPS from another scheme
- his / her reason for retirement is certified as being 'redundancy' under regulation 26 of the LGPS regulations 1997.

## ROTHERWAS FUTURES

### PORTFOLIO RESPONSIBILITY: ECONOMIC DEVELOPMENT & HIGHWAYS AND TRANSPORTATION

CABINET

7TH SEPTEMBER, 2006

---

#### Wards Affected

Countywide

#### Purpose

To receive a report on the content of the Rotherwas Futures study and to approve the recommendations arising from it.

#### Key Decision

This is not a key decision

#### Recommendations

THAT

- (a) **negotiations on a joint venture agreement with Advantage West Midlands in order to deliver the Rotherwas Futures Project be commenced; and**
- (b) **a further report be made to Cabinet setting out the details of the final agreement for approval.**

#### Reasons

Rotherwas Industrial Estate is the principal industrial area of Hereford. Formerly a wartime munitions depot the Estate comprises approximately 123 hectares which over time has been subject to piecemeal redevelopment. The majority of existing buildings were built pre-war and immediately post war, although significant development did occur during the late 70's early 80's.

The Estate is home to over 125 companies but further development is restricted by poor access, flooding, contamination and some parts are in a poor environmental state.

#### Considerations

##### Background

1. In 2005 GVA Grimley, Peter Brett Associates and FPCR were commissioned to investigate the feasibility of further regeneration and development at Rotherwas Industrial Estate Hereford.
2. The work was jointly funded by Herefordshire Council, Advantage West Midlands (AWM) and South Wye Single Regeneration Budget.

3. A steering group comprising representatives from AWM, The South Wye Partnership and officers from Herefordshire Council guided the work of the consultants.
4. In summary the brief to the consultant team was:
  - To understand the development potential of Rotherwas Industrial Estate;
  - To identify barriers to delivery;
  - To identify a number of options for delivery;
  - To identify a preferred option and set out the economic impact, financial structures and a delivery plan.
5. The study considered a range of constraints and opportunities including interlocking policy, the property market, and the physical issues impacting on Rotherwas Estate.
6. A number of options for the regeneration of the Estate were developed. Discussions with the steering group and evaluation by the consultant team led to the emergence of a preferred option for the site.

### **Summary of proposals**

7. The key components of the preferred option of the Rotherwas Futures proposals are set out below and indicated on a plan which will be tabled at the meeting of Cabinet:
  - Implementation of the Rotherwas Access Road creating a new junction with Holme Lacy Road/Straight Mile.
  - Reservation of a 'corridor' for the possible extension of the Rotherwas Access Road northwards.
  - Inclusion of special wildlife areas respecting policy in the Herefordshire UDP along the former railway corridor and adjacent to Reynard Close.
  - A Phase 1 of development consisting of a series of development plots amounting to 8.73ha gross. The majority of these are along the Straight Mile and offer potential to create high quality development along this frontage acting as a key entrance to the Estate and combining with some of the better quality buildings on the estate.
  - A Phase 2 of development on the "Southern Magazine site" to be accessed from an extension to an internal Estate Road. This development would accommodate an area of structural landscaping and habitat creation for Newts along its southern boundary. A number of mature trees within development plots would be retained (subject to detailed survey). Two former bunkers required as mitigation measures for the access road would be retained. All other bunkers would be removed. The development area of Phase 2 would be some 5.68 ha.
  - A Phase 3 of development accessed via a new road link extending from Campwood Road. This includes a land reservation to enable a bridge to be constructed to enable the railway line to be re-opened (in line with Policy T4 of Herefordshire UDP). Given the nature of the site and the extent of existing vegetation the proposal seeks to maximise the environmental quality of the location by incorporating large areas of structural landscaping. The total area



for Phase 3 measures some 8.28ha.

- Phase 4 is a longer-term aspiration and would require the redevelopment of some existing buildings of poorer quality. This would create a development area of 0.08ha.
8. Additionally the preferred option envisages the refurbishment of currently vacant buildings at Tarsmill Court, Wallbrook Court and some Romney huts.
  9. After taking into account redevelopment of existing buildings the preferred option would create 96,000 m<sup>2</sup> of additional floorspaces, 46% more than currently exists on the Estate.
  10. The report proposes that relatively unconstrained plots be brought forward immediately. The report also advises that rather than seeking an overarching planning consent a series of outline consents should be sought.
  11. This phased approach to development will provide a continual supply of serviced development plots over the next 15-20 years.

### **Funding Position**

12. Since the study has been completed the Government has confirmed that the Council's application for LTP funding for the construction of the Rotherwas Access Road has not been successful. There is therefore not sufficient funding available to deliver all of the proposals set out in the Rotherwas Futures Study which it is estimated would cost in excess of £20 million. Discussions with AWM suggest that it would be possible to negotiate a package of proposals up to a total cost of £17.5 million with a maximum contribution of £9.5 million from AWM. The Council is also seeking developer contributions towards these costs. Any balancing funds required will need to be met from the Council's Capital Programme.

### **Financial Management Issues**

13. This section of the report highlights the key strategic financial management issues that Cabinet needs to consider in taking the decision to commence negotiations with AWM on a joint agreement to deliver the Rotherwas Futures project and the financial considerations that the detailed report referred to in recommendation b) would need to cover.
14. The Council's draft Medium Term Financial Management Strategy (MTFMS) highlights the pressures on Herefordshire's relatively scant capital resources. The draft MTFMS identifies the Rotherwas Relief Road as a potential pressure for the future depending on the outcome of the Local Transport Plan (LTP) funding decision for the scheme. The project outlined in this report is larger in scope than that currently envisaged when the draft MTFMS was approved for consultation purposes by the Cabinet.
15. The draft MTFMS also proposes that all new capital schemes are included in future capital programmes on the basis of a corporate scheme selection process and that capital resources are treated as a corporate resource. The approach set out in the report for Rotherwas Futures will mean that this project by-passes this system, with this project becoming the Council's top priority and therefore having first call on available capital resources. The implications of this on other highly desirable priorities needs to be considered by Cabinet.

16. Based on the figures available, there is a funding gap of £8 million for the Rotherwas Futures Project towards which the Council is seeking a developer contribution. The Council will need to underwrite any funding gap that emerges if this level of developer funding is not achieved or the cost model changes which could have consequences for the approved capital programme.
17. For added clarity, AWM has stipulated that 50% of their potential £9.5m contribution to Rotherwas Futures will be classed as an investment and that they will expect to see a financial return on it in due course. They may decide to re-invest their return in Phase 3 if the project proceeds that far. Should developer funding not be secured to the level anticipated the Council may have to set aside funding from the capital receipts generated by the project. The £9.5m financing contribution from AWM is not therefore a 100% grant contribution.
18. Clearly there are a lot of financial details to work through. The valuations used in the consultants reports will need to be refreshed. The detailed report referred to in recommendation b) will include a full financial appraisal, including the cashflow implications for the Council over the medium- to long- term as this will have an adverse impact on the revenue account that is not reflected in the draft MTFMS.

### **Next Steps**

19. The key proposal is that AWM's contribution could be secured through a public joint venture/partnership.
20. Integral to such a joint approach between AWM and Herefordshire Council would be:
  - Agreement by the Council to invest in existing stock with the additional revenue being re-invested in the Estate.
  - Agreement by the Council and AWM to a revised management and marketing strategy.
  - Investment by AWM to support the implementation of Rotherwas Access Road and Phases 1 and 2 of development at an estimated cost of £17.5 million.
  - A review of the costs of Phase 3 upon completion of Phase 2 with a view to further investment by AWM.
  - The Council would seek developer contributions towards the overall package.

### **Risk Management**

Tenders for the project are greater than anticipated or overall costs escalate due to unforeseen circumstances. Mitigation – Ensure robust project management systems in place.

Unanticipated delays in project construction leading to AWM funding not being spent within the next 18 months. Mitigation – Robust project management to minimise delays and impact of construction industry inflation.

## **Alternative Options**

### Do Nothing

Under this Option, the current access arrangements and Estate constraints remain unchanged with the resultant underdevelopment of this key industrial site.

## **Consultees**

The Rotherwas Futures proposals have been developed in consultation with AWM.

## **Background Papers**

None identified.



# ROTHERWAS ACCESS ROAD

## PORTFOLIO RESPONSIBILITY: ENVIRONMENT

CABINET

7TH SEPTEMBER, 2006

---

### Wards Affected

Countywide

### Purpose

To seek approval to proceed with the implementation programme for the Rotherwas Access Road.

### Key Decision

This is a Key Decision because it is likely to result in the Council incurring expenditure above agreed budgets for the service or function (as shown as a line in the budget book) to which the decision relates but allowing for virements between budget heads and savings within budget heads of up to £500,000 and it is significant in terms of its effect on communities living or working in an area comprising two or more wards. It was included in the forward plan published on 17th August, 2006.

### Recommendation

**THAT approval be given to proceed with the implementation of the Rotherwas Access Road scheme including invitations to tender and the award of contracts to deliver the scheme.**

### Reasons

To enable the delivery of the Rotherwas Access Road, in accordance with the programme outlined in this report.

### Considerations

#### Background

1. Members will be aware that the Secretary of State for Transport announced in July this year that the Council's latest bid for Major Scheme transport funding for the Rotherwas Industrial Estate Access Road had been rejected. This was particularly disappointing given that the scheme had been identified by the West Midlands Regional Assembly as a priority for funding. The announcement made clear that the scheme was unlikely to meet the Department for Transport's criteria for funding in the future but that funding from alternative sources could be a means of delivery.
2. Since the announcement, officers have been working to establish a funding package to enable the scheme to be delivered independently of Department for Transport major scheme funding. The Rotherwas Futures report elsewhere on the agenda sets out an approach to funding a package of measures to develop and regenerate the

---

Further information on the subject of this report is available from  
Richard Ball, Transportation Manager on 01432 260965

estate. There are also potential developer contributions to take into account following inclusion of the Bullinghope housing allocation in the Unitary Development Plan.

- Members are therefore asked to authorise delivery of the access road scheme.

### Scheme Cost and Profile

- Since the recent announcement regarding Department for Transport funding, the scheme has been reviewed and consideration given to a realistic timetable for delivery of the scheme to start during the current financial year, subject to confirmation of funding. The following table highlights the current estimate for the scheme and likely spend profile based on the construction of the scheme commencing in March 2007.

	Earlier years	2005/06	2006/07	2007/08	2008/09	Future years	Total
<b>Cost (£M)</b>	<b>0.48</b>	<b>0.29</b>	<b>2.57</b>	<b>7.35</b>	<b>2.09</b>	<b>0.00</b>	<b>12.78</b>

### Delivery Timetable

- This above spend profile has been based on the following outline delivery timetable.

Key Event	Timescale
Tenders Invited	October 2006
Main Contract Award	January 2007
Start on site	March 2007
Completion of main works	May 2008

- Whilst this is a realistic timetable in terms of delivery of the scheme, in order to comply with this, funding for the scheme will need to be confirmed by the end of September 2006. The Council is also currently awaiting the confirmation of the Compulsory Purchase Order and Side Roads Order for the scheme that is needed to enable the scheme to proceed. Government Office for the North East, who are administering this process have indicated that announcement regarding these orders can be expected by September 2006.

### Conclusion

- The Rotherwas Access Road is a key priority for the Council and work is currently continuing to ensure it can be delivered in accordance with the programme outlined above. Subject to confirmation of the funding package for the scheme as outlined in the accompanying report on Rotherwas Futures, including developer contributions, and confirmation of the Compulsory Purchase Order and Side Roads Orders, Members are asked to give approval for officers to proceed with the implementation programme above.

## **Alternative Options**

There are no alternative options.

## **Risk Management**

There are various risks to delivery that include: Rotherwas Futures Funding not confirmed, CPO and Side Roads Orders not being confirmed within required timescales, and tender prices are higher than estimated.

## **Consultees**

Public consultation has been undertaken on this important scheme through the planning application process, development of the Local Transport Plan strategy and the Compulsory Purchase and Side Roads Orders process.

## **Background Papers**

None identified.





## **ADULT SOCIAL CARE IMPROVEMENT PLANNING**

### **PORTFOLIO RESPONSIBILITY: SOCIAL CARE ADULTS AND HEALTH**

**CABINET**

**7TH SEPTEMBER, 2006**

---

#### **Wards Affected**

Countywide

#### **Purpose**

To receive a report on progress to date with the adult social care improvement plan.

#### **Key Decision**

This is not a key decision.

#### **Recommendation**

**THAT the position be noted and regular reports on progress and developments in delivering the adult social care improvement plan be submitted to Cabinet.**

#### **Reasons**

Since the star ratings announcement in December 2005, the Council, with the support and agreement of the Commission of Social Care Inspection (CSCI) and the Department of Health (DH) has taken a number of proactive steps to improve its service delivery and capacity within Adults Services.

A service managers workshop in March 2006 identified a number of improvement areas. An improvement proposal for adults services, outlining improvement themes emerged and was approved by CSCI and the Department of Health in April 2006. The proposal sets out the pillars of improvement; describes how they are being tackled; and identifies the aspects in respect of which external support is requested.

Some elements of the proposal, such as the systematic assessment of future needs and the patterns and levels of services needed to meet them, are already well in hand and being managed within the Council. The Adult Social Care Service Plan will be the main vehicle for driving service improvement and will include the external and internal actions which will secure improvement. We have also independently reviewed the actions taken in response to the Older People's Inspection in 2004. The majority of the actions proposed have been implemented. Those which remain have been incorporated into the Service Plan. The other activities are being managed as a project, with external support.

## Considerations

1. There are five workstreams that will form the basis of the external support:

- a) Performance data

- External support is required to undertake the independent analysis of existing practices and to recommend improvements. Information sharing and dialogue with suitable comparator authorities is also envisaged.

- b) Workforce strategy for adult social care

- A joint workforce strategy is required that will support and enable the development of future services. The external support will establish a framework and process for working with partner agencies across Herefordshire to develop a multi-agency approach to workforce development.

- c) Market management activities with local service providers

- Central to the achievement of the Council's vision for future services is the need for more open and on-going communications with local service providers. The Council wishes to see providers more actively involved in discussions and work to develop future service models. Building on the areas of good practice that already exist external support will be required to help develop and establish models for engaging with current providers.

- d) Fair Access to Care

- The Council is keen to learn from other local authorities about how they apply and manage their FACS thresholds. External assistance will undertake the benchmarking and comparisons with other local authorities. The work will produce the analysis and make recommendations for consideration.

- e) Charging Policy

- External support will provide an independent review of current practices and make recommendations for improvement.

2. Governance arrangements have been set up, managed through the Project Board, chaired by the CSCI business relationship manager and including representatives from the Council, including the Cabinet Member, Department of Health and the Primary Care Trust. There have been two Project Board meetings to date. The project initiation document was signed off at the most recent Board meeting on 24th July 2006.
3. In addition to the Project Board, an internal senior management group monitors overall activity. The group meets shortly after every Project Board. It includes operational managers, workstream leads and the Head of Communications for the Council.
4. Internal workstream leads have been appointed for the five themes, and scope of work documents have been worked up, in conjunction with these officers. A tender timetable and process has been agreed and the Department of Health will be inviting bids to tender for the external support in August 2006. Contracts will be awarded in September 2006, with the support to start working with the Council in October 2006.

5. Further Project Board meetings are scheduled for October 2006, January 2007 and March 2007.

### **Risk Management**

The ability to deliver adult social care improvement plan will impact on the social care star rating and ultimately the Council's overall assessment.

The external support is for a fixed term only – all activities must be transferred into mainstream Council business.

### **Alternative Options**

Not applicable.

### **Consultees**

Adult Social Care managers, Primary Care Trust Managers.

### **Background Papers**

None identified.

