

**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/SAHC

Please ask for: Mr. N.M. Pringle

Direct Line/Extension: (01432) 260044

Fax: (01432) 340189

E-mail: npringle@herefordshire.gov.uk

8th November, 2006

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 16TH NOVEMBER, 2006 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD (TBC)**

AGENDA (06/10)

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

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. STRONG AND PROSPEROUS COMMUNITIES - THE LOCAL GOVERNMENT WHITE
PAPER OCTOBER 2006**

To note the Government's proposals in the Local Government White Paper, *Strong and prosperous communities*, and begin to consider their implications for the Council and how it may need to respond.

(Pages 1 - 16)



Putting People First Providing for our Communities Preserving our Heritage Promoting the County Protecting our Future

County of Herefordshire District Council, PO Box 239, HEREFORD, HR1 1ZU

Main Switchboard (01432) 260000 - www.herefordshire.gov.uk

4. COMMUNITY FORUMS

To receive a report on the October 2006 round of Community Forum meetings. (Pages 17 - 36)

5. PERFORMANCE UPDATE FOLLOWING THE JOINT AREA REVIEW AND THE ANNUAL PERFORMANCE ASSESSMENT OF THE COUNCIL'S CHILDREN'S SERVICES

To advise Cabinet of the progress to date on performance and improvement. (Pages 37 - 80)

6. INTEGRATED PERFORMANCE REPORT

To report performance to the end of **September 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 81 - 144)

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.

“STRONG AND PROSPEROUS COMMUNITIES”: THE LOCAL GOVERNMENT WHITE PAPER OCTOBER 2006

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

16TH NOVEMBER, 2006

Wards Affected

County-wide.

Purpose

To note the Government's proposals in the Local Government White Paper, *Strong and prosperous communities*, and begin to consider their implications for the Council and how it may need to respond.

Key Decision

This is not a Key Decision.

Recommendation

THAT the proposals in the Local Government White Paper, *Strong and prosperous communities* be noted and initial consideration be given to their implications for the Council and how it may need to respond.

Reasons

The White Paper sets out key Government intentions regarding the future of local government and promises legislation at the earliest possible opportunity to give effect to them. There are important implications for the Council, which it needs to understand and take into account in its own planning and programmes.

Considerations

1. The White Paper sets out, in two volumes running to over 230 pages, a wide-ranging programme to strengthen the contribution local government can make to local and national prosperity and quality of life. The full text is available at <http://www.communities.gov.uk/strongprosperouscommunitieswp> Hard copies can be obtained from Democratic Services, Members' Support Office, tel: 260201.
2. The Government's summary of the White Paper is at Appendix 1.
3. The Local Government Association's summary and comments are at Appendix 2.
4. The White Paper's driving aim is to give local people and local communities more influence and power to improve their lives. Crucially for the Council, it proposes to achieve this by strengthening the role and powers of local authorities at the heart of

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

securing continued improvements. In his Foreword, the Prime Minister speaks of providing, "...a new approach to local partnership to give local authorities more opportunity to lead their area, work with other services and better meet the public's needs." In her Preface, the Secretary of State says, "It is now time to show our confidence in local government, local communities and other local public service providers by giving them more freedom and powers to bring about the changes they want to see."

5. But with this freedom, and a more proportionate, risk-based approach to external assessment and inspection, comes a firm expectation that the involvement of the public and the voluntary and community sector in the councils' activities will be raised to much higher levels; that the views and perceptions of the public will be the core test of local performance; that the quality of services will continue to rise; and that, following the Government's Comprehensive Spending Review 2007 (CSR07), there will be a requirement for additional ambitious efficiency gains "necessitating a more radical and ambitious value for money programme, with effective and direct challenge for poorly performing or coasting services."
6. Two crucial pieces of the jigsaw are yet to come: Sir Michael Lyons's independent inquiry into local government funding, which will report to Ministers by the end of 2006, and the Government's subsequent decisions. The priorities for reform identified in Sir Michael's report in May – greater clarity about the respective roles of central and local government, greater recognition of local government's role as a 'play shaper' and co-ordinator of local services, and a recognition within local government of the need to improve its capability to do this job – are all key themes of the White Paper.
7. In a number of respects the Council is already pressing ahead in pursuit of the White Paper's objectives and therefore well-placed to go on to meet the Government's expectations. These include:
 - having an established, and recently renewed, Sustainable Community Strategy, a Local Area Agreement and associated single-pot funding (all authorities will be required, by law, to have them all by April 2009)
 - having committed to the principle of full integration with the Primary Care Trust by April 2008 (the Council's proposals are much more radical and thorough-going than those for which the Government says it proposes to legislate to enable local authorities and PCTs to work together effectively to deliver shared national and local priorities; it may be worth exploring with Government urgently whether the opportunity could be taken to remove any legislative obstacles that would stand in the way of the extent and nature of integration the Council and PCT wish to achieve)
 - having a track record of seeking more effective mechanisms for the delivery of services at arms-length from the Council (but with a good deal more to do to establish a consistently high standard of commissioning and market-making, for instance in relation to meeting future challenges in the provision of adult social care)
 - having as one of its top priorities securing the essential infrastructure for a successful economy, including Rotherwas Futures and the Edgar Street Grid (the White Paper identifies strong cities and city regions as the key to future prosperity but suggests that smaller cities, towns and rural areas can contribute and share in this "...through authorities prioritising economic development.")

- having set in train a comprehensive programme of business transformation, including *Herefordshire Connects*, to deliver high levels of cash-releasing savings and substantially improved, more flexible services for users (the adequacy of which will need to be reviewed in the light of the targets for further efficiency savings set by Government in CSR07)
 - having put in place and rolling out its *Community Involvement Strategy*, recently adopted a much more ambitious *Communications Strategy* and with a well-established relationship in policy development and delivery with the voluntary and community sector (although, in all cases, there is a good deal more to do to deliver the full benefits, and they will need to be reviewed and refreshed in due course as the full implications and requirements of the White Paper become clear)
8. Other key proposals in the White Paper that will require the Council to act include:
- the choice of model for executive leadership, with all the options involving the vesting of executive power and responsibility in the Leader (or Mayor) for four years at a time
 - the requirements in respect of Leaders and lead portfolio holders playing a more prominent role in respect of local strategic partnerships and local area agreements
 - further strengthening the role of scrutiny and local members, particularly in respect of the proposed Community Call for Action, the use of the proposed extended powers to call other public bodies to account and in promoting community cohesion (new guidance is promised on overview and scrutiny)
 - integrating the Sustainable Community Strategy and the Local Development Framework
 - considering wider approaches to shared services, delivery mechanisms and procurement with other bodies to deliver efficiency savings and better services
 - completing the transition in social care and other services to focus on prevention and early intervention
 - reviewing the *Herefordshire Community Strategy*, the *Local Area Agreement*, the Corporate Plan and other Council plans in due course to take account of the promised reduction in the number of nationally required performance indicators and targets and the scope for local indicators and targets
 - considering how to respond when it becomes possible to ask the Electoral Commission to consider a move to single-member wards
 - considering budgets for individual councillors to use on small projects in their wards, neighbourhood/parish budgets and transferring to communities the ownership and running of local assets
 - the strengthening of the Council's capacity, with its partners, for self-challenge in preparation for the new Comprehensive Area Assessment, which will replace the present Comprehensive Performance Assessment, including the Joint Area Review of Children And Young People's Services and other assessments and inspections, from April 2009

- role of the Standards Committee to carry out the majority of code of conduct investigations locally rather than the Standards Board for England.

Financial Implications

There are no immediate financial implications. These will become apparent in the light of the Government's response to Sir Michael Lyons's report on the future funding of local government and the outcomes of CSR07 more generally. There are likely to be resource implications for the Council in dealing with Community Calls for Action and support for Scrutiny. Local investigations carried out on behalf of the Standards Committee may require an increase in resource to conduct such investigations and for hearings and meetings of the Committee.

Alternative Options

The Council has no alternative but to consider the implications of the White Paper and prepare to meet the statutory and other requirements.

Risk Management

Careful preparation to respond to the White Paper must be integral to the Council's planning and performance management, including that for the Herefordshire Partnership.

Consultees

None immediately, but the Council will need to work with partners and involve the public extensively as it implements the White Paper.

Background Papers

The White Paper.

Strong and prosperous communities

The Local Government White Paper





In October 2006 my department published the White Paper, *Strong and prosperous communities*. Its aim is to give local people and local communities more influence and power to improve their lives.

Radical improvements have been made in public services in the last ten years thanks to record levels of investment, strong performance management and the hard work and commitment of local government and others. But for these improvements to continue, we must show our confidence in local government, local communities and other public service providers by giving them more freedom and powers to bring about the changes we all want to see.

Working together, we can continue to improve public services and the quality of life in our communities.

A handwritten signature in black ink that reads "Ruth Kelly".

Ruth Kelly MP

Secretary of State for Communities and Local Government

This White Paper is on the side of individuals and families who want to make a difference, both to their own lives and to the communities in which they live. Our vision is of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them.

This means changing the way we work - to enable local partners to respond more flexibly to local needs; to reduce the amount of top-down control from central government; and to enable citizens and communities to play their part.

Responsive services and empowered communities



People no longer accept the 'one size fits all' service models of old. They want choice over the services they receive, influence over those who provide them, and higher service standards. We want this to be the case everywhere – for people to be given more control over their lives; consulted and involved in running services; informed about the quality of services in their area; and enabled to call local agencies to account if services fail to meet their needs.

Local authorities will involve and consult service users more fully and provide better information about standards in their local area. People will be able to turn to their local councillor to demand an answer to their questions through a new Community Call for Action. And there will be measures to promote increased community ownership and management of local facilities and assets.

We will encourage councils to develop neighbourhood charters setting out local standards and priorities, and to take opportunities to manage services at the level of the neighbourhood, working more closely with neighbourhood policing teams, and giving councillors small budgets to tackle local issues. We will simplify the process for setting up tenant management organisations. The process for creating parishes will be devolved to councils, and communities in London will be given the same right to establish parishes as exists elsewhere, subject to consideration of community cohesion. In addition, the power of well-being will be extended to Quality Parish Councils.

And we will back this up with a stronger legal framework to require local authorities and other best value authorities to secure the participation of local citizens and communities.

Effective, accountable and responsive local government



Councillors should be champions for their local community, able to speak out on all issues affecting their local area and able to sort out issues on the ground or demand a formal response through the scrutiny procedures.

Overview and scrutiny committees will be strengthened, to allow them to call on local public service providers for evidence and demand a response to reports from the council.

Leadership is the single most significant driver of change and improvement in local authorities. In future there will be three choices for councils: a directly elected mayor, a directly elected executive of councillors, or a leader elected by their fellow-councillors with a clear four year mandate. All the executive powers of local authorities will be vested in the leader of the council, with a strong role for the council to scrutinise the leader's actions and approve the budget and major plans.

The way councils best govern themselves will be different in different parts of the country. Local authorities will be able to move to the model of a directly elected mayor or executive by resolution of the council and in consultation with local people. Where they want to, they will also be able to move to whole-council elections and single member wards, improving accountability to voters. We also recognise the potential gains which unitary status can offer, in terms of leadership and efficiency. Councils in shire areas will be able to seek unitary status; we have published information on how to submit proposals and how we intend to handle the small number of proposals conforming with the criteria which we expect to receive. In remaining two-tier areas there will be new opportunities to provide stronger leadership and deliver better value for money.

An independent review will look at incentives and barriers to serving on councils, and the code of conduct will be amended to allow councillors to speak out on licensing and planning issues that matter to their local neighbourhoods.

The making of byelaws will be fully devolved to local authorities and in future they will be more effectively enforced by using fixed penalty notices. We will also devolve most aspects of the conduct regime to local authorities with a streamlined Standards Board refocused as a light touch regulator.

Strong cities, strategic regions



The challenges of the global economy and of sustainable growth require greater power and resources to be devolved to regional and local levels.

Building on recent progress, many of our towns and cities have come forward with proposals that would help promote their further economic development. We will continue to work closely with these local authorities – whether in city-regions or elsewhere – and with those that are interested in developing Multi-Area Agreements which cross local authority boundaries.

The Government will encourage stronger leadership models, including directly elected executives and indirectly or directly elected mayors where such arrangements are supported locally. Our clear, over-riding principle will be that the greater the powers being devolved, the greater the premium on clear, transparent and accountable leadership.

The Department for Transport will propose a package of reforms for Passenger Transport Authorities and Executives to strengthen leadership and enable a more coherent approach to transport in our biggest cities. It will also devolve powers to local authorities across the country to ensure that the bus services their communities need are delivered. We will also promote the concept of city development companies and encourage Employment and Skills Boards to be formed in core cities.

Local government as a strategic leader and place-shaper



Communities need strategic leadership to help bring together local partners to improve the services citizens receive and the local quality of life. Issues such as community safety, health, or community cohesion require local authorities to align services provided by a number of agencies in their area. So we will put in place a new framework for strategic leadership in local areas, bringing together local partners to focus on the needs of citizens and communities.

Local authorities are already under a duty to prepare a Sustainable Community Strategy which sets the strategic vision for an area. We will now require county and unitary local authorities, in consultation with local partners, to prepare a delivery plan for the strategy – known as a Local Area Agreement.

The Local Area Agreement will include a single set of targets for improvement, tailored to local needs, agreed between Government and local partners. In this way, we will focus on the things that really matter to people everywhere, guaranteeing national minimum standards, but leaving room for local innovation and local priorities.

We will introduce a duty for local authorities and other local partners to work together to agree the priorities in the Local Area Agreement. Delivery of local priorities will be the responsibility of partners in key local partnerships like the Crime and Disorder Reduction Partnership, the children's trust and the new health and well-being partnerships. And, once agreed with Government, local partners will be required to have regard to these priorities for improvement.

A new performance framework



The White Paper sets out a radical simplification of the performance framework for those outcomes secured by local authorities working on their own or in partnership. If we are to continue to improve public services we need to give local authorities and their partners the freedom and powers to meet the needs of their communities and to tackle complex cross-cutting issues like climate change, social exclusion and anti-social behaviour.

There will be around 35 priorities for each area agreed with Government, tailored to local needs through the Local Area Agreement, plus statutory attainment and childcare targets. Instead of the many hundreds of indicators currently required by central government there will be a single set of about 200 outcome-based indicators covering important national priorities.

In addition we will put in place a new regime for dealing with monitoring, support, assessment and intervention. Building on the success of Comprehensive Performance Assessment, the new assessment regime – Comprehensive Area Assessment – will be more proportionate and risk-based and enable more targeted support or intervention when things go wrong.

Efficiency – transforming local services



Significant progress has been made in improving local services but rising public expectations and the challenging financial climate require that councils continue to drive forward the transformation of local services.

Ambitious efficiency gains will be required as part of the 2007 Comprehensive Spending Review. To help meet these we will encourage greater service collaboration between councils and across all public bodies. We will also support greater use of business process improvement techniques and greater contestability through the use of fair and open competition.

Community cohesion



Diversity has brought enormous economic benefits, but change and migration also create challenges. Stronger local leadership, greater resident participation in decisions and an enhanced role for community groups, can all help local areas to promote community cohesion.

We will work with local authorities facing particular community cohesion challenges; provide support for areas facing difficulties; help share best practice between authorities; and support the establishment of forums on

extremism in parts of the country where they are necessary.

We will also encourage the Commission on Integration and Cohesion to produce more detailed plans on how to deliver a step change in promoting cohesion.

Conclusion

This White Paper is about creating better services and better places. It sets out the tools which will help all local areas tackle the challenges of the 21st century, capture the strength and talents of their citizens and communities, and achieve their full potential.

You can find an electronic copy of the Local Government White Paper at www.communities.gov.uk/strongprosperouscommunitieswp

or you can order a priced paper copy from The Stationery Office Limited and other bookshops, isbn 0 10 169392 3 / 978 010 169392 9.

If you would like to respond directly to Communities and Local Government about the White Paper:

you can email localgovernmentwhitepaper@communities.gsi.gov.uk

or you can write to Director, Local Democracy, Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU

If you require this document in an alternative format, please email alternativeformats@communities.gsi.gov.uk

Further copies of this summary are available from Communities and Local Government Publications

PO Box 236

Wetherby

West Yorkshire LS23 7NB

Tel: 0870 1226 236

Fax: 0870 1226 237

Textphone: 0870 1207 405

E-mail: communities@twoten.com

October 2006

Product Code: 06 LGFG 03889/b

Department for Communities and Local Government. © Crown Copyright, 2006.
Printed in the UK on paper comprising no less than 75% post-consumer waste.

Local government white paper – LGA briefing

26 October 2006

LGA key messages on today's local government white paper

- The white paper is encouraging and reflects some of the LGA's long-standing demands for deregulation. It takes significant steps with proposals to strengthen local leadership, enhance the role of frontline councillors, cut back the plethora of national targets, streamline inspection and broaden the scope of local area agreements.
- The white paper does not, however, reflect our call in '**Closer to People and Places**' to devolve national and regional powers to cities, towns and counties.
- This is only the first step. We want to see our devolutionary vision made a reality. This means the Government must go further with stronger measures in the Queen's Speech, the Lyons review and next year's Comprehensive Spending Review.

Key proposals in the local government white paper

- **A new performance framework** that will cut the number of national performance indicators to 200, and targets to around 50 and replace CPA with new assessment arrangements with a reduced and risk-based role for inspection.
- **An enhanced role for councils as strategic leaders and place-shapers** through stronger Local Strategic Partnerships and next-generation Local Area Agreements (LAAs) with wider scope and importance, and a duty to cooperate between councils and local partners
- **Stronger cities, strategic regions**, reforming Passenger Transport Authorities and the development of LAAs into sub-regional Multi-Area Agreements.
- **Stronger political leadership** by requiring all councils to opt for a directly-elected mayor, directly-elected executive or indirectly-elected leader for a four-year term.
- **An invitation** to councils in shire areas to bid for unitary status or enhanced two-tier working.
- **A strengthened role for front-line councillors** including powers to respond to community calls for action on local issues and greater freedom to speak up on planning and licensing issues affecting their wards.
- **A wider and stronger role for scrutiny** including the power to require evidence from all local service providers and a duty on them to have regard to scrutiny recommendations.
- **Devolution** of powers, including removing the requirement for Secretary of State's consent to bye-laws and the creation of parish councils.
- **Community cohesion** – councils encouraged to put integration and cohesion at the heart of community strategies and LAAs.

Further details

Information on the LGA's work on the white paper can be accessed here <http://whitepaper.lga.gov.uk/> and we have set up an inquiry line which you can contact on **020 7947 8885** and white.paper@lga.gov.uk.

briefing

Summary of key chapters and proposals

Responsive services and empowered communities (chapter 2)

Proposals to increase choice in public services and devolve power to the community level including:

- A 'community call for action' enabling citizens to address serious or persistent problems across all local public services;
- Reform of parish councils so that District and Unitary councils can create them, they can exist in London, quality parish councils get a power of well-being but councils can choose to have an alternative form of community governance;
- Encouraging neighbourhood management, community ownership and management of assets

LGA view

- We believe that frontline councillors should have the power to take up serious local problems on behalf of their constituents and the LGA and IDeA are taking this agenda forward through our *Closer to People* campaign, providing best practice advice to councils, and a programme of support to develop the role of frontline councillors.
- On parishes - we believe that the reforms around parish councils are significant and this is a sensible step in devolving power closer to people.
- We support responsible community ownership of assets providing their sale does not compromise the ability of councils to invest in new infrastructure by accessing current resources.

Effective, accountable and responsive local government (chapter 3)

Key proposals include:

- Bids invited from councils for unitary status and for pathfinders on two tier working arrangements;
- Councils required to adopt one of three political management arrangements (directly-elected mayor, directly-elected executive or indirectly-elected leader for four-year terms)
- Localised code of conduct for councillors with revised standards board role with greater freedom over councillors speaking and voting on local planning and licensing issues;
- Independent review of incentives and barriers to becoming a councillor and measures to promote more diverse and representative councillors;
- Strengthened council overview and scrutiny powers, devolution to councils of bye-laws, fixed penalty notice powers and whole council elections (which could lead to single-member wards)

LGA view

- We support those councils, including counties and districts in two-tier areas, who are working together to share services and integrate decision-making to provide a better deal for tax-payers. But we are resolutely opposed to imposed restructuring. Experience shows that imposed reorganisation of local government always takes longer, costs more and delivers less than it ever intended;
- On political management - we want to see strong accountable leadership in local government but there is no right model, whether mayor or leader, for all areas. What is most important is the extent to which the real powers to make things happen in their communities are devolved to these leaders.
- We believe that measures to free up councillors to speak out on local issues on behalf of constituents will enable them to get on with the job of putting people first.
- We have begun work with the main political parties on a campaign to raise awareness of the role of councillors and encourage more people to come forward to stand.
- Devolving byelaws and fixed penalty notices to district and parish councils is a sensible move as it reflects the fact that councils have a better understanding of the important issues in their area and will be more able to protect local residents and improve local quality of life.

Strong cities, strategic regions (chapter 4)

Key proposals include:

- A sub-national review of economic development and regeneration looking at where powers should sit, feeding into Comprehensive Spending Review 2007;

- Reform of Passenger Transport Authorities (PTAs) with stronger powers to regulate bus services;
- Work to develop multi area agreements (MAAs) to support effective collaboration at the larger city-region level (but this need not only apply to cities) using the principles on which LAAs are based;
- Encourage stronger leadership, including elected mayors where there is local support.

LGA view

- Creating places where people can thrive is a priority for local government and the LGA will soon be publishing an analysis of the evidence on economic devolution and views on the areas where powers and funding need to be further devolved in the near future (including the business rate).
- We believe that a strengthening of PTA powers is needed to improve the quality of local bus services but that all councils should have options available to them, including franchising
- We support MAAs and the need to encourage stronger leadership, so long as no specific model is imposed. We have proposed three models for MAAs – Metropolitan Area Agreements, City Area Agreements and Shire Area Agreements.

Local government as strategic leader and place-shaper (chapter 5)

Key proposals include:

- A new duty for upper-tier councils to prepare LAAs, and a duty for partners in the agreement to co-operate and have regard to LAA targets;
- Strengthened LSPs with council leaders expected to play a lead role;
- New health and wellbeing statutory partnerships, greater involvement of the voluntary and community sector and duties and guidance around sustainable community strategies.

LGA view

- We think that the proposed strengthening of LAAs will lead to more effective and ambitious council-led public service partnerships. The LAA should be widened to cover 'mainstream' as well as 'area-based' funding to really change the services people use for the better;
- Strengthened LSPs and health and well-being partnerships will also improve the ability of councils to lead the co-ordination of the range of services their communities use

New Performance Framework (chapter 6)

Key proposals include:

- National outcomes to reflect priorities – with progress on national outcomes to be measured against a core set of 200 indicators and a maximum of 35 targets with 18 DfES targets on early years and performance
- An annual Comprehensive Area Assessment, replacing Comprehensive Performance Assessment, Joint Area Reviews, Annual Performance Assessment and Social Services star rating by March 2009 with the Audit Commission acting as 'gatekeeper' on inspection.
- Poor performance to be tackled through a sector-led approach with fall back powers for the Secretary of State to intervene.

LGA view

- We share the aim of putting customers at the heart of high quality services and have published good practice advice with the National Consumer Council on how to best measure and react to customer satisfaction information.
- We believe that the announcement on national outcomes and indicators is a very positive development. These are moves towards our proposals for a national outcomes framework which we will be seeking to pursue in discussions with government.

Efficiency- transforming local services (chapter 7)

Key proposals include:

- Ambitious efficiency gains expected over the next few years
- To be achieved through collaboration across the public sector and greater competition in local government service markets
- Expectation that three year budgets for councils will mean three year council tax projections and three year agreements with the voluntary and community sector

LGA view

- Councils are at the forefront of making public sector efficiency gains in order to ensure an ever better deal for taxpayers and are we are in discussions with government about how further improvements can be made.
- On three year council tax projections – the LGA believes that councils themselves should decide when they report on council tax figures. Government needs to recognise the local realities which can make this difficult, for example, elections and unfunded pressures.

Community cohesion (chapter 8)

Key proposals include:

- Community cohesion should be appropriately embedded in the new performance framework, LSPs and the priorities of LAAs with tackling extremism becoming “core business”
- The Commission on Integration and Cohesion will produce more detailed plans on this issue when it reports next year

LGA view

- The LGA recognises that creating strong, vital and cohesive communities is one of the most important issues that we face. Our vision for councils is one of strong local partnerships that prioritise community cohesion and encourages community participation in local decision-making.

COMMUNITY FORUMS

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

16TH NOVEMBER, 2006

Wards Affected

County-wide

Purpose

To receive a report on the October 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 Forums were advertised in more than 30 Parish Magazines and in the local press. 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.
3. Attendance was as follows:

Hereford City	9
Central Herefordshire	6
East Herefordshire	9
North Herefordshire	11
Ross-on-Wye	9
Golden Valley	16
4. Total attendance was 60. This compares with total attendance of 60 at the five Forums in July 2006. Average attendance was 10, compared with 12 in July. In July, the highest attendance was 19 at the Golden Valley Forum and the lowest was three at the Ross-on-Wye Forum. In October, the highest attendance was 16 at the Golden Valley Forum, and the lowest was six at the Central Herefordshire Forum.
5. There were 24 feedback sheets completed, representing a 40% response rate. On a scale of 1 to 5, where 5 was very worthwhile and 1 not worthwhile at all, 88% rated the

Forums very worthwhile or quite worthwhile. This compares with 74% in July and 72% in April.

Consultees

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

COMMUNITY FORUMS: OCTOBER 2006**Issues presented at more than one Forum:****Community Forums/Partners and Communities Together**

Presentations were given at each Forum by:

Chief Inspector Sue Thomas
 Inspector Peter Gebbie
 Local Police Officers

Each Forum began with a brief outline of the changes that were taking place with Community Forums. Chief Inspector Sue Thomas and Inspector Peter Gebbie attended Forums to explain the changes and to introduce some of the local police in each area, who would be attending future Forums. The presenters explained that Herefordshire Council and West Mercia Constabulary were working in partnership to improve the way they engaged with local residents and responded to the priorities and needs of local communities. As a result, this would be the last round of Community Forums in the current format, pending the outcome of a pilot round of new-style Forums in November. There would be nine new-style Community Forums covering the County, which would be attended by representatives of the main agencies responsible for key services in the County. The nine areas were based on the revised policing areas, which were co-terminus with electoral wards. Some wards had been grouped together depending in population, geographical proximity and the demands on police resources in the areas. The new-style Forums would focus on listening to the needs and concerns of the community in each area. There would be no presentations or formal agendas. Instead, members of the public would be invited to raise issues and concerns, and these would be dealt with in the most appropriate way after the meeting. Information about the issues raised and how they had been addressed would be available at the next Forum. The public were urged to support the pilot round of new-style Forums and to encourage their communities to do so. In response to questions, the following points were made:

- The Police Liaison Committees would continue;
- Leaflets were not currently available in Braille, but this matter would be taken up later;
- The Chief Constable had made the decision to limit the powers of CSOs. Their function was to be out and about being the eyes and ears of the community, rather than deal with paperwork, which accompanies more powerful roles. CSOs received extensive training and there was a good retention rate, with positive public feedback.

Hereford Hospitals NHS Trust public consultation “Your Hospital in Your Hands”

One or two representatives of the Hereford Hospital Trust attended each Forum. They were:

John Campbell, Foundation Trust Programme Director
 Helen Blanchard, Director of Nursing & Quality
 Peter Harper, Medical Director
 Martin Woodford, Director of Finance
 Peter Goring, Foundation Trust Secretary
 Alison Budd, Director, Inpatient Care Group
 Alan Dawson, Director of Service Delivery

The presenters explained that Hereford Hospitals NHS Trust was one of the best performing Acute Trusts in the West Midlands and was a National Exemplar Site for Cancer services. This had provided the opportunity to become a Foundation Trust.

A Foundation Trust was a not-for-profit hospital business that was free from central Government control and from the Strategic Health Authority, and was therefore accountable to the local community. This meant that decisions were made locally and Trusts benefited from strong partnerships, particularly with GPs. Although Foundation Trusts had to be financially viable, they were not required to break even each year. This provided scope for long term planning and enabled Trusts to use their funding flexibly to improve services. Trusts were regulated by "Monitor", a Watchdog organisation set up to ensure Trusts provided a full range of quality services.

There were risks attached to opting not to become a Foundation Trust. Because the Government was committed to offering all NHS Trusts the opportunity to apply for Foundation Trust status, there was a possibility that hospitals that failed to do so could be integrated with larger groups of hospitals. This could mean a reduction or relocation of services currently provided.

Representatives of the Trust outlined the structure of Foundation Trusts, and explained the roles of the Board of Directors, Council of Governors and members. There was a proposal that the lower age limit for Members should be 14. 80,000 consultation documents had been circulated throughout the summer and 85% of respondents supported the Foundation Trust proposal. The plans for Foundation Trust status were being updated as a result of feedback from the public.

After the close of the consultation, updated plans would be circulated to the Department of Health in November, and there would be an external Financial Review of the Trust in November to December 2006. A decision to proceed to the final stage would be expected in January 2007, and an assessment by the Independent Regulator would be made early in 2007. Members of the public could register an interest in becoming a Member now, and were encouraged to do so.

In response to questions, the following points were made:

- It was understood that Neville Hall, Abergavenny would not close, but the A & E would reduce to a Minor Injuries Unit;
- The Hospital catchment area was large, including Brecon, Radnor and parts of Monmouthshire and Shropshire;
- The hospital had a good relationship with the ambulance service, which it planned to maintain;
- Predictions on population and patient numbers had been built into the plans for three years ahead;
- The Trust aimed to have 85% bed occupancy to allow flexibility. Forecasting showed that the hospital could run with the current provision, but there were contingency plans to increase provision if necessary;
- Since the new barrier-controlled system had been installed at Hereford Hospital, the car park had been full on only two occasions for a very short time;
- The Trust would be required to have sufficient numbers of Governors and Members, and this could increase administrative costs;
- The Trust was working to ensure that the hospital would be financially viable for the future;
- Non-executive Directors could be appointed from outside the Hospital;
- The Trust had a responsibility to ensure that cancer treatment was clinically safe and affordable. The population was not large enough, and there were not sufficient numbers of particular types of cancer in the Hereford Hospital catchment area to warrant a cancer centre which would make such treatment available in Hereford.

For that reason, specialist cancer services would continue to be provided at Cheltenham and other large centres. However, chemotherapy could now be provided in Hereford and Hereford now provided up to 90% of chemotherapy. Radiotherapy would continue to be provided in Cheltenham. The Trust worked closely with Cheltenham to ensure patients needs were met as well as they could be;

- The Trust was working towards providing a MacMillan Cancer Centre in Hereford;
- The Secretary of State for Health would decide whether the Hospital could apply for Foundation Trust status, and an Independent regulator would make the final decision;
- The hospital had been achieving the target 98% of patients within 4 hours for A & E for the past 12 months;
- The Trust was working with other Trusts to build partnerships and ensure consultants were available at Hereford, for example, one of the top cardiologists was in Hereford four days a week;
- Foundation status would help to ensure the future of Hereford Hospital;
- Administration costs could increase under Foundation Trust status, but it was thought that this would represent a sensible investment and would benefit the community;
- The directors of “Monitor” generally had a business background, for example, financial consultancies. They were appointed independently of the Department of Health and government;
- Under Foundation status, 95% of patients would be NHS patients;
- The recently published quarterly figures showed that, of the 45 existing Foundation Trust Hospitals, 43 were operating in financial surplus and, in the published league table, 87% of FT hospitals were rated Very Good or Good, compared with 10% of other hospitals;
- Although the aim of the FT would be to attract patients to the hospital, pressures would be managed by managing the use of beds. This would depend largely on maintaining strong links with primary care, such as GPs and Community Hospitals, and with Social Services Departments, to ensure that patient care was provided in the most appropriate setting, including home care where possible. Discharge planning would continue to improve;
- Problems with recruiting medical staff existed everywhere, and Herefordshire was no exception. Salary was not the issue as national pay scales were set. However, Hereford Hospital had appointed some very high calibre staff and the quality of life offered in Herefordshire was proving to be an attraction. It was more difficult to recruit Nursing staff as they tended to gather in big cities. Foundation Trust status could make the hospital more attractive to staff;
- The Trust would engage with Members and Governors to encourage their involvement and increase their knowledge, ensuring that they were able to influence decisions made by the Trust in an informed way. The Board of Directors would be responsible for the day-to-day running of the hospital and for key decisions;
- Preventative measures were the responsibility of the Primary Care providers, although hospital patients were advised about health matters;
- Members would be appointed for life, while governors would have a three year tenure, which would be staggered to ensure continuity. Governors could be elected for two consecutive terms, but not a third, although they could be re-appointed later;
- The government would put pressure on PCTs to ensure that the FT received payment for work carried out;

- The application for Foundation status would not include proposals to take over any Community Hospitals. These were run by the PCT and were a valuable asset;
- The Trust was drawing up a membership strategy to determine the conditions of eligibility. The recruitment of members would be actively managed;
- Monitor kept a close eye on the financial situation of FT hospitals and if the hospital was found to be failing to manage its finances, the NHS would take over the hospital;
- Although, in theory, members could form factions to lobby for policies that went against the FT principles, there were plans to avoid such situations and the Council of Governors could head off any potential problems;
- The health of the nation was always a political tool and, consequently, the NHS would be likely to undergo further changes in the future;

Money Matters: Your services, Your Council Tax, Value for Money

Presentations were given at each Forum by either:

Sonia Rees, Director of Resources, or
David Powell, Head of Financial Services

The presenters outlined the context in which Herefordshire provided services. The population was currently around 180,000. By 2011, it was expected that there would be 1.7% growth, but aging at twice the national rate and with 11.7% fewer children and 1.1% fewer working people. Population density was the third lowest in England, but with seven areas falling within the most deprived. The County provided 800 different services. Some of the major services were adult services (helping people to live at home and help with housing), community services, such as libraries, open spaces and Tourist Information Centres, Children and Young People's services provided for 101 schools and 41,700 children and young people. The cost of all these services was £200m a year, of which half was the cost of education. 22% was spent on social services, 14% on culture, environment and planning and 8% on highways and transportation. The main sources of funding were: 46% from government grants, 22% from Council Tax and 18% from business rates. Overall, funding received from government grants and the schools grant was 19% lower than the national average. Despite this, Council Tax was the 8th lowest for Band D properties out of 46 councils. In terms of value for money, the Council had achieved a 3 out of 4 inspection score, with a performance score of 3 out of 4 stars and judged to be improving adequately. There had been a number of achievements in 2005/6, including the opening of three new children's centres, the "Signposting" scheme to help 1,300 vulnerable adults, 25% of household waste recycled and an award winning transport scheme. £2.5m cash savings had been achieved and the Council was in a sound financial position. The Council was making progress on a number of service improvements this year, including arrangements for safeguarding children, a reduced number of homeless people and cleaner streets. Although the budget this year was tight, financial management was strong and efficiency targets were on track. The Government spending review would set public spending plans for the three years to 2010/11. Among the issues affecting spending would be the aging population and globalisation. National spending priorities would be education, health, security, neighbourhood policing and sport. It was expected that there would be an overall reduction in public spending and a reduced share for local government, with little or no growth in government support for Herefordshire. It was also thought that capping rules would be tighter. The corporate priorities for Herefordshire were expected to be Children and young people, schools, adult services, homelessness, regeneration activities and waste and recycling.

In response to questions, the following points were made:

- The cost of Housing Benefit and Council Tax Benefit was met by Central Government, not the Council;
- Seasonal workers did not represent a drain on public funds, and were liable for Council Tax;
- The police were required to provide interpreters for foreign workers where necessary;
- In the longer term, the funding received from Central Government could reduce;
- The underspend last year was an isolated occurrence and would be unlikely to occur next year;
- Whilst it was not always possible to meet the cost of the preferred social care for adults, the Council was committed to meeting the cost of their needs;
- Government grants did not always cover the cost of the responsibilities placed on local Councils, making it necessary to raise funds from Council Tax;
- Waste and recycling was one of the priorities for the next financial year, and 72% of homes now had recycling collections. However, it was important to balance resources and recycling was not viable in sparsely populated areas;
- Rateable values for businesses were assessed by the Valuation Office and the rate in the pound determined by the government. Although the Council received some of the rates, it had no power to levy taxes on business;
- Fees and charges collected by the Council were for such items as library services and trade waste, where the Council had discretionary powers to vary the amounts;
- Because the government was trying to make services evenly available in all areas, rural areas tended to lose out in favour of urban areas. This was an issue that needed to be taken up by MPs in rural areas;
- There was a legal responsibility to deliver care for adults needing it, and the creative use of all resources, including home care, care villages, joint working with the PCT and other care agencies, would ensure that appropriate care was available. Adult Services would bid for a share of the £1.3m contingency fund;
- The current proposals for Council Tax in 2007-8 were for a 4.7% increase. However, this was subject to a full Council decision which would be made in March 2007. The strategy was constantly updated to reflect changes;
- The Police and Fire Service would set their own increases
- Capping rules were set by the government after all local authorities had set their Council Tax. The cap was likely to be 5%;
- There was no direct financial benefit for the Council from the 5,000 – 6,000 foreign workers in the County each year. However, there was an indirect benefit to the community from such workers;
- Wales received more funding from central government, so was able to spend more on areas such as roads. Herefordshire was doing well in terms of road maintenance;
- The Council was continually reviewing its capital assets and considered all options for making assets work for the benefit of the community. Assets were currently valued at £30m. 60 – 70 smallholdings, covering some 6,000 acres of land were currently let. However, rents were low, and the amount that had to be spent on maintenance and servicing meant that very little was made from rents. The Council had to show that it was getting value for money from these publicly owned assets and, while property increased in value, rents did not. The inherited rent arrears had been cleared with no evictions. Where a tenant died or gave up a smallholding, the

asset would be sold at the best price, and no discounts would be given. It was estimated that this could release £1m a year for 10 years;

- The sum of £2m spent on equipping the Plough Lane offices was for ICT equipment, and would have had to be spent wherever the offices were located;
- The Council had security of tenure at Plough Lane until 2009;
- The Council Tax base was buoyant because of the growing number of houses. This meant that revenues from Council Tax would increase independently of increases in the rate of taxation;
- There was pressure on the Council to increase fees and charges

Hereford City, Committee Room 1, The Shire Hall, Hereford	Monday 9 October 2006
Present: Cllr D Fleet (Chairman) Cllr Mrs J French (Cabinet representative) Cllr Mrs A Toon Cllr M Wilson	Chief Inspector Sue Thomas, West Mercia Constabulary <u>For Herefordshire Council</u> David Powell, Head of Financial Services Marc Willimont, Principal Environmental Health Officer (Air & Water) Sally Cole, Committee Manager (Executive) <u>For Hereford Hospital Trust</u> Martin Woodford, Director of Finance Alan Dawson, Director of Service Delivery
Members of the public	9

Agenda:

- Community Forum/PACT meetings
- The Sewage Works (update)
- Air Quality Report
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money

Community Forum/PACT meetings

See main report.

The Sewage Works (update)

The number of complaints received by Herefordshire Council had been increasing between 2003 and 2005, but had reduced in 2006. Problems were caused mainly by the high rate filter tower at the Welsh Water Sewage Works at Eign and Rotherwas. The Eign high rate towers had been rebuilt during September and October 2006, with an option to odour abate, and the Rotherwas high rate filter would be odour abated in January and February 2007. The sludge area would have its odour abatement repaired by January/February 2007. United Utilities were also responsible for some problems, but they were regulated by the Environment Agency and not by the Council. There were proposals to lobby the Environment Agency to step up regulation of the United Utilities waste treatment. The number of complaints would be kept under review during 2007. In response to questions, the following points were made:

- Whilst it was acknowledged that odours caused a major nuisance to those affected, the number of homes affected should be reducing;
- The Council would flush drains through with water during the summer if odours from drains were brought to their attention.

Air Quality

The 2001 government targets for nitrogen dioxide had been exceeded in the area from Belmont Roundabout to Widemarsh Common. The air quality at Edgar Street roundabout had been monitored on an hourly basis for a number of years. The Council was required by law to report annually to the government on air quality. 15 Action Plans were proposed to deal with Air Quality in the City and, linked with that, traffic in the city had been modelled to 2010, 2015 and 2025. The boundary of the Air Quality Management Area might have to be reviewed. Monitoring of the situation would continue for the purposes of evaluating the impact of the action plans. In response to questions, the following points were made:

- Climate change would be likely to exacerbate pollution from traffic fumes, but this would be more of an issue in Leominster than in Hereford City;
- The 15 Action Plans may not be implemented for up to five years, as it would be necessary to see whether current action was addressing the problems;
- Air quality was monitored for the impact on homes, rather than on motorists, but it was acknowledged that motorists were also affected.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

Question and Answer session:

- Belmont roundabout was controlled by the Highways Agency, not by the Council;
- It was understood that the Highways Agency would not consider a pedestrian crossing from St Nicholas Church to St Nicholas Street in the next four to five years. It was suggested that Councillors should support an invitation to Highways Agency officials to visit the site;
- The issue of phasing traffic lights at non-rush hour times had been on the agenda at meetings between the Council and the Highways Agency;
- Commercial Waste Companies dealt with the recycling of commercial waste, but the market for recycled glass had reduced considerably;
- An appraisal of parking in the City would be carried out and, if insufficient parking spaces, the Council would look at providing more;
- Although there were a number of empty shops in the town, it was felt that the ASDA development was unlikely to affect town centre trade as it provided a particular type of shopping.

Cllr David Fleet was thanked for his work in chairing the Forums in the past.

Central Herefordshire Community Forum Wellington Community Hall	Thursday 12 October 2006
Members: Cllr B Matthews (Chair) Cllr D B Wilcox (Cabinet Member) Cllr M Wilson	Alan Dawson, Director of Service Delivery, Hereford Hospital Trust <u>For Herefordshire Council:</u> David Powell, Head of Financial Services, Kate Murray, Assistant Cultural Services Manager, Libraries & Heritage, Herefordshire Council Paul Rogers, Democratic Services Officer <u>For West Mercia Constabulary:</u> Chief Inspector Sue Thomas, Inspector Peter Gebbie PC Neil James PC Pam Epton PC Lawrence Hale Sgt Karen Parker
Members of the public:	9

Agenda:

- Community Forum/PACT meetings
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money
- The Mobile Library Service

Community Forum/PACT meetings

See main report.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

The Mobile Library Service

The Service was currently undergoing some changes. It had reached capacity on the present routes and the three vans that were in use were ten years old. The Council was buying two new vans, and was undertaking a survey of users to get their views on the service. The Service would notify users of the new routes and times. It was proposed to make the Wellington route a weekly service, increasing for one hour to four hours a month. It was noted that the Parish Council had not been approached about the proposed changes. Kate Murray would look into the proposal that the Social Club might be an appropriate stop for the Mobile Library. A member of the public noted that the efficiency and quality of the service was pleasing.

Question & Answer session

The following responses were given to questions raised:

- Tactile paving would be introduced where there were no kerbs, to enable guide dogs to identify the edge of the pavement;
- Cllr Wilcox would look into complaints that e-mails sent to the Council had received no response;
- Heads and Governors of schools wishing to have a 20mph speed limit outside their premises, should contact the School Travel Advisors to discuss this as part of a wider travel plan for the school.

Cllr Bob Matthews was thanked for his work in chairing the Forums in the past.

East Herefordshire, St Katherine's Hall, Ledbury	Monday 16 October 2006
Present: Cllr T Hunt (Chairman) Cllr P Edwards (Cabinet Member) Cllr R Stockton Cllr R Mills	<u>For Hereford Hospital Trust</u> John Campbell, Programme Director Helen Blanchard, Director of Nursing and Quality <u>For Herefordshire Council:</u> Sonia Rees, Director of Resources Hazel Lavelle, Community Forum Co-ordinator <u>For West Mercia Constabulary:</u> Inspector Peter Gebbie Four local police officers
Members of the public	9

Agenda:

- Community Forum/PACT meetings
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money

Community Forum/PACT meetings

See main report.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

Question and Answer session

- HALO was a separate Trust providing leisure services and was among the best in England. HALO received about £1m a year from the Council;
- The cost of democratic services reduced when the Unitary Authority was set up;
- HALC had made proposals to promote the democratic process in Parish Councils, in view of the fact that one of the six criteria for PCs was contested elections. The Unitary Authority ensured that Parish elections took place on the same day as Council elections to save costs.

North Herefordshire, Green Lane Methodist Church, Leominster	Thursday 19 October 2006
Present: Cllr J Stone (Chairman) Cllr R Stockton (Cabinet Member) Cllr Mrs J French Cllr Brig P Jones CBE Cllr J Hope Cllr JP Thomas Cllr J Goodwin	<u>For Hereford Hospital Trust</u> Peter Harper, Medical Director <u>For Herefordshire Council:</u> Sonia Rees, Director of Resources Hazel Lavelle, Community Forum Co-ordinator <u>For West Mercia Constabulary:</u> Chief Inspector Sue Thomas Five local police officers
Members of the public	11

Agenda:

- Community Forum/PACT meetings
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money

Community Forum/PACT meetings

See main report.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

Question and Answer session

- There were difficulties associated with placing a bollard in the pedestrian refuge near Rainbow Street because it could restrict access for emergency vehicles;
- It was noted that there was a light out at the pelican crossing near Bridge Court;
- Gulley clearing should occur annually and Members would take up complaints about uncleared gulleys;
- Complaints about fly-tipping and dumping of furniture would be taken up by Members.

Ross-on-Wye, John Kyrle High School, Ross-on-Wye	Tuesday 24 October 2006
Present: Cllr Mrs A Gray (Chairman) Cllr D Rule (Cabinet Member) Cllr H Bramer Cllr Mrs J Davis Cllr J Jarvis Cllr G Lucas Cllr S Thomas	<u>For Hereford Hospital Trust</u> Martin Woodford, Director of Finance Peter Goring, Trust Secretary <u>For Herefordshire Council:</u> Sonia Rees, Director of Resources Marc Willimont, Principal Environmental Health Officer (Air & Water) Hazel Lavelle, Community Forum Co-ordinator <u>For West Mercia Constabulary:</u> Chief Inspector Sue Thomas Two local police officers
Members of the public	9

Agenda:

- Community Forum/PACT meetings
- Air Quality Report
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money

Community Forum/PACT meetings

See main report.

Air Quality Report

There were government targets for environmental health and air quality, and sampling had been taking place for the last eight years in Herefordshire. High pollution levels had been found around the A40/M50, where there were at least three monitoring sites. The measure of ug/m³ was used to determine pollution levels and the mean measurement was 40. However, this level was unacceptable near residential buildings. The increase in traffic was a factor in the increasing levels of pollution, although speed limits had been shown to reduce levels. There would be a public consultation on the boundary for measuring pollution and the area could be declared an Air Quality Management Area. The Environmental Health department would scope an Air Quality Action Plan with the Highways Agency and monitoring would continue in order to benchmark levels and evaluate the impact of any actions. In response to questions, the following points were made:

- The cottages at Wilton Roundabout were very close to the road, but there were measures that could be taken that might help their situation, such as changing the traffic light sequence, imposing speed limits and erecting noise barriers, which could also help reduce pollution;
- Pollution levels were high at a distance of two metres from the road, but dropped very quickly the further away the building was. At three – four metres, the levels were well below the mean measurement of 40;
- People selling their houses were not required to notify potential buyers that properties were in an Air Quality Management Area;
- Ross-on-Wye town centre had been monitored for the last few years and levels were below 40, although the trend was for pollution to increase;

- Most towns did not have Air Quality Management Areas, the exception being Leominster in this county;
- In Whitchurch, houses were further away from the road than some other areas. The area was monitored at two sites and the only place to fail the target was a service road, where there were no houses. Although the houses near Kirby's factory were under the 40 level, it was undesirable to have new houses any closer to the factory.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

Question and Answer session

Golden Valley, Madley Village Hall	Thursday 26 October 2006
Present: Cllr D Taylor (Chairman) Cllr C Mayson (Cabinet Member) Cllr S Thomas	<u>For Hereford Hospital Trust</u> Peter Harper, Medical Director Alison Budd, Director, Inpatient Care Group <u>For Herefordshire Council:</u> Sonia Rees, Director of Resources Hazel Lavelle, Community Forum Co-ordinator <u>For West Mercia Constabulary:</u> Chief Inspector Sue Thomas Sgt Robin Davis PC Christine Griffiths PC Andrew Bundy
Members of the public	16

Agenda:

- Community Forum/PACT meetings
- “Your Hospital in Your Hands” – Hereford Hospital Trust Consultation
- Money Matters – Your Services, Your Council Tax, Value for Money

Community Forum/PACT meetings

See main report.

“Your Hospital in Your Hands” – Hereford Hospital Trust Consultation

See main report.

Money Matters – Your Services, Your Council Tax, Value for Money

See main report.

Question and Answer session

- Although a second river crossing was desirable, it would not be possible at this stage. However, the Rotherwas Relief Road project could be seen as a first step towards improving the traffic situation;
- The Highways department would be asked to look into the issue of signage for the Roman Road. At present, the road was not signed as the route to Worcester;
- The Public Rights of Way Manager would be asked to investigate a request for a Public Right of Way at Madley Airfield.

PERFORMANCE UPDATE FOLLOWING THE JOINT AREA REVIEW AND THE ANNUAL PERFORMANCE ASSESSMENT OF THE COUNCIL'S CHILDREN'S SERVICES

PROGRAMME AREA OF RESPONSIBILITY: CHILDREN AND YOUNG PEOPLE

CABINET

16TH NOVEMBER, 2006

Wards Affected

County-wide

Purpose

To advise Cabinet of the progress to date on performance and improvement.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet notes the progress and welcomes the Annual Performance Assessment (APA) outcome as the sound platform for further improvement.

Reasons

To ensure Cabinet has an up to date understanding of the position and priorities going forward.

Financial Implications

The allocated budget for JAR improvements is on track and has levered external advice and input to assist in the improvement delivered.

The recruitment of social workers and family support workers is giving a financial challenge in year (£120,000). However, the permanent recruitment position is alleviating spend on agency staff and where there are strong candidates we are recruiting above establishment. This has a link to the Corporate Plan paper considered by Cabinet on 26th October and the spend to mitigate proposals which were supported in principle only at this stage.

Considerations

1. Since the last report to Cabinet the arrangements for the GOWM Improvement Board for Herefordshire have been put into place, starting in August. The meetings are planned monthly up to March 2007.
2. There are to be 3 reports to the Minister for Children & Families in this period. The

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

first one went at the end of September and advised that the programme was on track.

3. The success criteria for the work programme and, therefore, the reports to the Minister have been agreed. They are attached at Appendix 1.
4. The Children's Services Scrutiny Committee considered the JAR progress report at its meeting on 6th October, 2006. The Committee was pleased to note the progress and wanted to examine further the progress of looked after children in suitable housing and this will form a joint inquiry with the Adult Social Care and Strategic Housing Committee to be arranged in the next period.
5. The JAR summary progress report as of 30th October is attached at Appendix 2.

The highlights from this report are:

- The JAR inspection highlighted the low referral rate to the children's safeguarding and assessment service. The rate of referrals has steadily risen throughout this year from 175 per 10,000 children at the end of 2005/06 to 242 per 10,000 at the end of September 2006. This means that needs are being more promptly and effectively addressed. However, this increased workload is stretching the capacity of the service considerably.
- Many more assessments of children are being completed. 142 more initial assessments were completed in September than in April. All child protection referrals are prioritised for urgent completion. The Children's Disability Team has increased the number of assessments completed in the last 6 months by 150%. However, there is some distance to travel to ensure that the rate of initial assessments completed and completed on time reaches the target for the year. In terms of the ratio of initial assessments to referrals this is standing at 53.7% at the end of September compared with the year-end target for March 2007 of 60%. The employment of two additional Family Support workers is contributing to management of the additional workload.
- The current Social Worker establishment is 12.3 per 10,000 population, a total of 46.1 posts. The 'ideal' establishment, subject to available funding, is considered to be 15.3 per 10,000. There are 39.3 substantive Social Workers currently in post leaving a total of 6.8 vacancies, although some of these are covered by Agency staff. There are 4.5 Social Workers appointed and due to start within the next couple of months and we have recently received a further 4 applications, of which 2 may be suitable candidates. Alongside this, we are currently exploring the possibility of recruiting Social Workers from overseas (USA). A proposal will be brought forward for formal approval if this is considered to be viable following initial exploration.
- By comparison, the performance and outcomes for children with whom the Council is engaged are very positive as indicated by the PAF dataset with all except two of those PAF being banded within level 4 or 5 on the first CSCI cut for the 2005/06 outturn. The two exceptions – cost of services for children looked after (BVPI 51), final warnings/reprimands and convictions of children looked after – are both comfortably within band 3. The participation of children in their reviews has since been corrected and is now accepted as being in excess of 93%. The PAF banding sheet is attached at Appendix 3.
- The final IPC (Institute of Public Care) report on the development of performance

management in the Children & Young People's Directorate has been produced and presented to the GOWM Herefordshire Challenge and Support Board, with an initial implementation timetable. A further report with a detailed implementation timetable will be presented to the Board at its November meeting.

- The number of families housed in bed and breakfast accommodation has been reduced from 40 in April to 12 in September. The number of families housed in bed and breakfast accommodation for more than 6 weeks has fallen from 28 to 5 over the same period. This has also significantly reduced pressure on the homelessness budget.
 - Since the last report the purchase of a third additional unit of accommodation for care leavers has been completed and a care leaver has been housed there. There are 14 care leavers who by March 2007 will be 19 and require suitable accommodation; as a result of the recent progress, they are all expected to be in suitable accommodation.
 - The Occupational Therapy Team are continuing to meet their locally set assessment target and have appointed a Team Leader.
 - The Children & Young People's Forward Delivery Plan was approved by the Children & Young People's Partnership Board at its meeting on 11th September.
6. The overall performance in the Safeguarding & Assessment service is good as evidenced by Appendix 3. This has been recognised in the text of the APA letter.
7. The APA letter is attached at Appendix 4. This confirms the Council's self-assessment agreed by Cabinet in May 2006. This means that with satisfactory scores of 2, the Council has secured a position where there are no inadequate assessments on "Stay Safe" or "Service Management".

This gives a good position for further improvement and provides evidence for the GOWM Improvement Board and for reports to the Minister.

Alternative Options

There are no alternative options

Risk Management

The status of the JAR aspect of the overall Council Improvement Plan is AMBER. This reflects the ongoing workload pressure in Safeguarding & Assessment and the further need to demonstrate performance management progress via the GOWM Board.

However, in terms of targets and milestones in the JAR improvement plan the assessment is they are on track at GREEN.

Consultees

JAR Progress Team
Children & Young People's Partnership Board

Background Papers

Previous Cabinet reports.

Success Criteria for the Herefordshire Children & Young People's Services Improvement Project Board

The Terms of Reference for the Herefordshire Children & Young People's Services Improvement Project Board set out its primary purpose as:

- Monitoring the implementation of the JAR Improvement Plan, including management capacity and skills.
- Progress against key performance indicators and PSA targets.

This requires the setting of Success Criteria for the Council against which progress will be monitored.

This document sets out the Success Criteria the Board could use to review progress, inform its challenge and support role and form the basis of the three monthly reports to the Minister. The Success Criteria have been informed by the JAR – Performance Improvement Action Plan, the DFES Christa Wiggin report, and the Herefordshire CYP Forward Delivery Plan year 1.

Performance Management

Performance Management in Herefordshire was seen as needing further sustained development by both the JAR and Christa Wiggin. Performance and Project Management developments and system improvements were seen to be required across the whole of the Children and Young People's Directorate.

Evidence of Performance Management success will be as follows:

1. Reports to the Project Board from the Institute for Public Care in relation to the work commissioned by the CYP's Directorate.
2. Sept 2006 Project Board to receive interim report on IPC analysis of current strengths and weaknesses of performance management and commissioning.
3. Oct 06. Project Board to receive IPC options analysis report with Council recommendations and draft final report.
4. November project board to receive implementation plan for new performance framework.
5. March 07 Final report from IPC on effectiveness of new performance management framework implementation. (IPC are not currently commissioned to undertake this piece of work)
6. Outcome of the Audit Commission inspection in September to review the Council's overall performance management arrangements with a particular focus on Children & Young People's Services.

Evidence of Project Management of service developments

7. Effective implementation of the JAR Performance Improvement Action Plan/PID, for each meeting.
8. Successful development of services for disabled children, report to Project Board with supporting strategy November 2006.
9. Evaluation of CAF pilots and planned implementation of Child Concern Model/CAF, report to Project Board Jan 07.
10. Wider workforce Strategy and increase in Social Care workforce plans, Report to Project Board in Dec 06.

Reporting Arrangements

At each meeting the Board will receive:

- Updated Social Care Performance Indicator
The reports will include:-
 - Graphical presentation of the data in order to facilitate a review of trends.
 - Actual numbers of children and young people to assist in judgements about scale.
 - Analysis of the data and corrective action taken/planned.
 - Appropriate APA/PSA data linked to JAR recommendations.

- Milestones and Target Reviews from the JAR PIAP

Schedule of Reports to Board

Each of the reports proposed below will contain details of progress and will be supported by evidence of improved outcomes for children and young people and/or families and supported by reference to relevant PI data.

September 2006

Interim report on IPC analysis of current strengths and weaknesses of performance management and commissioning.

Performance Management - an analysis of arrangements and capacity to identify strengths and weaknesses in Children and Young People's Services and how they relate to arrangements across the Council as a whole.

Report from Zita Holmes, JAR Project Manager, regarding compliance with Prince 2 Project Management Disciplines.

Safeguarding Outcomes (JAR recommendations 1 – 6)

October 2006

Project Board to receive IPC final options analysis report with Council recommendations and a Performance Management, action and project planning implementation plan. (IPC project board agenda and notes will be considered at each Children & Young People's Services Improvement Project Board Meeting).

Update report - Care Leavers Accommodation (JAR recommendation 16)

Outcome of the Audit Commission inspection in September to review the Council's overall performance management arrangements with a particular focus on Children & Young People's Services.

November 2006

Implementation plan for new performance management framework

Update report - Health Assessments (JAR recommendation 7)

Successful development of services for disabled children, with supporting strategy

Children with learning difficulties and disabilities (JAR recommendations 8, 9,10,11).

December 2006

Service Management - JAR recommendation 12 (5)

Wider workforce strategy and increase in social care workforce plans

January 2007

Evaluation of CAF pilots and planned implementation of Child Concern Model/CAF.

March 2007

Final IPC report on effectiveness of new performance management framework implementation. . (IPC are not currently commissioned to undertake this piece of work)

Evaluation of pilots/planned implementation of CAF.

Overarching Success Criteria

1. Compliance with Prince 2 Project Management Methodology/Discipline, and good project management disciplines as described by Christa Wiggin. There is a particular need for the Service Development plans to have SMART objectives and numerical milestones that can be used to indicate progress towards achieving objectives.
2. Actions in JAR Action Plan completed on time with evidence of achievement.
3. Improved Performance Data collation and analysis providing evidence of improved outcomes for children and young people / families.
4. Delivery of IPC Project including implementation plan and timetable for delivery of the performance management framework and evidence that this is resourced.
5. Demonstration of effective risk management evidenced through reviews of the risk log, effective mitigation of risks and appropriate and timely remedial action if required.

Relevant Performance Indicators

Note: In terms of reporting to the project Board and to Ministers, information the following indicators will need to be provided in monthly trend form where possible, and with benchmarking information from other relevant authorities.

In relation to Recommendations 1, 2, 4, 5, 6, the following Performance Indicators will be used as proxies of success as previously agreed with DfES in the acceptance of the JAR IAP on that basis.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
CH 141	Referrals of children in need per 10,000 population aged under 18	175	220
CH 143	% referrals of children in need leading to initial assessments	49	65
DIS 1704	% of Initial assessments completed with 7 days	70.1	75
CH 145	Number of core assessments of children in need per 10,000 population under 18	32.5	45
CF/ C64	No of Core Assessments completed within 35 days	76	80
CH 01	Number of children on child protection register per 10,000 population under 18	16.8	17

In relation to **Recommendation 7** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
<i>C19</i>	Health Assessments of Children Looked After on time	90.7	93

In relation to **Recommendations 8, 9, 10 and 11** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
Local PI OT	% Of referred children assessed by OT services within 12 weeks	100%	100%
SC 5026	% Of children with disabilities aged 14+ who had a transition plan to support their move from Children's to Adults' Services	Up to 50%	Up to 75%

In relation to **Recommendation 16** the following performance Indicators will be used as proxies of success.

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
SC 5037	% of Care Leavers at age 19 years living in suitable accommodation (No of Young People)	89.5% (19/20)	100%

In relation to **Recommendation 12**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	Progress on joint commissioning and pooling - Increase child health spend jointly commissioned by 5%. (% increase in activity – see DfES Children’s Centre targets and local CAMHS strategy)	£2.69M	£2.83M

In relation to **Recommendation 9**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	10% Increase in number of short breaks provided	63	70

In relation to **Recommendation 6 (2)**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	No of staff trained for new CAF/CCM	-	160
	No of CAF’s completed	-	40

In relation to **Recommendation 3**

No of PI	PERFORMANCE MEASUREMENT	Current Position March 06	Target Position March 07
	No of wte qualified social workers (children) per 10,000 C&YP (Directly employed staff only)	11.6	15.3
	Qualified social worker (children) turnover rate (Directly employed staff only)	8.7	8.0
	Qualified social worker (children) vacancy rate (Directly employed staff only)	16.7	5.0
	Qualified social worker (children) retention rate (Directly employed staff only)	93.2	92.0

GOWM Herefordshire Improvement Board

JAR Performance Improvement Action Plan

Summary Progress Report





**(This report summarises progress between 18th October 2006 and
30th October 2006)**

Overall Summary

1. The overall project plan schedule status remains as to be green .
2. No significant threats to the successful delivery of the project have emerged during the report period.

The risk log has been reviewed and amended to reflect the latest position . For ease of reference the changes have been highlighted in red.

3. A summary of completed items, and progress against each recommendation during the report period can be found in the following pages.

LEGEND	
	Recommendation progress on track / completed
	On track
	Not on track
	No progress

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
1. Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified social care staff in child protection cases	1) Review & revise threshold criteria for duty social work involvement	New criteria drawn up.	Completed.	03/06	
	2) Seek advice and challenge from high performing LAs	Advice received, noted and acted upon.	Completed.	03/06	
	3) Introduce new protocols and thresholds	Revised criteria; shared and agreed across agencies. Survey all agencies in June	Completed.	03/06	
	4) Identify additional duty team staff	Additional posts filled. All cases allocated.	The increased level of referrals are being managed through the use of additional agency staff and the reallocation of some work to other teams. Referrals are being dealt with promptly with Section 47 cases being given the correct priority.	04/06	
	5) Review process management and case handling in duty and consider options for change.	Improvement on PIs for timely assessment: PI DIS 1704: CF/C64	Completed The impact of the increased referral level is being closely monitored. Provisional figures for September illustrate improved performance.	06/06	
	6) Publish new criteria protocols and procedures	All staff using new procedures and revised thresholds.	Completed.	04/06	

49

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
50 2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice	1) Review and update management and supervision system for duty social workers	PI Numbers of referrals of CIN leading to Initial Assessments on target: PI CH143 PI Number of Core Ass on target – PI CH145 Supervision log audited 6/12	Completed Monthly reporting of key referral/assessment PIs now provided to operational management team. Performance trend is positive and it is anticipated that target will be met.	04/06	
	2) Practice, file and peer audit system to be developed	Mthly file audit; Quarterly Practice audit; Annual peer audit	Monthly and quarterly audits are being undertaken with any issue arising being reported to the Head of Safeguarding and Assessment.	06/06	
	3) Establish new independent practice and performance team	Team Manager in post and system designed. Team in operation and auditing regularly	Completed	6/06	
	4) Confirm LSCB arrangements	LSCB established and reviewing use of new criteria.	Completed	06/06	
		Training post and development post recruitment. Guidance reviewed and reissued	Interview dates for HSCB Development Manager now scheduled. The HSCB Trainer post to be re-advertised 11/06.	10/06	
5) New threshold booklet widely circulated	Managers to check staff awareness in supervision and training sessions. Review appropriateness of referrals in audits.	Completed.	4/06		

	6) Deliver training workshops for CCM consultants 6/52	Workshops running March 06 onwards	These have all taken place as arranged with a schedule in place to end 2006	12/06	
	7) Information Sharing Protocol to be drafted to CYPP and agreed.	IS Protocol in place and agreed by CYP's Partnership.	AB to meet Ivan Powell 15 th November to review revised draft.	06/06	
4. Ensure that a written record is made of all contacts with the social care duty team	1) Redesign and implement a new system for receipt and recording of referrals	PI Numbers of referrals of CIN are on target All duty cases are allocated.	Completed. Arrangements are in place to address any short term acute pressures	04/06	
	2) Embed the new process and monitor regularly.	Weekly case tracking and monthly file audit	Completed.	05/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
3. Ensure there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.	1) Recruit temporary staff to cover all vacant posts	All post filled in short term.	Work is ongoing to recruit permanent qualified social workers and an ongoing programme of advertisements is in place. 2 new permanent qualified social workers recruited.	3/06	
	2) Advertise for social work staff: Develop social work recruitment campaign with Consultants Tribal	All posts filled Good response to adverts.		04/06	
	3) Seek views of existing staff and seek views to inform strategy	Increasing rate of retention.	Completed.	04/06	
	4) Collate data and analyse current and future social care workforce requirements as basis for medium to long term plan	Improved retention rates – to be monitored. Reduced vacancy rates - to be monitored quarterly.	Retention rates are at a high level. Managers receive detailed monthly workforce monitoring reports.	05/06	
	5) Link with & seek consultancy from CWDC to Widen workforce strategy to interagency children's services focus	Social care workforce needs and issues are fully embedded within wider workforce strategy.	Ongoing alongside development of Corporate Workforce Strategy.	05/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
5. Ensure there is a single referral assessment and service planning framework for children in need which is consistently and effectively applied in practice	1) Build on existing Child Concern Model to develop and agree <i>Change for Children</i> Child Need Framework	QV Rec.1 as step to CAF CCM is updated and incorporated within CAF whole system approach.	Completed <i>Every Child Matters in Herefordshire</i> framework will replace Child Concern Model. Arrangements to be piloted January-July 2007	6/06 01/07	
	2) Establish interagency common processes group (CAF) to respond to national CAF guidance, to design local response and to develop an implementation plan for the County	New CAF, building on CCM, is produced and disseminated. No of CAFs completed as measure – (Local PI)	Completed. Target for 2007 agreed	7/06	

	3) Plan and develop a pilot project (S Wye and Children with disabilities) to test out new child need framework and to introduce common assessment system and lead professionals: consider role of referral co-ordinators and concern panels.	Learning from pilot is captured to inform new model. PI targets for referral. No of children identified with additional needs in pilot area.	Planning for the pilots has been completed but the pilots will not commence until Jan 07. Evaluation of pilot programme included within training development brief of independent trainer	9/06 -	
	4) Improve and develop existing Directory of services for children QV Rec. 15.	Directory published	The review and compilation of updated resource directory is taking place within the EYDCP Service under the direction of Ros Hatherill.	12/0 6	
54	5) Identify Lead Officer for Information Sharing Index and consider requirements	ISI project milestones achieved	Completed LARA (1) submitted on time	10/0 6	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME STAY SAFE					
6. Ensure the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed both in terms of the time required to undertake the tasks involved and the necessary skills	1) Training for new CAF and CCM to be planned and implemented	Programme and curriculum set up. Facilitators in place.	A programme of training has been agreed and will commence on schedule October 2006	9/06 LR	
	2) roll out of training sessions	No of staff trained and using CAF.	The programme is being offered to 180 practitioners involved directly in both pilot areas	10/06	
		No of CAFs completed.	Target for 2007 agreed.	03/07	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
7. Ensure effective implementation of the multi-agency health care planning procedures for Looked After children	1) Review and audit all LAC records to check for health care plan	Audit evidence available. PI to check target: PI C19. CC Review chairs to monitor assessments completed	Completed. All LAC have a health care plan. Rolling programme of reviews in place.	1/06	
	2) Clear procedures for health assessments to be agreed	Procedures in place. Review chairs to monitor actions to be completed.	Completed. Ongoing programme in place.	3/06	
	3) Develop plan for implementation of all HC Standards	Hold HCS event 27/6/06 & Draft implementation plan	Work is ongoing to implement the National Healthy Care Standards.	10/06	
8. Improve access to occupational therapy services	1) Immediate review of OT services to identify gaps and needs	Increase in number of OTs Standard is access to assessment within 13 weeks: (Local PI)	Completed. The locally set 13 week target continues to be met (this is monitored on a weekly basis). Interviews for a team leader take place on 6 th October 2006.	4/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
57	<p>9. Ensure appropriate social care support for the families of children with learning difficulties and disabilities</p> <p>1) Family support including short term breaks to be specified and commissioned. (Link to recent Fostering Inspection)</p>	<p>New service available.</p> <p>Monitor increase in no of breaks provided.</p> <p>Audit all cases every 6/12 to monitor take up</p>	<p>Detailed report will be made to GOWM Board in November.</p>	6/06	
	<p>2) Improved support and care planning to be developed through mapping NSF / ECM pathways through development of CAF</p>	<p>Local care pathways in place and linking to CAF processes.</p> <p>No of CAF and AF assessment completed</p>	<p>The level of assessments undertaken in the last 6 months by the Disability Team has increased by 150%. The employment of 2 additional Family Support Workers is contributing to the management of the additional workload.</p>	11/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
10. Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities	1) Transitions steering group with adults' service to be set up to develop strategy.	Needs analysis / commissioning plan in place and joint transitions strategy with adult services Joint protocol in place between adults and children's services	A second draft plan is being developed. Operational managers transition group to have first meeting in October	3/06	
	2) Appoint new transitions workers & Implement new processes	Appointment of staff June 06 Improved planning for CYP. Monitor through PI SC5026	Completed. Transition lead (Sue Miller) started 09.10.06 The pilot multi-agency single meeting for all referrals to the Kite Centre and CDC is continuing.	7/06 12/06	
		Survey CYP and carers to QA.			
11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision	1) To develop and implement clear standards for effective communication with cyp and families – in person, in writing and also through website	Standards drafted and consulted on. Continuing system for parental contact in place Survey parents to check progress.	Working with Philippa Russell on questionnaire to go out to parents and carers in October to explore views of services and how we can involve users in service design and delivery Workshop dates with Philippa Russell set for October/November to be rescheduled in order to improve attendance.	9/06	

	2) Disability workshops to be arranged with support of Council for Disabled Children	Parents & Carers views recorded & checked out regularly – 6/12 audits Dates of meetings – Sept / Oct	October/November meetings being rescheduled to improve attendance.	10/06	
JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ECM OUTCOME BE HEALTHY					
14. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)	1) Regional review of needs for Tier 4 service, recent patterns.	Needs analysis completed for the region. Clear criteria for nature and scale of commissioning	Further developments are dependent on the outcome of the regional strategy development of which is awaited.	2/06 6/06	
	2) Regional PFI bid	Plan in place. Bid submitted	Completed.	2/06	
	3) Local review of all tiers of provision	Commissioning criteria in place. Link with Joint Agency meeting process.	OPM event scheduled for 15 th Nov. will examine links between CAMHS, family support and integration of services.	9/06	
	4) Consult with cyp and families, plan and provide	Survey views and respond to these.		12/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
ACHIEVE ECONOMIC WELL-BEING					
16. Improve Housing provision for both single young people and families	1) Identify £500,000 capital for single-person accommodation for vulnerable young people and care leavers	6-10 units of additional accommodation for care leavers off the open market. An additional 2 self-contained flats are being provided in partnership with a local housing association. Monitor PI SC5026.	To date 3 additional units acquired and occupied. 2 additional properties are now being purchased and intensive support provided to tenants.	6/06	
	2) Safeguarding and Assessment Service represented on commissioning and operational groups for Supporting People	Attendance and influence on agenda. PI % of Care Leavers at age 19 years living in suitable accommodation	Safeguarding and Assessment Service is represented on groups. Safeguarding and Assessment Service are represented on Homelessness Service Steering Group.		
	3) Protocol between housing providers and Safeguarding and Assessment Service re handling of CYP and families and homelessness where tenancy / housing is at risk	Protocol in place and working & reviewed quarterly Affordable housing targets	Quarterly review of protocol taking place in October.	6/06	

	<p>4) The Council to bring homelessness and Housing Advice Services back in-house with focus on prevention including family mediation and a Safe Moves Project.</p>	<p>Improved further preventive information and advice service.</p> <p>Reduced numbers of homeless.</p> <p>Corporate reporting of strategic PIs – Use of B&B</p>	<p>Completed.</p> <p>The number of families housed in bed and breakfast (B&B) accommodation has reduced from 40 on 1st April 2006 to 12(13) at the end of September 2006. The figures for those housed in B&B for more than 6 weeks has fallen from 28 to 5 (2) over the same period. (Figures in brackets relate to the end of August position)</p>	<p>4/06</p>	
--	---	---	---	-------------	--

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
12. Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met	1) Produce CYP Plan linked to LAA	CYP Plan published	Completed	4/06	
	2) Partnership to have workshop on governance and adopt Joint Planning and Commissioning Framework (DfES et al) (July 06)	Clear governance and accountability arrangements	Completed. The partnership governance arrangements were agreed at the CYPPB meeting on 11 th September 2006.	7/06	
		JP & C Policy adopted and in place	Draft JP & C Framework considered by CYPPB at its September meeting.	9/06	
	3) CYP's Plan Forward delivery Action Plan to provide overarching strategic framework for all other plans		Completed. The C&YP Plan Forward Delivery Plan was approved by the CYPPB on 11 th September 2006. Forward Delivery Plan to act as overarching Service Plan for 07/08.	6/06	
	4) To work with VSC through The Alliance on ensuring active engagement	VCS reps on CYPP's Board.	Completed.	11/06	
		VSC involved in all aspects of commissioning	VSC engaged in Short Breaks Commissioning process.		

	5) Partners to identify all resources for children in the area and to consider options for joint funding single or pooled funding arrangements.	List of all resources available. Progress on joint commissioning & pooling. % Increase in activity.	Service priorities and budget implications for the medium term plan previously submitted Approved by Cabinet in principle. Await final approval.	9/06 11/06	
	6) This information to feed into refresh and update of CYP Plan in Autumn 2006	Revised and updated CYP's Plan.	Review of Delivery Plan to begin 23/10. Annual Service Plan 1 st Draft by 8 th December 06.	11/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
13. Improve information systems within the LA's social care services to enable better management oversight and evaluation of service effectiveness G4	1) Ensure that social care information needs are identified with and managed within <i>Herefordshire Connects</i> including review and specification as an urgent issue – for sign up by July 06	Improved data quality. Whole system approach in place – linking to council-wide system	Completed. Data Collection and Performance Management arrangements comply with corporate requirements.	7/06	
	2) To seek external advice on system requirements to ensure that new ICT systems will met children's services requirements.	Workshops held with managers. Requirements explored and specified. Informed decisions.	Visits to Shropshire and Worcestershire have been undertaken as part of the IPC Project. SIS to visit Derbyshire. A timetable for new IT systems has been agreed which will see them operational in 2008.	6/06	
	3) Children's Services to contribute to specification, design and implementation of new systems	Clear specification in place identifying children's services needs – incl. ICS and CAF.	Incorporated in Herefordshire Connects Corporate Transition Programme. 1 st Draft specification checked and comments made October 06.	7/06	

	<p>4) Interim system Performance Management arrangements to be put in place – file audits including Climbié, supervision recording, and collation of information re referrals, assessments and disposals on a monthly basis.</p>	<p>Data quality audits in place monthly.</p> <p>PIs on assessment rates and timeliness of assessments.</p> <p>QV P30 –32 for more on performance management arrangements and reporting.</p> <p>Internal audit sampling and audited regularly.</p>	<p>Completed.</p>	<p>5/06</p>	
--	--	---	-------------------	-------------	--

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
15. Improve co-ordination of consultation with children and young people to support their participation in strategic planning and review	1) Ensure effective co-ordination of all consultations with cyp through Herefordshire Partnership adviser	Liaison system in place to ensure this happens Maintain local timetable for activities.	The Youth Council is undertaking a major event on 21 st October 2006 at which the views of children and young people will be sort.	6/06	
	2) To produce and develop a framework for the involvement of all cyp and families.	Framework in place. Review every 6/12 to ensure implementation effective.	Outcome of review awaited. Due date to be reviewed	9/06	
	3) To set up Shadow CYP's Partnership Board	Shadow Board meeting and reps attending /influencing CYPP Board by March 06 Audit minutes 6/12 to assess effectiveness of involvement.	Completed. Latest meeting of Shadow Partnership Board – 11 th September 2006.	3/06	
	4) To involve parents and carers in CYP's Partnership Board	Parent reps attending CYP's Board	Completed	12/06	

	5) C& YP's Youth Council to be enhanced with engagement of relevant LAC	LAC engaged. Monitor no of attendances quarterly.	Shadow Partnership to meet early October. Analysis to follow.	3/06	
	6) To adopt and implement Hear by Rights Standard	Monitor use of standard – nos using process to be monitored.	Launch in October.	10/06	
67	7) To enhance Children's service Directory to ensure it is easily accessible and able to be used by cyp and families.	Directory published. Survey uptake.	Development of the directory is on-going.	12/06	

JAR recommendation	Action Milestones	Success Criteria	Summary Progress to date	Due date	On track?
SERVICE MANAGEMENT					
17. Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the LA's Children' Scrutiny Committee 68	1) To draw up performance management system for the Children's Services, which can deliver the requirements of DfES Children's Services Improvement Cycle and fit with the Council's Performance Improvement Cycle.	<p>System documented including monitoring system.</p> <p>Regular data set available to track progress monthly.</p>	<p>Proformas and templates produced for all indicators. A full directory will be completed . Performance Management interviews held on October 9th – unable to appoint.</p> <p>Nov 06 - Core and Virtual Performance Teams to be established with interim management arrangements. The JAR Progress Group (Board) will project manage implementation of the IPC Project with the Directorate Management Team exercising oversight. A timetable for new IT systems has been agreed which will see them operational in 2008.</p>	9/06	
	2) Ensure regular performance reports to Lead Member, Scrutiny Committee and Cabinet	System in place and operating: Quarterly outcome performance available. QV P31.	Completed	6/06	
	3) To agree governance and accountability arrangements for CYP's Partnership Board	TORs and governance of CYPP Board delivered and agreed.		9/06	

	including responsibility for performance monitoring of Forward Delivery Plan for CYP's Plan.	Forward Delivery Plan issued and being monitored	Plan issued. Monitoring report to CYPPB in November.	6/06	
	4) CYP's Partnership to agree on process for monitoring progress on CFC, delivery of CYP's Plan.	All partners involved in designing and delivering Forward Delivery Plan	Completed.	9/06	
		Quarterly monitoring on outcomes in place.	Executive Groups of Partnership Board established 10/06.	11/06	

Summary of Performance Assessment Indicators

415		Herefordshire									
Children	Changes in Definition		PAF								
			1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2004-05 (Revised 2006)	2005-06 (1stCut)	2005-06 (2nd cut)
CF/A1	2004-05	Stability of placements of children looked after (BVPI 49) (KT) - new definition						7	7	6	
CF/A2	2003-04	Educational qualifications of children looked after (BVPI 50) (KT)					52 - L	68 - L	68 - L	92	
CF/A3		Re-registrations on the Child Protection Register	11	-	14	36 - H	21 - H	-	-	19 - H	
		The number of young people who were looked after who were in contact within the period 3 months before to 1 month after their 19th birthday and were engaged in education, training or employment.								16	
		Number of all young people who were looked after whose 19th birthday falls in the year ending 31 March.								19	
CF/A4	2004-05 *	Employment, education and training for care leavers (BVPI 161) - new definition						0.92	0.92		
CF/A70	New	Progress made towards a comprehensive Children and Adolescents Mental Health Service								12	
CF/B7	2001-02	Children looked after in foster placements or placed for adoption			90 - H	90 - H	93 - H	93 - H	93 - H	87	
CF/B8	**	Cost of services for children looked after (BVPI 51)		452	415	417	454	522	522	588 - H	
CF/C18		Final warnings/reprimands and convictions of children looked after		3.2 - H	3.4 - H	2.1	2.1	2.3	2.3	2.6	
CF/C19	2002-03	Health of children looked after		65 - L	88	88	86	87	87	91	
CF/C20	2003-04	Reviews of child protection cases (BVPI 162) (KT)					100	93 - L	93 - L	100	
CF/C21		Duration on the Child Protection Register	15 - H	16 - H	14 - H	-	8 - H	-	-	0 - H	
CF/C23	2003-04	Adoptions of children looked after (BVPI 163) (KT) (old definition)					4.8 - L	9.7	9.7		
CF/C23	2005-06	Adoptions of children looked after (BVPI 163) (KT) (new definition)								10.8	
CF/C24		Children looked after absent from school		21 - H	16 - H	6 - H	12 - H	13 - H	13 - H	9 - H	
CF/C63		Percentage children looked after who communicated their views to a statutory review (old definition)						88 - L	88 - L		
CF/C63	2005-06	Percentage children looked after who communicated their views to a statutory review (new definition)								72 - L	
CF/C64		Percentage of core assessments that were completed within 35 working days of their commencement						66 - L	66 - L	76 - L	
CF/C68	New	Timeliness of reviews of children looked after								90	

Source: PAF published data (November 2005), Unpublished PAF data 2006 (1st cut)

415		Herefordshire										
Children	Changes in Definition		PAF									
			1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2004-05 (Revised 2006)	2005-06 (1st Cut)	2005-06 (2nd cut)	
CF/C69	New	Distance children newly looked after are placed from home									-	
CF/D35	2004-05	Long term stability of children looked after - new definition						49 - L	49 - L	61 - L		
CF/E44	2002-03	Relative spend on family support		24 - L	36	35	38	37	37	35		
CF/E45	2001-02 ***	Ethnicity of children in need			1.02	2.71 - H		1.97	1.97			
CF/E67		Children in need with disabilities						4 - L	4 - L			
CF/D59		Practice learning (Children's element) (old definition)					7 - L	12 - L	12 - L			
CF/D59	2005-06	Practice learning (Children's element) (new definition)								13 - L		

Colour Key	
Band	●
Band	●●
Band	●●●
Band	●●●●
Band	●●●●●

72

- Note:**
- General The banding may appear to be incorrect due to rounding of PI values. Councils should check the precise value of the PI against the published bandings.
 - * CF/A4 employment, education and training for care leavers [joint working] (BvP1 1b1). The data shown is only that provided by councils to DfES. Councils are asked to check this and amend their SSDA903 return if there are errors. Final data from the Labour Force Survey for the denominator will be made available shortly
 - ** Unit costs data before 2001-02 is not banded as ACA banding is only available from 2001-02 onwards.
 - *** Taken from biennial Children in Need census
 - **** Indicators A70 and C68 and C69 are not banded
 - suppressed published data (numerator 1-5, denominator 1-10, or data quality)
 - .
 - .. information is not available
 - Missing information is not available (DIS/APA data)
 - 2003 pop PIs calculated using the ONS 2003 mid year estimates
 - + Comparator information is based on the average of indicators and not calculated as a PI based on the numerator and denominators for the constituent organisations

Alexandra House
33 Kingsway
London WC2B 6SE

T 08456 404045
enquiries@ofsted.gov.uk
www.ofsted.gov.uk



Making Social Care
Better for People



Ms Sue Fiennes
Director of Children's Services
Herefordshire County Council
Brockington
35 Hafod Road
Hereford
HR1 1SH

01 November 2006

Dear Ms Fiennes

2006 ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE COUNTY COUNCIL

This letter summarises the findings of the 2006 Annual Performance Assessment of your local authority. We are grateful for the information which you provided to support this process and for the time made available by yourself and your colleagues to discuss relevant issues.

Summary

Areas for judgement	Grade awarded ¹
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	2
The council's overall <i>capacity to improve</i> its services for children and young people.	2
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people.	2

¹

Grade	Service descriptors	Capacity to improve descriptors
4	A service that delivers well above minimum requirements for users	Excellent / outstanding
3	A service that consistently delivers above minimum requirements for users	Good
2	A service that delivers only minimum requirements for users	Adequate
1	A service that does not deliver minimum requirements for users	Inadequate

Herefordshire County Council delivers an adequate contribution to maintaining and improving outcomes for children and young people within the area.

The council is aware of its areas for development, and is starting to collaborate closely with relevant partners to analyse needs and set appropriate, challenging targets for improvement. Capacity for further improvement is adequate.

Being healthy

The contribution Herefordshire Council's services make to improving outcomes in this area are good, particularly in the way that healthy lifestyles are promoted through partnerships between key services. The health needs of looked after children are met effectively and most indicators are better than national averages. The range and effectiveness of actions taken to promote the mental health of children and young people have increased and services are available promptly. Access to therapy has improved. All children's health needs are met in age appropriate services, although a minority of looked after children do not have a comprehensive written health record. The proportion of schools achieving the National Healthy Schools Standard has improved and is set to exceed the interim national target. Looked after children and their families benefit from free access to leisure facilities. The Primary Care Trust's high level of commitment is driving a range of initiatives to deliver better outcomes.

Although most outcomes are good there are a number of areas that should be improved. Dental health is very poor. There is a lack of co-ordination between agencies for the assessment, planning and individual involvement of children with learning difficulties and/or disabilities. The incidence of teenage pregnancy amongst 16 and 17 year olds has fallen for three years but has increased compared with the national trend. The capacity of the substance misuse service is inadequate as are its identification and referral systems. While opportunities for young people to engage in sport through their schools are good, additional leisure and sports activities are limited by lack of transport in rural areas.

Staying safe

The contribution the council's services make to improving outcomes in this area are good overall; some important weaknesses in social care have been addressed following the Joint Area Review (JAR) in September 2005. The authority's policies now recognise what constitutes a safe environment and the implementation of these policies in social care is regularly monitored, though it is too early to see measurable improvements in outcomes. Previously some children who were at risk were not able to access social care support as thresholds were so high but these have been revised following the JAR.

Social care and its partners do not yet provide an effective range of preventative services to meet children's needs before they become intractable. Provision for children experiencing domestic violence is unsatisfactory. However a recent Service Level Agreement with a local Women's Aid provider shows some signs of resolving this. Young people leaving care do not always have a comprehensive pathway or transition plan in readiness for adult life.

All looked after children and children on the Child Protection Register have an assigned qualified social worker and all child protection reviews are completed within time. Children benefit from very good consistency of placements. The completion of initial assessments in a timely manner has been adversely affected by capacity and targets have not been met. Significantly fewer children received a core assessment in Herefordshire than in similar authorities though most of the assessments were completed in timely manner. There were no serious case reviews.

The authority has embarked on a process which, when fully implemented, will clarify referral systems and protocols between education, health, social care and others in supporting children in need, looked after children and those with learning difficulties and/or disabilities. Protocols with the health service are secure and joint assessment processes are being improved.

Enjoy and achieve

The contribution the council's services make to improving outcomes in this area are adequate, with several good features. Overall attainment figures for school age children in 2005 were slightly higher than national averages and progress in all phases of education is broadly average. A good feature has been the marked improvement in the proportion of pupils gaining GCSE or equivalent qualifications. Sixth formers at the college do well, and all post-16 students make at least adequate progress either at the other colleges or in school sixth forms. The vast majority of learners enjoy school and are making good progress in their personal development and well being.

However, there are some signs that academic progress has slowed and for example, some value added measures are now just below average. There has been a marked reduction in the proportion of schools where inspectors judged achievement to be good or better to less than half of the most recently inspected schools. Improvements common in schools inspected are: better monitoring and evaluation of performance at all levels, including governance; and better use of assessment to help learners to improve. The local authority recognises it needs to improve support for schools in their monitoring and self-evaluation, and for governors to monitor schools. There is good evidence to confirm effective support by the local authority for example, by spreading good practice in order to improve results at Key Stage 3.

The range of curriculum opportunities is adequate for students aged 14 to 19. Many schools provide vocational courses in business studies and information and communications technology for those aged 14 to 16, but there are only a few examples of more imaginative curriculum opportunities. Work-based training is limited because of a shortage of suitable employment places.

Looked after children attain higher standards than children in care nationally and about half continue in education, employment or training at 16 which, again, is better than the national average. Other groups achieve as well as most other learners across the country. Tuition hours for permanently excluded pupils are much lower than average and have declined, despite full time provision being available at pupil referral units. The time taken to assess children for statements of special educational needs has improved markedly. The achievement of learners with learning difficulties and/or disabilities is

broadly satisfactory. However, there are still some weaknesses in review procedures, particularly for children at age 14.

The youth service is rapidly increasing the number of accredited learning outcomes but has not yet reached its targets. Furthermore, the number of young people reached by the service remains below their own targets despite a strongly rising trend.

Making a positive contribution

The contribution the council's services make to improving outcomes in this area are adequate. Overall, the rate of youth crime is below average but has increased recently while those in other authorities have been falling.

Re-offending rates have also risen but the impact of projects to combat re-offending has not been analysed by the local authority.

The majority of children and young people are given adequate support to manage changes in their lives. The local authority and its partners are establishing better strategies to help children and young people with learning difficulties and/or disabilities manage the transition between specific phases in their lives. Arrangements for the significant number who are placed outside the authority are not robust enough.

Increasing the opportunity for young people to express their views is a priority for improvement although the authority has established a number of youth councils and boards to elicit the views of children and young people.

Achieving economic well-being

The contribution the council's services make to improving outcomes in this area are adequate overall. The majority of schools inspected are good at enabling learners to achieve economic well-being. Almost all young people are involved in education, employment or training after they reach the age of 16, including about half of those in care. The number of Year 11 students continuing in full time education, training or employment is rising, but the proportion that are not is well above the November 2006 target of 4.9%. A significant minority are in employment without training, and so their long-term economic prosperity prospects are at risk. Too many young people leave education or training at age 17 and there is growing pressure on suitable training places, which remain limited in number despite funding for more apprenticeships being available.

The JAR found that many families and young people in vulnerable groups were affected by the scarceness of suitable housing though the Council has taken some steps that are starting to benefit young people. Almost all young people who leave care at age 19 are living in suitable accommodation, with a plan for 2006-07 that will include them all.

The council's management of its services for children and young people, including its capacity to improve them further

The capacity to improve is adequate.

The authority is starting to collaborate closely with relevant partners to analyse needs and set appropriate, challenging targets for improvement. The local authority is starting to take better account of the views of parents, carers, children and young people when identifying priorities for development. There is limited capacity for analysis in order to manage activity levels and trends. A single children and young people's plan has been produced, although current plans tend to focus on processes rather than outcomes, making it difficult to assess impact and establish the extent to which strategies and policies provide value for money.

The education service knows its strengths and weaknesses, and uses evidence from inspections and the analysis of school performance data to direct support for schools well. It also has a good vision to raise standards by systematically developing the ethos of schools. The staffing structure has changed significantly since the JAR and most vacancies have been filled.

After the first three months of 2006/07 it is predicted that the budget for children's social care will be overspent and all budgets are being reviewed even though further growth in capacity is needed. There is a strong commitment from health to children's services but pressures on health budgets may limit ability to deliver.

Performance management remains under-developed; there is a lack of measurable targets or of evidence that services actually improve outcomes for children. The local authority has engaged external support to introduce benchmarked performance measures.

The establishment of a Public Services Trust will drive governance arrangements and contribute to setting up a Children's Trust. However, the Children and Young People Partnership Board has been slow to become established and limited resources were available.

The economic climate and local employment conditions present significant threats to education, employment and training opportunities. The local authority should do more to identify specific measures and intended outcomes to prevent this situation from worsening significantly.

The JAR improvement plan and external support proposals being implemented in 2006/07 enhance the service's capacity to improve. The existing information technology system is limited and data cannot be analysed easily. The urgent need for the replacement of the system has been agreed but no specific solution yet commissioned.

We confirm that the children's services grade will provide the score for the children and young people service block in the comprehensive performance assessment and will be published to the Audit Commission. The social care judgement is for CSCI formation only.

Yours sincerely



FLO HADLEY

Divisional Manager
Office for Standards in Education



JONATHAN PHILLIPS

Director – Quality, Performance and Methods
Commission for Social Care Inspection

INTEGRATED PERFORMANCE REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

16TH NOVEMBER, 2006

Wards Affected

County-wide

Purpose

To report performance to the end of **September 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 September 2006, 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 **six** months of this operating year, including action being taken to address under-performance.

Considerations

Progress against the Annual Operating Plan

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

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

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

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

Priority	No. of Indicators	Judgement		
		R	A	G
<i>Maximising the health, safety, economic well-being, achievements and contribution of every child</i>	22	2	1	19
<ul style="list-style-type: none"> The 2 indicators marked R, HCS 13 - Average length of stay in B&B accommodation for homeless households and HCS 40 - % of 16-18 year olds NOT in education, employment or training, have outturn figures for the first 6-months that suggest achievement of their respective targets is unlikely. In the case of B&B, however, it should be noted that the number of families housed in bed and breakfast accommodation has been reduced substantially.(further details are in paragraph 18 below). 				
<i>Improving the achievement of pupils</i>	7			7
<ul style="list-style-type: none"> Exam results in the summer 2006 were better than expected, with 92.9% of pupils achieving 5+ A*-G grades at GCSE and 48.3% of pupils achieving 5+ A*-C grades at GCSE. Progress is being made towards reducing levels of absenteeism. 				
<i>Enabling vulnerable adults to live independently, and many more older people to continue to live in their own homes</i>	19	5	7	7
<ul style="list-style-type: none"> 6 of the indicators marked A are new indicators from the HCS and relate to health. There is currently insufficient detail in the action plans to judge whether targets will be achieved. Work is continuing with the PCT to improve the quality of the action plans. 4 of the indicators marked R were either because no template was submitted or no target has been set. The other indicator, HC 74b - No. of adults with mental health difficulties helped to live at home (per 1,000 population), has been marked R because many of the actions are yet to start, leaving doubt as to whether the target will be achieved. 				
<i>Protecting the environment, producing much less waste, recycling much more of what remains and significantly reducing carbon emissions</i>	6		2	4

- Outturn data is available for 2 indicators that relate to household waste and show good progress against target.
- The 2 indicators marked **A** are new from the HCS. Meetings are taking place to further discuss the indicators and agree action plans.

Improving transport and the safety of roads 8 8

- Progress against action plans is being delivered. Outturn data is not available until 2007.

Sustaining vibrant and prosperous communities, providing more efficient, effective and customer focused services, clean street, tackling homelessness and effective emergency planning 49 12 14 23

- 4 of the 6 perception indicators have been marked **R** due to no target being set.
- Of the 5 access to service indicators 2 have been marked **R** because no templates have been submitted. These are HCS 59 a & b, access to a doctor and access to a local hospital. Meetings are taking place with the PCT to develop an action plan and set targets.
- The other indicators marked **R** relate to crime. Templates have either not been submitted or the quality of action plans is inadequate to illustrate progress towards achieving targets. Discussions are taking place between the Community Safety & Drugs Partnership and the West Mercia Constabulary to develop robust action plans.

Promoting diversity and community harmony, and striving for equal opportunities 2 1 1

- The Council is making good progress towards achieving Level 2 of the Equality Standard. The indicator marked **A**, HCS 63 – percentage of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together, is a new indicator from the HCS. The baseline will be established through the BVPI General Survey, the results of which will be available in the New Year. Discussions are continuing with the Diversity Group to develop an action plan and propose a target for the future.

Understanding the needs and preferences of service users and Council Tax payers 1 1

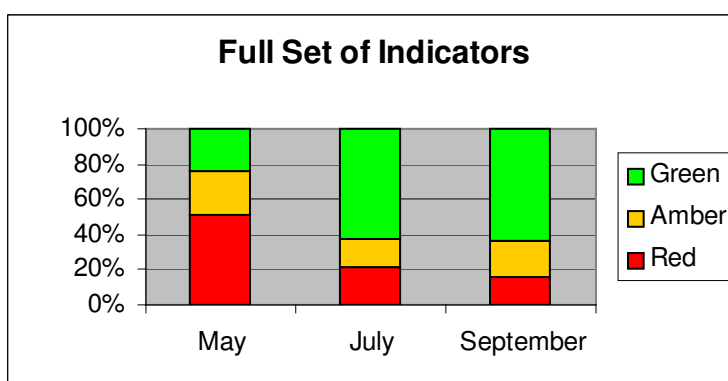
- Complaints administrators continue to receive further training to more effectively deal with and process complaints. Outturn results from the BVPI General Survey will be available in January.

Recruiting, retaining and motivating high quality staff 3 3

- Sickness and turnover rates are currently better than target.

Embedding corporate planning, performance management and project management systems 3 3

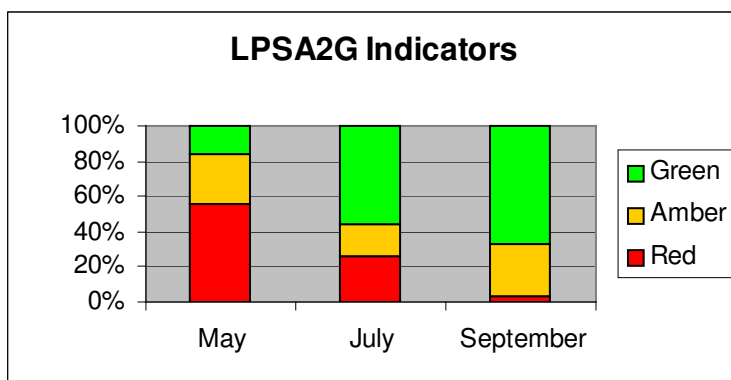
- Although there has so far been no formal feedback on the status of the Council's Best Value Performance Plan and its indicators, there were only 5 amendments required following internal and external audit, all within the allowable 10% threshold.
3. The following paragraphs summarise overall progress against the AOP 2006-07, now incorporating the LAA and LPSA2G, for the period 1st April 2006 to 30th September 2006. Details on each of the indicators marked as **R** or **A** are given in **Appendix A (1)**.
 4. For the **full** set of strategic performance indicators **19** of **120** have been marked as **R**. In comparison, there were also 19 indicators marked as **R** in the previous report to July, but this was based on a total of 89 indicators that were then the full set, prior to those in the Herefordshire Community Strategy being added. Proportionately, the number of indicators marked as **R** has reduced slightly in the last period. Details of the indicators marked as **R** are in **Appendix A (2)**. The following chart shows the change in the proportions marked as **G**, **A** and **R**.



5. As noted above, there are still issues with the quality of some templates, although the situation has improved since the last report to July. Many of the indicators will only have actual outturn data reported annually, so the majority of judgements on progress continue to be based on the quality of the templates and progress against milestones identified in them, not necessarily actual outturn.
6. The following three sections show progress against the LPSA2G, LAA and HCS, all of which are included in the **full** set of strategic performance indicators.

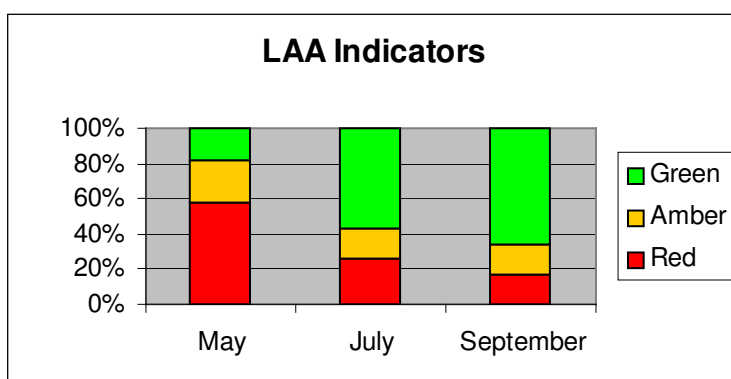
The Local Public Service Agreement (LPSA2G)

7. As at the end of September **1** of **27** LPSA2G indicators is marked **R**. This is a reduction from the 7 indicators that were marked **R** in the report to end July. The 1 indicator marked **R**, 'satisfaction with homecare services', needs to have a target set that meets the agreed definition of the indicator. The following chart shows the change in the proportions marked as **G**, **A** and **R**.



The Local Area Agreement (LAA) (including LPSA2G)

8. At the end of September, **13** of **77** indicators were marked **R** compared with 18 indicators in the report to end July, although the report to July was based on a total of 69 LAA indicators. The increase in the total number of indicators is the result of splitting into separate indicators those in the LAA that have multiple elements that can be measured separately. For example HCS 59, which measures ease of access to facilities, has been split in five to report progress against each of the facilities that are measured, these being doctor, local hospital, library, sports/leisure centre, and cultural/recreational facility.
9. Proportionately, the number of indicators marked as **R** has reduced in the latest period. Of the 13 indicators marked **R**, 6 have been so because no template has been submitted, whilst a number of the others still have no target that meets the definition of the indicator. Generally, the action plans of those indicators that were marked **R** in the report to July have been developed further and it has been possible to make a more informed judgement in this report.
10. Of the **13** indicators marked as **R**, 2 are under the theme of *healthier communities and older people*; 4 under *safer and stronger communities*, 1 under *children and young people*, and the other 6 cut across a number of themes. The following chart shows the change in the proportions marked as **G**, **A** and **R**.



The Herefordshire Community Strategy (HCS)

11. As reported in the last report to July, templates for indicators from the Herefordshire

Community Strategy have now been developed and progress is reported for the first time as part of this report. At the end of September **12** of **62** indicators were marked as **R**. This is primarily because production of the indicator templates has taken place over a shorter period than for the other indicators. Further work will take place in the coming period to develop robust action plans for each of the indicators to track progress towards achieving targets,

The Council's Overall Improvement Plan

12. The Council's Overall Improvement Plan following the 2005 Corporate Assessment and Joint Area Review was approved by Cabinet at its meeting on 20th April 2006.
13. It is the intention to review the format and content of this Plan in the light of the forthcoming report of the Audit Commission's recent review of the Council's performance management arrangements.
14. The latest exception report is attached at **Appendix B**. Progress is generally on track. The main issue in the exception report is progress against the JAR Performance Improvement Action Plan, which is covered in more detail below. Since the exception report was produced, Cabinet has received a draft of the Corporate Plan 2007-10 and considered three-year strategic investment proposals.

The JAR Performance Improvement Action Plan

15. The JAR inspection highlighted the low referral rate to the children's safeguarding and assessment service. The rate of referrals has steadily risen throughout this year from 175 per 10,000 children at the end of 2005/06 to 242 per 10,000 at the end of September 2006. This means that needs are being more promptly and effectively addressed. However, this increased workload is stretching the capacity of the service considerably.
16. Many more assessments of children are being completed. 142 more initial assessments were completed in September than in April. All child protection referrals are prioritised for urgent completion. The Children's Disability Team has increased the number of assessments completed in the last 6 months by 150%. However, there is some distance to travel to ensure that the rate of initial assessments completed, and completed on time, reaches the target for the year. In terms of the ratio of initial assessments to referrals this is standing at 53.7% at the end of September compared with the year-end target for March 2007 of 60%.
17. The concerted drive to recruit and retain additional qualified social workers to increase capacity has been successful, with further recent appointments giving a net increase in permanent staff of five.
18. The number of families housed in bed and breakfast accommodation has been reduced from 40 in April to 12 in September. The number of families housed in bed and breakfast accommodation for more than 6 weeks has fallen from 28 to 5 over the same period. This has also significantly reduced pressure on the homelessness budget.
19. Since the last report, the purchase of a third additional unit of accommodation for care leavers has been completed and a care leaver has been housed there. There are 14 care leavers who, by March 2007, will be 19 and require suitable accommodation; as a

result of the recent progress, they are all expected to be in suitable accommodation.

20. The Occupational Therapy Team, now with a Team Leader, is continuing to meet the target of twelve weeks for carrying out assessments. This is ensuring that children and their families are able to access support much more quickly and effectively.
21. At its September meeting, the Children and Young People's Partnership Board finally approved the Children and Young People's Delivery Plan 2006-07. Progress in implementing the delivery plan will be reviewed next month.
22. The Institute of Public Care's work to help improve performance management in Children's Services is on schedule. Its report and implementation programme have been presented to the GOWM Herefordshire Challenge and Support Board, and the detailed timetable will be presented to it for agreement in November.
23. The GOWM Board has agreed that the Action Plan is on track.

Revenue Budget and Capital Programme Monitoring

24. Details of the **revenue budget** position are at **Appendix C**.
25. The overall position shows a projected £1.226 million overspend. This is 1.03% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved since the last report, in which a £2.247million overspend was projected. The projected position is after allowing for use of the £1.302million Social Care contingency and higher than expected income from financing transactions.
26. A key concern remains the potential overspend position on Adult and Community Services budgets, which is now expected to be £2,783,000. As part of the overall 2006/07 budgets, some contingency funding is available to mitigate this problem. The Medium Term Financial Management strategy identifies that the social care contingency will be increased by £1.7million, topping it up to £3m.
27. For the first time this year the position in Children's Services has also moved to a projected overspend (of £167,000), mainly related to external residential agency placements and fostering. This must also be viewed as a key risk for the remainder of the financial year.
28. Details of the spending on the **capital programme** are at **Appendix D**.
29. The revised forecast for 2006/07 as at 30th September totals £59,803,000, which is a decrease of £868,000 from the July forecast. The main reason for this decrease is a reduction in the forecast on affordable housing schemes where the target number of units is partly being met by developers' obligations.
30. The expected use of Prudential Borrowing in 2006/07 has increased by £316,000 since the July report to £23,807,000. This is primarily due to the allocation of £300,000 prudential borrowing to the Aylestone park canal section and associated works. The borrowing costs of this are to be financed through a revenue contribution from Adult and Community Services.
31. This capital forecast does not yet reflect any change to the planned capital spending

requirements associated with acquiring the Plough Lane offices. The forecast also continues to assume the £8,503,000 investment in Herefordshire Connects will be spent in 2006/07.

Corporate Risk monitoring

32. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.
33. 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.
34. The Herefordshire Connects programme continues to remain as a high risk. The two main areas are (1) to mitigate the risk of cash benefits not being realised and (2) to ensure that management capacity is in place so that the efficiency savings and cash benefits are realised.
35. New risks to the register since the last report are as follows:
 - a. The risks involved in the Development of the Public Services Trust for Herefordshire
 - b. Failure of the Waste Management Contract, resulting in financial penalties and loss of PFI credits
 - c. Actions pertaining to the Implementation of the Use of Resources Judgement.
 - d. Benefit Fraud Inspectorate (BFI) inspection, ensuring that the action plan is implemented.
36. Crucial to the management of these and other risks is the programme of improvements to the Council's performance management arrangements. These are central to 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 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

Indicator			CMB Lead	Cabinet Lead	HCS	CP	LAA	LPSA2G	Judgement	Reason	
HCS	1	Ratio of earnings compared to West Midlands Region	Mr Hughes	Cllr Mayson	1					Consideration needs to be given to Herefordshire's performance against the rest of the West Midlands; many actions apply to late 2007	
HCS	2	No. of VAT registered businesses & % change	Mr Hughes	Cllr Mayson	1		1			Not enough consideration given to existing business and the need to maintain these to achieve target	
HCS	4	a % of working age population qualified to at least Level 3 or 4(% of working age population with higher level qualifications)	Mr Hughes	Cllr Stockton	1					No target	Appendix A(2), page 2
HCS	4	b No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton		1	1	1		Require more actions, with milestones, to fully consider progress	
HCS	4	c No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton		1	1	1		Require more actions, with milestones, to fully consider progress	
HCS	4	d No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton		1	1	1		Require more actions, with milestones, to fully consider progress	
HCS	4	e No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton		1	1	1		Require more actions, with milestones, to fully consider progress	
HCS	8	Mortality rate from cancer for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	9	Mortality rate from circulatory diseases for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	10	No. of deaths per annum from chronic diseases	Mr Hughes	Cllr Mrs Barnett	1		1			Require more actions, with milestones, to fully consider progress	
HCS	11	'All causes' Standardised Mortality Ratio (SMR) for deprived areas of Herefordshire	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	12	a % of adults who smoke (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	12	b % of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	12	c % of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					Require more actions, with milestones, to fully consider progress	
HCS	12	d % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					No target	Appendix A(2), page 4
HCS	13	Average length of stay in B&B accommodation for homeless households	Mr Hughes	Cllr Mrs Barnett		1	1			Current performance suggests that the target is unlikely to be achieved	Appendix A(2), page 6
HCS	17	Satisfaction with homecare services provided through Social Care via direct payments (65+)	Mr Hughes	Cllr Mrs Barnett		1	1	1		Need to reconsider the target against the definition of the indicator	Appendix A(2), page 9
HCS	19	Independence and choice for older people and vulnerable adults	Mr Hughes	Cllr Mrs Barnett	1					No template submitted	
HCS	23	Measure of sexually transmitted infections for young people	Ms Fiennes	Cllr Rule	1					Require more actions, with milestones, to fully consider progress	
HCS	25	No. of young people (under 25) who are victims of crime in Herefordshire	Ms Fiennes	Cllr Stockton	1					Delays in some of the actions	
HCS	40	% of 16-18 year olds NOT in education, employment or training	Ms Fiennes	Cllr Rule	1		1			Current performance suggests that the target is unlikely to be achieved	Appendix A(2), page 11

HCS	42	b	No. of criminal damage incidents	Ms Fiennes	Cllr Stockton		1	1	1		Yellow	Progress not reported against all relevant actions	
HCS	44		Measure(s) for fear of crime	Ms Fiennes	Cllr Stockton	1				Red		No template submitted	
HCS	45		No. of violent crimes	Ms Fiennes	Cllr Stockton		1	1	1		Yellow	Progress not reported against all relevant actions	
HCS	46		No. of people in drug treatment	Ms Fiennes	Cllr Stockton			1		Red		No real progress reported	Appendix A(2), page 14
HCS	47		Measure of Drugs Intervention Programme	Ms Fiennes	Cllr Stockton			1			Yellow	Progress not updated since last report	
HCS	50		No. of Class A drug supply offences brought to justice	Ms Fiennes	Cllr Stockton			1		Red		No template submitted	
HCS	51	a	No. of calls to the Herefordshire Women's Aid Helpline	Ms Fiennes	Cllr Stockton			1			Yellow	Require more actions, with milestones, to fully consider progress	
HCS	51	b	No. of domestic violence incidents reported	Ms Fiennes	Cllr Stockton			1			Yellow	Require more actions, with milestones, to fully consider progress	
HCS	51	c	No. of arrests for domestic violence offences	Ms Fiennes	Cllr Stockton			1		Red		No template submitted	
HCS	51	d	% of sanction detections for domestic violence	Ms Fiennes	Cllr Stockton			1		Red		No template submitted	
HCS	53		Mortality rate from accidents	Mr Hughes	Cllr Barnett	1				Red		No template submitted	
HCS	55		% of Sites of Special Scientific Interest (SSSIs) in favourable/recovering condition	Mr Dunhill	Cllr Edwards	1					Yellow	Work ongoing to define indicator so no progress reported	
HCS	57		No. of key species	Mr Dunhill	Cllr Edwards	1					Yellow	Work ongoing to define indicator so no progress reported	
HCS	59	a	% of respondents finding it easy to access: Doctor	Mr Hughes	Cllr Stockton	1	1	1		Red		No template submitted	
HCS	59	b	% of respondents finding it easy to access: Local hospital	Mr Hughes	Cllr Stockton	1	1	1		Red		No template submitted	
HCS	60	a	Net perceived improvement rating over the last 3 years for QoL factors (adults): Activities for teenagers	Mr Hughes	Cllr Phillips	1	1	1		Red		Template submitted, but incorrect reference to baseline and target; no actions established	Appendix A(2), page 16
HCS	60	b	Net perceived improvement rating over the last 3 years for QoL factors (adults): Affordable decent housing	Mr Hughes	Cllr Phillips	1	1	1		Red		Target relates to number of dwellings and not perception	Appendix A(2), page 18
HCS	60	d	Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of crime	Mr Hughes	Cllr Phillips	1	1	1		Red		No template submitted	
HCS	60	f	Net perceived improvement rating over the last 3 years for QoL factors (adults): Wage levels and local cost of living	Mr Hughes	Cllr Phillips	1	1	1		Red		No target	Appendix A(2), page 21

HCS	61	% of adult residents who feel that they can influence decisions affecting their local community	Mr Hughes	Cllr Stockton	1	1	1	1			Uncertain whether actions are on track to achieve target	
HCS	63	% of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	Ms Jones	Cllr Phillips	1						Require more actions, with milestones, to fully consider progress	
HCS	64	% of adult residents who are satisfied with their local community as a place to live	Mr Hughes	Cllr Stockton		1	1	1			Uncertain whether actions are on track to achieve target	
HC	74	b No. of adults with mental health difficulties helped to live at home (per 1,000 population)	Mr Hughes	Cllr Barnett		1					Delays in some actions; indicator relies on actions yet to start	Appendix A(2), page 24

PERFORMANCE INDICATOR TEMPLATES

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

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

Judgement**R**

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

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

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

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

Roles & responsibilities

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

Indicator: HCS12d Measures of healthy lifestyles – physical activity**HCS Theme** Healthier Communities and Older People**HCS Outcome** Reduce health inequalities and promote healthy lifestyles**Council Priority****Council Objective****Judgement****R****A****G****Cabinet Lead:**

Cllr Stockton

Strategic Lead-HP Board

Frances Howie (PCT)

Council Lead:

Geoff Hughes

Features in:

HCS

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Run a sports referral programme throughout the year</p> <p>Run fitness activities targeting involvement of South Wye residents</p> <p>Run the Footprints project with specific walks in South Wye</p> <p>Continue and run the Dr referral programme for use of gyms at Halo facilities (LIFT)</p> <p>Work closely with schools on establishing schools and groups coaching and sports programmes</p>	<p>Out of 90 referrals 76 have taken part in sports and physical activity.</p> <p>Production of a film to raise awareness of the Sports Referral Project is in production.</p> <p>13 classes for adults a week running for an hour and approx. 75 people attending per week</p> <p>3 walks developed in South Wye with approx. 35 attendees per week.</p> <p>A new class has been launched through SHAPES and South Wye called "Buggy Workout" which will target parents and children to enjoy the outdoors.</p> <p>A new system for tracking clients for LIFT has been introduced which will follow up users at more regular intervals – figures available 6 monthly when users have completed assessments.</p> <p>Another phase of "Adopt a School" programme has been agreed with the school partnership and Halo Leisure.</p> <p>Three new Community Sport Coaches have been advertised with funding from the Herefordshire and Worcestershire County Sports Partnership and schools partnership locally.</p>

Resource required to deliver the action(s)	
Herefordshire Council Sports Referral funding	
Risk(s) to achievement	
Health conditions are a high contributing factor to the retention rates for LIFT Referral Scheme Sports Referrals are increasing, putting pressure on the case load for the service Funding for Sports Referral is available until August 2007.	
Risks mitigated by	
Seek continued / alternative funding for sports referral Raise awareness of the range of programmes available	

Roles & responsibilities

Operational Lead –	
Support/Facilitator-	
Data owner for PI	Jan Perridge

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

HCS Theme Healthier Communities and Older People

HCS Outcome Reduce health inequalities and promote healthy lifestyles

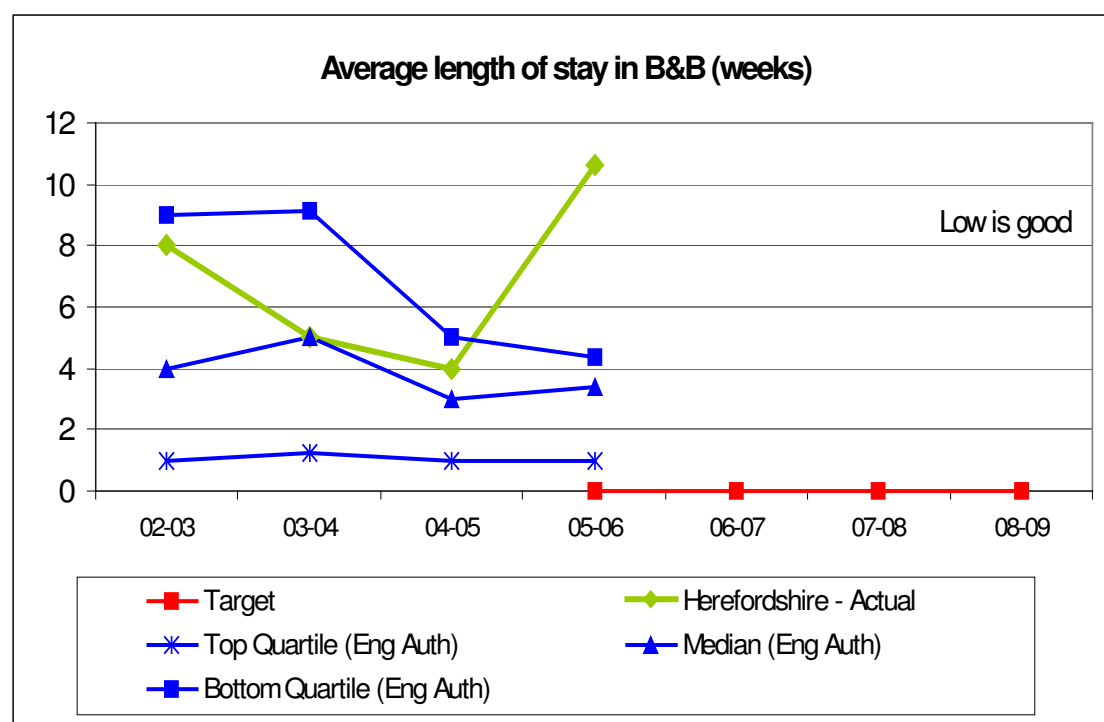
Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

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

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

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

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



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

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

Target

06/07 = 0

Quarter 1 = 17.9

Q2 = 15.5

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> 1. The implementation, with our partners, of our Homelessness Strategy Action Plan and in developing more affordable housing (161 units target for 06/07). 2. Establishment of Homelessness Advisory Group by end of April 2006. 3. Review of HSAP in June 2006. 4. Prevention approach to homelessness, reducing levels of applications and acceptances under the homelessness legislation (target of 417 for 06/07). 5. Target families with children who are rejected for nomination on account of former tenant history ie arrears, in partnership with RSLs. Expand private sector leasing scheme – minimum 5 extra units 06/07. 6. Expand private sector leasing scheme – minimum 5 extra units 06/07 	<p>Ongoing working document until 2008</p> <p>Homelessness Strategy Implementation group established</p> <p>Established and named the “Homelessness Advisory Steering Group”</p> <p>2 meetings held</p> <p>Ongoing. To be finalised</p> <p>Prevention work has proved successful in fourth quarter of 05/06 with a successful intervention in 68 cases. This has resulted in a reduction in levels of applications and acceptances. This low level of Applications & Acceptances has continued into Q1 06/07.</p> <p>Q1 Acceptances - 29</p> <p>Q2 Acceptances - 39</p> <p>Work to be progressed during 06 on identifying these families on the Homelessness ‘database’ to establish extent of problem. Discussed with RSLs at June 06 meeting and protocol will be in place by autumn 06/07 to reduce the problem by improving joint working practices</p> <p>Ongoing</p>
Resource required to deliver the action(s)	
<ol style="list-style-type: none"> 1. Homelessness Change Manager, 2. Homelessness Prevention Officers. 3. Use of Prevention Fund – including roll forward of funds allocated in 05/06 to 06/07. 4. Flexible use of B & B budget and use of capital resources to fund new development. 	<p>Employed in 2005</p> <p>Established.</p> <p>Set up and being used</p> <p>Part of B & B budget is used on the principle of “spend to save” and used as part of the prevention fund.</p>

Risk(s) to achievement	
<p>1. Lack of affordable housing and Financial resources. Unwillingness of RSLs to allocate housing to homeless households with poor track record.</p> <p>2. Lack of homelessness database and reporting ICT.</p> <p>3. The options and speed of move on accommodation – ie- from temporary accommodation to permanent housing.</p>	<p>Continues to cause difficulties.</p> <p>Challenging households identified for discussion with RSLs</p> <p>A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.</p> <p>Meeting with RSL's in June 2006 to discuss proposed protocols. Were agreed and will be incorporated in autumn 06/07 in protocol document for signatures</p>
Risks mitigated by	
<p>1. Ongoing programme of affordable housing development.</p> <p>2. Strategic Housing to negotiate with RSLs direct on selected families. Meeting arranges for June 06.</p> <p>3. Permission to carry forward the underspend of the Prevention Fund into 06/07</p> <p>4. Identify alternative temporary accommodation options.</p> <p>5. Flexibility around temporary accommodation budget</p>	<p>Ongoing</p> <p>Meeting was successful with a range of improved joint working practices being agreed, which will come into effect this autumn</p> <p>Done – carried forward.</p> <p>The use of Temporary accommodation is to reduce by 50% by 2010. Cabinet paper to be completed by September 2006, to outline plans to reduce temporary accommodation and alternative strategy.</p> <p>Yes, and flexibility continues</p>

Indicator: HCS 17 **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

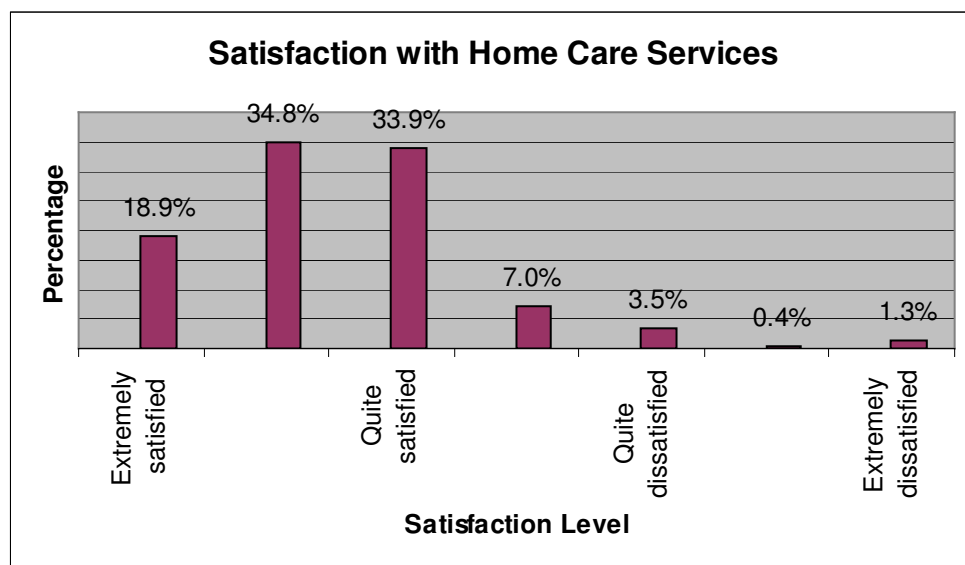
Council Objective To improve the quality of life for older people

Judgement **R**

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

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

- To gauge the success of home care services and Direct Payments



Target 06/07 =
 Provisional Targets
 60 Home Care
 83 Direct Payments
 Current Performance; =
 53 Home Care
 81 Direct Payments

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> 1. Research and analyse existing feedback concerning satisfaction levels about Home Care Services 2. Develop and implement a consistent approach to obtaining the feedback from service users concerning services purchased via Direct Payments August 2006 3. Establish baseline data and set targets accordingly October 2006 Baseline data has been set by the Satisfaction survey, therefore this is not a relevant action for this October. 4. Employment of a dedicated user involvement assistant June 2006 5. Liaison with Home Care providers regarding feedback from service users, families and carers 	<p>Completed</p> <p>Survey undertaken and now complete. Baseline now agreed and target proposed</p> <p>This indicator will have two separate components, one for Home Care and second for Direct Payments. Provisional targets have now been proposed for both components.</p> <p>In post.</p> <p>Initial contact has now been made, 15 major providers. Follow up calls being made in October.</p>
Resource required to deliver the action(s)	
<p>User Involvement Assistant</p> <p>Dedicated time and planning from Service Managers concerning their planned consultation requirements</p>	<p>In Post.</p> <p>Session delivered to SMG by Martin Heuter to engage commitment to corporate non negotiable</p>
Risk(s) to achievement	
<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>	<p>Working closely with corporate colleagues and logging all consultation activity as required.</p>

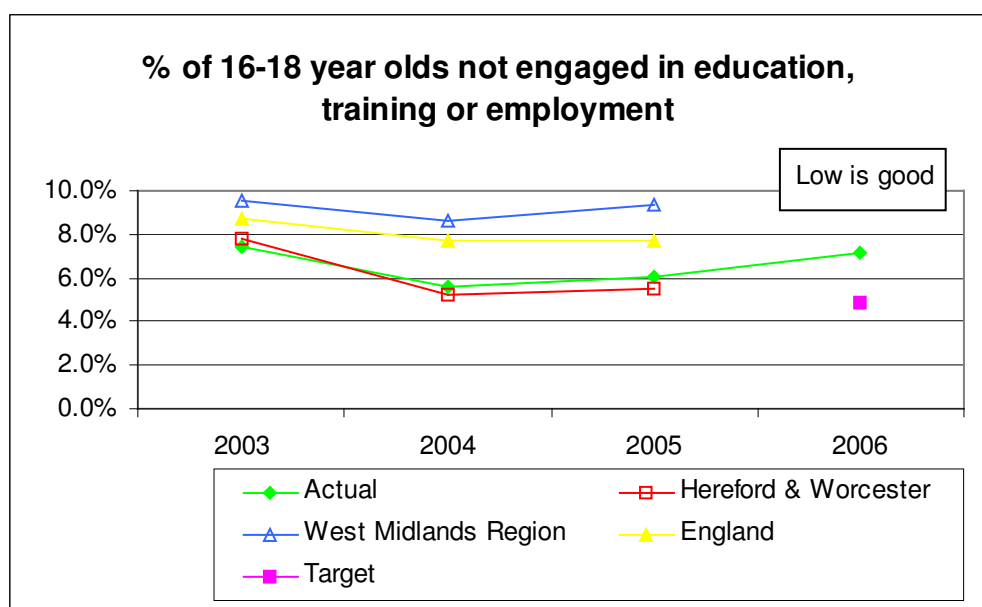
Risks mitigated by	
Linking Consultation plans with Directorate and service plans	Consultation activity is currently being written up into next round of service plans.
Training and awareness sessions of consultation activities	Martin Heuter attended SMG
Provision of good information about Home Care and Direct Payments	

Indicator: HCS 40 % of 16-18 year olds NOT in education, employment or training
HCS Theme N/A
HCS Outcome N/A
Council Priority Children and Young People engage in further education, employment and training on leaving school
Council Objective To increase the proportion of 16-18 year olds in education, training and employment

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

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

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



Target for 06-07:
 4.9% by November 06
 Outturn for 06-07:
 254 - 7.2% October 06

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>The EET Team to work with all year 11 leavers who have not yet received an offer of education, employment or training, and assisting them to secure a place. This work will carry on over the summer and will also target those young people who, following GCSE or A Level results need to re-examine their choices.</p>	<p>Year 11 follow-up continuing in preparation for Annual Activity Survey, November 06. 17/18 year old NEET continuing to receive support to achieve work ready status. Personal Advisers will be available for students following GCSE and A level results, for those who need to review plans in the lights of qualifications. August figures 254 NEET 7.2% November target 4.97</p>
<p>The NEET Team Personal Advisers to work with young people who are ready for EET and assist them with help to secure an appropriate placement. For some young people this will include canvassing of employers. Work is also taking place to support young people who have barriers to EET, e.g. housing, personal or social issues, to help them become EET ready. For some young people with complex issues this can be a lengthy and intensive process. Work to commence over summer. Additional support to be provided through group work sessions on interview techniques, job hunting an applications.</p>	<p>No progress to be reported – leavers only just finished school. Working with young people who are NEET is an on going priority. Open Day held at the Connexions centre on 12/10 with E2E and Youth Express providers to encourage participation in preparatory training for those who need it. Job search and job preparation sessions are being delivered in the Connexions Centre. Speculative approaches to employers on behalf of young people are being made. Personal Advisers were available in schools/colleges for GCSE/A level results. Partnership Agreements currently being negotiated with schools and colleges (23). Over 450 fliers sent</p>
<p>To target local employers for vacancies with the use of fliers.</p>	
<p><u>U Project</u> Create Personal Development Programmes for Y11 leavers at risk of not making a successful transition to education, employment and training, including a residential element by September.</p>	<p>54 places offered for programmes which are due to complete on 11/08/06. 22 young people participated in U Project activities during summer</p>
<p><u>Joint work with Youth Service</u> Following discussions with the Youth Service, develop a pilot for joint working in the Ledbury, Bromyard and South Wye area is to be completed by April 2006. Connexions Personal Advisers to focus on helping young people secure a place in education, training and employment whilst Youth Workers provide personal and social development interventions.</p>	<p>On going. Did not proceed as planned owing to staff sickness in Youth Service.</p>

<p><u>Clearing House</u> To establish clearing systems with local post 16 providers by August to enable an overview of course capacity and offers made during the summer to be kept.</p> <p><u>HCT</u> To undertake discussions with HCT by September to establish additional provision, post September 06, for some NEET young people</p> <p><u>DVD</u> Connexions & Rural Media to make a DVD aimed at preventing NEET. The DVD features young people who share their experiences and offer advice to school leavers</p> <p><u>POSITIVE ACTIVITIES</u></p>	<p>Processes are now in place for monitoring capacity of post 16 training providers. Regular capacity numbers being received from main work based learning providers. College enrolment details being received to facilitate client record updating in preparation for Annual Activity Survey November '06.</p> <p>Discussions taking place re establishment of a programme with a January start. Discussions on-going.</p> <p>Completed, lesson plan to accompany DVD being prepared. Currently being piloted in mainstream high schools. Transitions Workers now in place.</p> <p>Preparation underway for October half term activities.</p>
Resource required to deliver the action(s)	
Risk(s) to achievement	
The target can't be achieved in isolation and needs to involve local providers. It is also somewhat dependent on the local economy and availability of opportunities.	
Risks mitigated by	
Close liaison with local providers	
Roles & responsibilities	
Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Other info

Young people with LDD

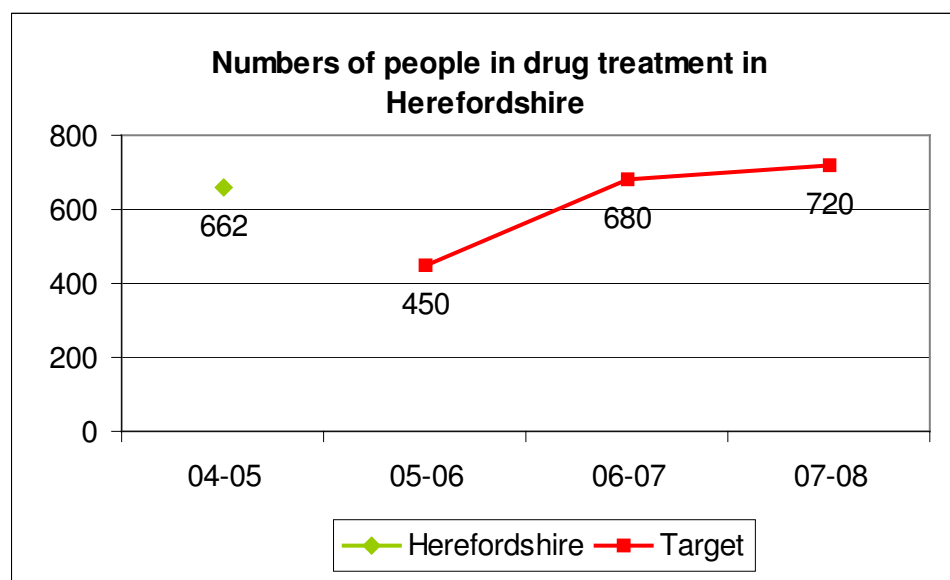
A transitions lead and transitions worker have now been appointed. Under the direction of a multi agency management group the workers will further embed transitions processes in Herefordshire. This will facilitate better outcomes for young people and their families and improve forward planning processes.

Positive Activities for young people

During the summer period 348 places will be available. The programmes provide a range of diversionary activities for young people at risk of offending.

Indicator: HCS46 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****Cabinet Lead:** Cllr Stockton**Strategic Lead-HP Board**West Mercia
Constabulary**Council Lead:** Ms Fiennes**Features in:**

LAA, HCS, CP



Performance for 2004/5 400

Performance for 2005/6 632

Target for 2006/7 has been amended by NTA to be 680.

Q1 results – 530

Q2 results – awaiting figures

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Promote services of DASH and at key locations in county. On-going work to ensure retention rates remains high O-going work to ensure waiting times are minimal Recruit Marketing Officer by Dec 06 Complete draft marketing strategy by Jan 07	National Drug Treatment Monitoring System report due out in Aug 06 NDTMS figures show Herefordshire is performing above targets set for numbers in treatment.
Resource required to deliver the action(s)	
Staff time. Marketing Officer to be recruited.	Post being evaluated, to be advertised in Aug 06. Delay due to team restructure
Risk(s) to achievement	
Lack of funding.	
Risks mitigated by	
Restructuring to increase client throughput.	

Roles & responsibilities

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

Indicator: HCS 60a Quality of Life - Activities for teenagers**HCS Theme** Children and Young People**HCS Outcome** Children and young people achieve educational, personal, social & physical standards.**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** To improve the quality of life for Herefordshire residents**Judgement****R****A****G****Cabinet Lead:** Cllr. D Rule**Strategic Lead-HP Board**

Neil Pringle

Council Lead: Ms Fiennes**Features in:**

LAA, HCS, CP

Target to be determined following establishment of baseline via Annual Satisfaction Survey. (No graph available at present.)

Net perceived improvement rating over the last 3 years for factors affecting the quality of life for Herefordshire residents (adults):

b) Activities for teenagers

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Include question in Annual Satisfaction Survey	
Establish baseline and target	
Establish Action Plan	
Resource required to deliver the action(s)	

Risk(s) to achievement	
Risks mitigated by	

Roles & responsibilities

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

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
1. New affordable housing built or acquired – target of 161 2006/07	13 in Q1 43 in Q2
2. Review Empty Property Strategy by September 2006	ongoing
3. Launch new scheme with Home Zone Agents – launched in April 2006	completed -
4. Bring empty properties back into use – target of 50	9 in Q1 16 in Q2
5. Total Number of housing needs surveys completed and reported on – target of 5 for 2006/07	ongoing
6. Robust funding of the Affordable housing development programme - Over 50% of bids made within Herefordshire awarded funding through ADP	ongoing
7. Complete Forward Plan of Affordable housing development –	completed
8. Assist in the development of West Housing Market Housing Strategy by March 2007	ongoing
9. Complete West Housing Market Area housing market assessment by March 2007	Ongoing Stage 2 brief being prepared
10. Investigate and pursue opportunities for intermediate market rental – commence by March 2007	ongoing
11. Identify development opportunities through an appraisal of land holdings owned by council and key partners – identify 2 sites	ongoing Meeting arranged with Property Services and Planning to discuss Allison Hexts report. Limited sites identified
12. Rural Housing Enabler in post during 2006/7 –	Funding in place
13. Investigate opportunities for live/work schemes	ongoing Ross Live/Work attempting to locate site
14. Map affordable housing supply and demand by March 2007	ongoing On hold due to Herefordshire Coonects
15. Re-establish Affordable Housing Task Group	completed

16. Develop Affordable Housing Matrix	Ongoing
17. Promote planned developments through homepoint	Ongoing
18. Investigate development of incentives for tenants to downsize	Ongoing Research underway
19. Investigate options for delivery of low cost build solutions to maximise delivery	Ongoing
20. Tie Home Point membership into Social Housing Agreement	Ongoing Draft agreement completed Final checks for signatures
21. Sheltered Housing Review	Complete. Report outcomes being reviewed
22. Respond to requirement to assess Gypsies and Travellers	Ongoing Survey underway
23. Prioritise development of housing provisions for single young people	Ongoing Affordable housing developments reflect increased priority for singles. 5 specific 'Care Leavers' units purchased or in process of being so.
24. Develop incentives for households in Social housing to release homes	Ongoing

Resource required to deliver the action(s)	

Risk(s) to achievement	
Lack of affordable housing and Financial resources. Extreme stress in housing market through national economic changes. Enabling and Housing Needs team currently has 2 staff acting up and 2 staff on temporary contracts as well as an existing vacant post.	
Risks mitigated by	

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

Indicator: HCS 60f **Net perceived improvement rating over the last 3 years for factors affecting the quality of life for Herefordshire residents (adults):**

(t) Wage Levels and Cost of Living

HCS Theme

Safer and stronger communities

HCS Outcome

People are active in their communities and fewer are disadvantaged

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

To improve the quality of life for Herefordshire residents

Judgement

R	A	G
----------	----------	----------

Cabinet Lead:

Cllr Phillips

Strategic Lead-HP Board

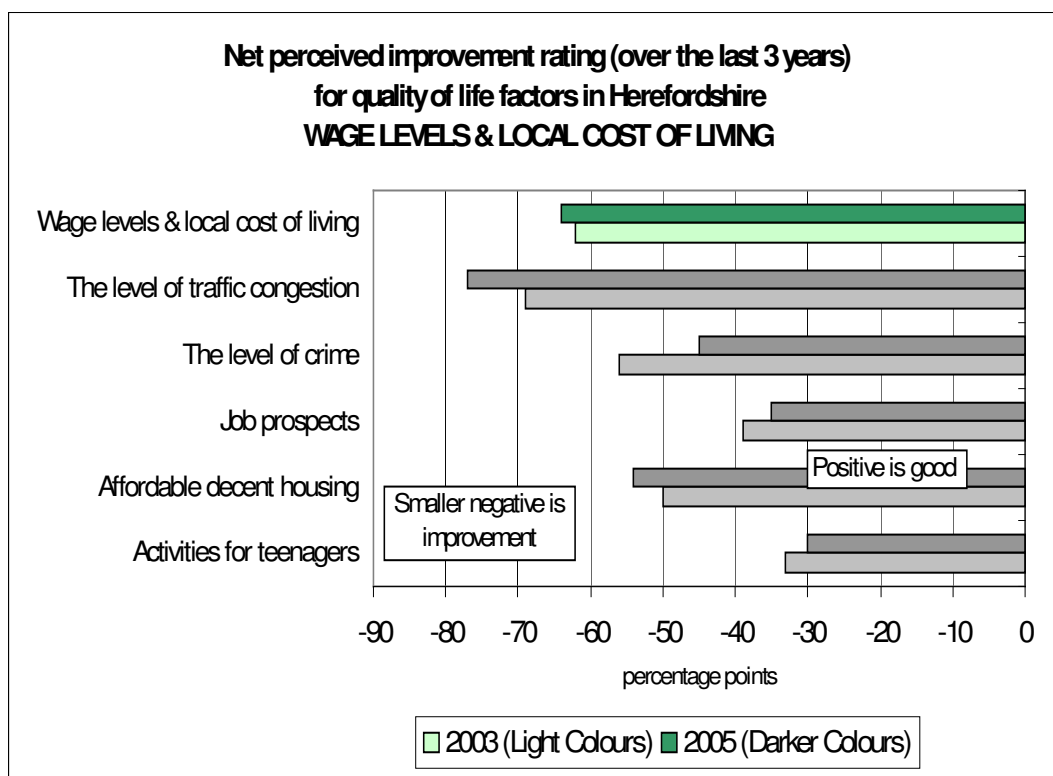
Neil Pringle

Council Lead:

Mr Hughes

Features in:

LAA, HCS, CP



The improvement rating is an important gauge of the successful delivery of services

Target

- (06/07)
- (07/08)
- (08/09)

Action (s) required to achieve the target (including Key Milestones)	Progress against action/resource/risk/mitigation/budget:
<p>1. To develop and implement the Economic Development Strategy for Herefordshire.</p> <p>1.1 Complete strategy and obtain support from partner organisations – July 2006.</p> <p>1.2 Two actions from the Economic Development Strategy implemented – November 2006.</p> <p>2. To provide grant assistance to new businesses.</p> <p>2.1 Award 20 Business Start Up Grants – November 2006.</p> <p>2.2 Award an additional 30 Business Start Up Grants – March 2007.</p> <p>3. Implement proactive marketing of Herefordshire as an Inward Investment destination.</p>	<p>Economic Development Strategy group formulating action plan for strategy</p> <p>62 awarded this financial year.</p>
<p>3.1 Upgrade the Economic Development website – November 2006.</p> <p>3.2 Produce information pack for potential inward investors – November 2006.</p> <p>4. Develop Leominster Enterprise Park.</p> <p>4.1 Liaise with AWM over business centre for site – June 2006.</p> <p>4.2 First development started on site – August 2006.</p>	<p>Development started by two developers on a number of plots. First building completed.</p>
<p>Resource required to deliver the action(s)</p>	
<p>Continued Herefordshire Council funding for Business Start Up grant Support from Herefordshire Council IT Department for website improvements – dedicated inward investment site.</p>	<p>Further negotiations to be undertaken to determine possibility of dedicated inward investment site.</p>
<p>Risk(s) to achievement</p>	
<p>Demand for Business Start Up grant greater than capacity to deliver.</p> <p>Increased incorporation within existing Herefordshire Council website.</p> <p>Insufficient financial resources to produce Inward Investment pack.</p>	

Planning permission refused for developments on Leominster Enterprise Park	
Risks mitigated by	
<p>Further financial resources to be identified if required for Business Start Up grant.</p> <p>Tender out work for website.</p> <p>Ensure funding available from Team budget for Inward Investment packs.</p> <p>Ongoing partnership working with AWM.</p>	

Roles & responsibilities

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

Indicator: HCS 74b **Adults with mental health problems helped to live at home per 1,000 population aged 18-64**

HCS Theme

HCS Outcome

Council Priority

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

Council Objective

To maximise the independence of vulnerable adults

Judgement

R

Cabinet Lead:

Cllr Mrs Barnett

Strategic Lead-HP Board

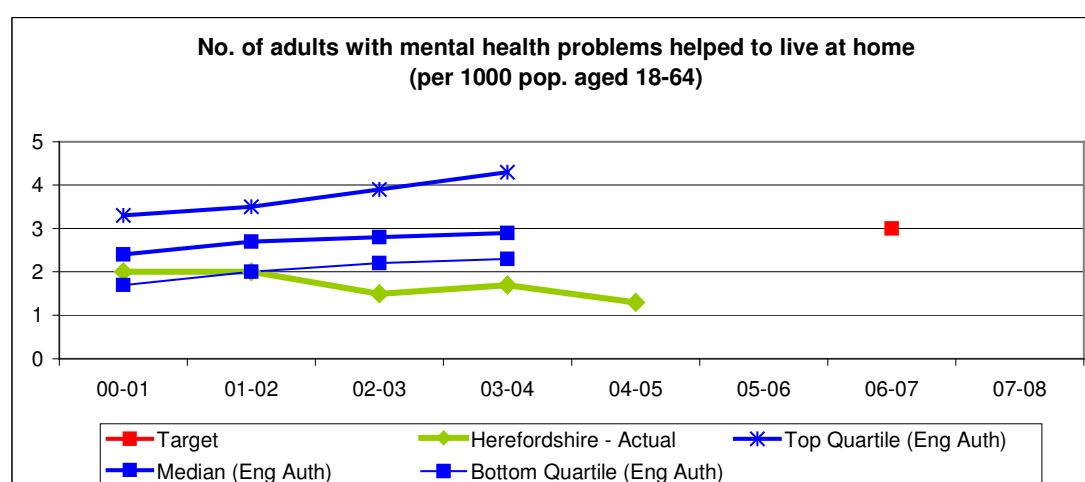
N/a

Council Lead:

Mr Hughes

Features in:

CP



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

Target:

06/07 = 4.0

Out Turn = 37

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

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

Roles & responsibilities

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

Overall Performance Improvement Plan 12th October 2006: exceptions report to the Chief Executive and Leader of the Council

EXCEPTIONS

Herefordshire Community Strategy (HCS) and the LAA (Status – Amber)

- 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 is in hand to establish targets and milestones. The majority of these have been identified, with the rest expected in October, subject to the LAA refresh, the negotiation of which should be concluded in January.

Vulnerable adults (Status – Amber)

- Full improvement plan, which is now well-advanced, dependent on completion of Department of Health procurement. Interim plan in place to maintain momentum (as an integral part of the Service plan).

Children and Young People (Status – Amber)

- 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. The revised threshold and increased confidence have led to an increase in the number of referrals from 175 to 229 at the end of August 2006, ahead of the 220 target for March 2007.
- As a result, the duty team caseload remains high and we are well below the targets set for the year in respect of assessments. There is also an impact on other areas of the organisation, for example Legal.
- The arrangements put in place to support the duty team are proving effective and the position is being closely managed: cases are under constant review and section 47 cases are being prioritised. Recruitment of qualified social workers continues, with two additional appointed in September.
- The success criteria for the GOWM Board were approved at its meeting on 26th September 2006.
- The IPC project final report and immediate implementation plan will be considered by the GOWM board at its meeting on 16th October 2006.

Implement the performance management framework to ensure a more systematic and rigorous approach to drive continuous improvement in standards of service and an effective mechanism to maintain an overall view of performance against high level ambitions and cross-cutting issues (Status – Amber)

Drive improvement by developing and implementing a more robust performance improvement and management framework, including:

- *a strengthened performance improvement – driven business cycle that fully integrates corporate, service and financial planning to meet corporate priorities:*
- *Cabinet approval of Corporate Plan 2007-10 and three-year proposals. Cabinet approval of Annual Operating Plan 2007-08, including budgets (CP and 2007-08 budget subject to subsequent Council approval)*

The Board recognised that there was a considerable amount of work to do be done to meet the tight timetable. A paper about three-year budgets and associated outputs/outcomes (as the basis for the Corporate Plan) would be put to SMC on 16 October. This paper is now complete. SMC's views will be conveyed to Cabinet for its meeting on 26 October at which it will consider the three-year proposals and a draft of the Corporate Plan. First draft of the Corporate Plan now complete.

2006/07 REVENUE BUDGET MONITORING

Summary

1. The following table summarizes the 2006/7 projected outturn as of the end of September 2006. It also includes figures from July's report to permit comparison between current and previously reported figures.

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Adult and Community	+2,783	+3,570
Children & Young People's	+167	-
Customer and Corporate	+83	+280
Environment	+25	+163
Resources	-30	-164
Net position	+3,028	+3,849
Less:		
Social Care Contingency	-1,302	-1,302
Financing Transactions projected surplus	-500	-300
Net Council projected overspend	+1,226	+2,247

2. The overall position shows a projected £1.226 million overspend. This is 1.03% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved since the last report where a £2.247million overspend was projected. The projected position is after allowing for use of the £1.302million Social Care contingency and the impact of cash flow profile that has increased the projected position on financing transactions. Slippage in the capital programme has helped this improved position.
3. As previously reported, there is a key concern around the potential overspend position on Adult Social Care budgets. As part of the overall 2006/07 budget, some contingency funding is available to mitigate this problem. The medium term financial strategy identifies that the social care contingency will be increased by £1.7million, topping it up to £3m given the previous forecasted overspend.
4. For the first time this year the position in Children's Services has also moved into a projected overspend and must also be viewed as a key risk for the remainder of the financial year.

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

Revenue Reserves Position as at 30th September 2006

General Reserves

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

Earmarked Reserves

7. At 30th September 2006 the Council held £13.9 million of earmarked reserves. The three largest reserves are:
 - Waste Management Reserve £1.386m
 - Herefordshire Connects £1.928m
 - School Balances £8.739m
8. School balances are ring fenced and in 2006/07 budgeted to reduce.
9. It is too early in the year to predict whether school balances are on target to reduce. It is expected that a proportion of the Herefordshire Connects Reserve will be used to fund 2006/07 revenue expenditure and that some of the smaller revenue reserves will be utilised in 2006/07.

DIRECTOR OF ADULT AND COMMUNITY SERVICES

Directorate Summary as at 30th September 2006

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Adult Services	+2,743	+3,392
Strategic Housing	+8	+83
Community Services	+79	+95
Commissioning and Improvement	-47	0
Total	+2,783	+3,570

Adult Services

10. The projected outturn for Adult Social Care is an overspend of £2.783 million. Details of the projected area overspends are as follows:
- Learning Disabilities - £1,294,000 overspend
 - Older People - £77,000 overspend
 - Physical Disabilities - £609,000 overspend
 - Mental Health - £580,000 overspend
 - Service Strategy - £125,000 overspend
11. The Adult Services projection has decreased because job evaluation funding is now included in the base budget. The joint “Section 31” agreements with Health continue to cause financial pressure and the original 2006/07 risk sharing agreement has been suspended. The suspension reflected the PCT’s requirement to meet its proportion of the national savings target for the Health Service. The Council will fund its own share of the overspend and these figures are included in the above projections.
12. Work is underway to analyse the care packages that can be funded by the Access and Systems capacity grant. This may further reduce the projected overspend on Adult Services and an update will be given in the next Integrated Performance Report.
13. A key budget pressure within Adult Services spending is the number of residential and nursing care packages. The 2006/07 trend data is as follows:

	2005/06	April 2006	September 2006
<u>Learning Disabilities</u>	63	63	63
Nursing packages	2	2	52
Residential packages	61	61	61
<u>Mental Health</u>	239	250	256.5
Nursing packages	90	99	103.5
Residential packages	149	151	153
<u>Older People</u>	287	294	293.5
Nursing packages	131	127	133.5
Residential packages	156	167	160
<u>Physical Disabilities</u>	12	28.5	33.5
Nursing packages	4	8	13
Residential packages	8	20.5	20.5

14. Within the learning disabilities and physical disabilities client groups there is minimal turnover. Once a service user enters the system they remain until their death, which can be for a number of years. The other client groups have a higher level of turnover due to the age and health of service users.

Strategic Housing

15. The projected outturn for Strategic Housing is an overspending of £8,000 based on current demand levels for temporary accommodation. The situation is being closely monitored in case demand increases. However, this year has seen good progress to reduce pressure.
16. The projections reflect the decrease in the number of people presenting themselves as homeless. The decreasing numbers are reflected in lower spending in line with planned budget reductions. Details of numbers involved are as follows:
- Highest 2005/06 98
 - Lowest 2005/06 66
 - Average 2005/06 82
 - Average 2006/07 34
17. Since January 2006 there has been a prevention team within the homeless section. The team's key objective is to prevent service users going into temporary accommodation.

Community Services

18. The projected overspending of £79,000 is made up of Public Rights of Way (PROW) work, the accumulated leisure deficit brought forward and pressure in other areas. Management action is being taken to address the position and balance the budget this financial year.

Efficiency Savings

19. All the Adult Services efficiency savings have been allocated out to client groups. Discussions are on-going about Mental Health and work is in hand to ensure savings are being achieved.
20. The Community Services efficiency savings were all implemented into the base budget at the start of the year and the required savings are being achieved on an on-going basis.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES

Directorate Summary as at 30th September 2006

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Directorate Central Budgets	-421	-400
Children's Social Care/Safeguarding and Assessment Services	+588	+400
Total	+167	0

21. The current position is a projected overspend of £167,000. In the last report the overall position for the Directorate was a projected balanced budget.

Dedicated Schools Grant

22. Most (80%) of the former Education budget is now funded by Dedicated Schools Grant. This funds delegated school budgets and central services to schools and pupils. Any under or overspending will be carried forward into the Dedicated Schools Grant for 2007/08.
23. Schools Forum set the schools' budget in February 2006 and subsequent finalisation of DSG has resulted in a £185,000 budget deficit to be carried forward to 2007/08. It is anticipated the £26,000 projected underspend in 06/07 will offset this shortfall.

Directorate Central Budgets

24. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport. At this early stage in the year the projected underspend is of £421,000, mainly on school transport.

Children's Social Care/ Safeguarding and Assessment Services

25. The projected overspend on Children's Social Care is £588,000 and is mainly related to external residential agency placements (£368,000) and fostering (£247,000).
26. 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 and Young People's Directorate (Schools Budget and Social Care elements). An overspend is projected as more children are expected to be placed during the remainder of this year. A claim on the social care contingency for the appropriate contribution will have to be considered.

Summary

27. Overall, the Children and Young People's budget has moved into a projected overspend of £167,000.

Efficiency Savings

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

DIRECTORATE OF CORPORATE AND CUSTOMER SERVICES

Directorate Summary as at 30th September 2006

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Herefordshire Partnership	-40	-60
Communications	-20	0
Director and Administration	-50	0
Emergency Planning	+6	0
Legal and Democratic Services	+187	+180
Info. By Phone	0	+160
Total	+83	+280

Corporate and Customer Services

29. The overall projected underspend is £83,000 and assumes all carry forwards will be used this current financial year.
30. The launch of the proposed INFO by phone centre will bring significant budget pressures for start-up and on-going costs. In the previous report an overspend of £160,000 was projected. Detailed work is on-going to identify resources to fund the project. Related savings in service directorates will be identified and re-directed. This may have an impact on other directorates' projections. ICT are currently looking at their ability to support corporate priorities and there may be some cost implications that impact on other directorates.

DIRECTOR OF ENVIRONMENT

Directorate Summary as at 30th September 2006

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Environmental Health and Trading Standards	0	+33
Planning	+25	+130
Highways and Transportation	0	0
Total	+25	+163

Efficiency Savings

31. Good progress has been made in achieving these savings. Some of the ICT procurements savings have yet to be finalized.

Environmental Health and Trading Standards

32. The overall year end position is estimated as break even. The level of payment against the Waste Management contract is below the profiled budget and will be monitored over the coming months for its impact on future projections.

Highways and Transportation

33. A number of budgets remain under pressure. Car park fee income to the end of September is below target and may be related to traffic disruption around Hereford.

Planning

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

Efficiency Savings

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

DIRECTOR OF RESOURCES

Directorate Summary as at 30th September 2006

	September 2006 Net over or (-) underspending £000	July 2006 Net over or (-) underspending £000
Corporate Budgets	-150	-100
Property Services	0	+64
Finance	+120	0
Procurement	0	0
Total	-30	-36

36. An underspend of £30,000 is projected but this assumes corporate budgets are allocated to this Directorate's area of responsibility.

Corporate Budgets

37. At this stage in the year a net underspending of £150,000 is expected. Anticipated savings on corporate subscriptions, insurance and Environment Agency levies will be offset by an amendment to previous grant settlements of £164,000. This sum also includes £19,000 for the Local Authority Business Growth Incentive Scheme.

Finance

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

Property

39. The net position is break-even although some significant variations exist within the service area. There is additional income for rent that offsets overspending on buildings and corporate property maintenance.

Efficiency Savings

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

FINANCING TRANSACTIONS

41. At this stage in the year an underspending of £500,000 is being estimated. This results from careful investment management as well as the effect of capital programme slippage. Slippage has occurred in previous years and 2006/07 is no exception. This has increased the underspending on financing transactions. If slippage continues to grow it will further increase the position.

SEPTEMBER 2006/07 CAPITAL PROGRAMME MONITORING

1. This is the second round of in-year capital monitoring for 2006/07. The purpose of this monitoring exercise is to update the capital budget position for any new funding allocations, potential slippages or overspends identified at the six-month point. The capital monitoring process ensures that no conditional capital resources are lost and forecast changes are managed in the most efficient and effective way.
2. The revised forecast for 2006/07 as at 30th September totals £59,803,000, which is a decrease of £868,000 from the July forecast. The main reason for this decrease is a reduction in the forecast on affordable housing schemes where the target number of units is partly being met directly by developers' obligations. Explanations of forecast changes are detailed in the body of this report. This programme is funded as detailed in Appendix D1.
3. The expected use of Prudential Borrowing in 2006/07 has increased by £316,000 since the July report to £23,807,000. This is primarily due to the allocation of £300,000 prudential borrowing to the Aylestone park canal section and associated works. The borrowing costs of this are to be financed through a revenue contribution from Adult and Community Services. A summary is set out on Appendix D4.
4. This capital forecast continues to reflect the planned capital spending requirements of acquiring the Plough Lane offices. The forecast also continues to reflect the potential for the £8,503,000 investment in Herefordshire Connects to be spent in 2006/07.
5. Each individual capital project has an expected spend profile and expected spend in the first six months totalled 39% of the revised forecast. The actual spend of £18,126,000 represents 30% of the revised forecast. Including committed spend raises this to 38% of the revised forecast. The under spend to date mainly relates to the expected corporate accommodation costs not falling due. A summary of the expenditure for each service area is set out on Appendix D2.
6. 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

7. The capital forecast for this area has been reviewed and increased slightly in respect of feasibility costs towards the rebuilding of The Minster College under the Building Schools for the Future project. This DfES funded capital scheme is to be completed in the 2009-10 academic year.
8. The Sutton Primary School replacement will be going to tender shortly and the capital forecast for this will be revised for the next round of capital monitoring. The Riverside Junior and Infant school amalgamation capital scheme has been delayed by one month, work should now start on site in February.

Resources Directorate

9. The forecast for this area has been increased to reflect the successful allocation of a Carbon Management Grant (Salik Fund) of £200,000, which is matched by a Council revenue contribution. This will be used to fund schemes of an 'invest to save' nature.

Corporate and Customer Services Directorate

10. There has been no forecast review in this round of capital monitoring.

Environment Services Directorate

11. The LTP capital forecast has been reviewed and not changed.
12. The Crematorium forecast has not changed although tenders for this project have now been received and are currently under review. Profiling of this spend over a number of years is critical to avoid breaching the Council VAT Partial Exemption limit. Scheme delays may therefore prove inevitable.
13. Potential slippage on the Leominster closed landfill site monitoring infrastructure works have been identified. Further capital resources will be required in future years to complete the project.

Adult and Community Services Directorate

14. The forecast for this area has decreased significantly mainly due to slippage on the affordable housing capital budget funded through the LSVT capital receipt. Some 61 affordable housing units, within the total of 161 housing units for the year, will be generated through planning consent stipulations for the end of March.
15. The extra care housing scheme has experienced delays due to planning alterations in relation to the location of the main sewer. The scheme is still expected to complete in September 2008.

Prudential Indicators

16. 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.
17. 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.
18. 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 as updated by subsequent additions to the Capital Programme for schemes to be funded with Prudential Borrowing. 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
- Treasury Management Indicators

APPENDIX D1

FUNDING OF REVISED 2006/07 CAPITAL PROGRAMME

Capital Programme Area	2006/07 Revised Forecast 30/09/06	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People's Services	11,690	2,459	2,000	4,269	161	2,801	-
Resources	5,727	-	3,269	257	200	2,001	-
Corporate and Customer Services	12,245	-	11,975	270	-	-	-
Environment Services	13,810	10,475	2,457	801	-	77	-
Adult and Community Services	16,331	217	4,106	7,612	17	4,378	-
Total Revised Forecast	59,803	13,152	23,807	13,209	378	9,257	-
<i>July Forecast</i>	<i>60,671</i>	<i>13,152</i>	<i>23,491</i>	<i>13,483</i>	<i>96</i>	<i>10,410</i>	<i>39</i>
<i>Change from July Forecast</i>	<i>(868)</i>	<i>-</i>	<i>316</i>	<i>(274)</i>	<i>282</i>	<i>(1,153)</i>	<i>(39)</i>

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

APPENDIX D2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2006/07 Forecast as at 30/09/06	Actual spend at 30/09/06	Actual spend as a % of the revised forecast	Committed Spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Programme area	2005/06	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	%	%	%
Children & Young People's Services	7,907	8,048	11,690	5,378	46%	46%	37%
Resources	662	520	5,727	310	5%	5%	40%
Corporate & Customer Services	4,623	1,760	12,245	1,018	8%	8%	19%
Environment Services	10,288	12,554	13,810	4,274	31%	49%	40%
Adult & Community Services	8,365	14,133	16,331	7,146	44%	55%	55%
Total	31,845	37,015	59,803	18,126	30%	38%	39%

APPENDIX D3

MAIN CAPITAL SCHEMES OF REVISED 2006/07 CAPITAL PROGRAMME

Capital Programme Scheme	Schemes with a Revised Forecast >£500,000
	£'000
Children & Young People's Services schemes:	
Weobley High – Sports Hall (no change)	1,225
Sutton Primary – Replacement School (no change)	1,463
Whitecross High – Restrictive Covenant (no change)	1,600
Hunderton Junior & Infant – Amalgamation (budget decrease, carried forward)	2,415
New Deal for Schools Condition Improvement Works (no change)	800
Resources:	
Corporate Accommodation (no change)	3,800
Plough Lane (no change)	650
Corporate and Customer Services - ICT schemes:	
ICT The Golden Thread Network Enhancement (no change)	2,347
Info by Phone (no change)	868
Herefordshire Connects (no change)	8,503
Environment Services:	
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 (no change)	1,323
Adult and Community Services schemes:	
Aylestone Park (budget increase, funding allocation)	631
Friar St Museum Resource & Learning Centre (no change)	1,913
Hereford High Town & High St (no change)	1,733
Private Sector Housing (no change)	1,000
Disabled Facilities Grants (budget increase, from 05-06)	683
Extra Care Housing (no change)	5,280
Affordable Housing Grants (budget decrease, carried forward)	2,556
<i>Other schemes with a revised forecast of less than £500,000</i>	<i>13,274</i>
Revised Forecast	59,803

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 30 SEPTEMBER 2006

	2006/07	2007/08	2008/09	2009/10
	£'000	£'000	£'000	£'000
Original Allocations and slippage:				
Original Allocations	5,968	5,108	700	
Slippage from prior year	4,226	541	167	
Slippage into future year	(541)	(167)		
Funded by available SCE	(125)	(125)		
Additional Prudential Borrowing:				
Herefordshire Connects	8,503	10,853		
Accommodation Strategy (net of receipts)	2,953	(731)	5,575	(1,300)
Rotherwas Relief Road (Potential)			2,988	
Residential Homes Improvements	300			
Additional Prudential Borrowing - costs to be funded by revenue contribution:				
ICT Network Enhancement	2,000		1,500	
Purchase of Gritters instead of leasing	123			
Queenswood Car Park	100			
Aylestone Park	300			
	23,807	15,479	10,930	(1,300)

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 30 SEPTEMBER 2006

	Outturn	Budget	Estimated	Estimated
	2005/06	2006/07	2007/08	2008/09
	£'000	£'000	£'000	£'000
Capital Programme Area: -				
Children and Young People's Services	7,907	11,690	6,281	2,110
Environment General	10,288	13,810	12,814	13,952
Corporate and Customer Services	4,623	12,245	11,903	1,500
Resources	662	5,727	3,750	8,450
Adult and Community Services	8,365	16,331	7,055	4,025
	31,845	59,803	41,803	31,037
By funding:				
Capital Receipts Reserve	1,827	9,257	9,351	7,268
Grants	10,169	13,209	3,869	475
SCE(R)	13,916	13,152	12,647	10,597
Revenue Contribution	802	378		
Prudential Borrowing	5,131	23,807	15,479	10,930
Unfunded			457	1,766
	31,845	59,803	41,803	31,037

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
Original Indicator (prior to PB allocations)				
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%
As at 31/7/06				
Net Revenue Stream per MTFMS (Cabinet report 13/7/06)	110,926	118,285	123,486	127,613
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%	10.85%
As at 30/9/06				
Net Revenue Stream per MTFMS (Cabinet report 13/7/06)	110,926	118,285	123,486	127,613
Capital Financing Costs	8,364	8,875	11,230	13,892
Ratio of financing costs to net revenue stream	7.54%	7.50%	9.09%	10.88%

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
Revised 30/9/06	110,995	141,580	161,415	173,732

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
Original				
Borrowing	133,000	147,000	170,000	185,000
Other Long Term Liabilities	3,000	3,000	3,000	3,000
Total	136,000	150,000	173,000	188,000
Revised from 31/7/06				
Borrowing	133,000	162,000	195,000	210,000
Other Long Term Liabilities	3,000	3,000	3,000	3,000
Total	136,000	165,000	198,000	213,000

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
Original				
Borrowing	94,500	108,500	125,500	136,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
Total	96,000	110,000	127,000	138,000
Revised from 31/7/06				
Borrowing	94,500	123,500	150,500	161,500
Other Long Term Liabilities	1,500	1,500	1,500	1,500
Total	96,000	125,000	152,000	163,000

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

Managing Risk - Corporate Risks



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

Managing Risk - Corporate Risks



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

Managing Risk - Corporate Risks



Stage One					Stage Two				
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Approach to Diversity: Risk of not achieving level and not improving Standard	CR12	3	2	Medium	Diversity all EIA's completed to time. SMT / CMB will meet 09/10 to plan the next steps. Long term development plan produced.	JJ	3	2	Medium
Successful implementation of Accommodation Strategy.	CR13	4	4	High	Issues concerning the acquisition of the property following a meeting with Scottish & Newcastle where Council were notified of a property review of all production sites. Initial moves within property to continue. An emerging risk is the move towards flexible working. Homework place assessments will need to be carried out for all staff formally working from home.	SR DJ/JH	3	2	Medium
Herefordshire Connects: Management capacity and capabilities not sufficiently developed to plan in advance, and deliver, the service changes required for realisation of efficiency savings.	CR14	4	4	High		NP	4	3	High
Development of a Public Services Trust for Herefordshire	CR15	3	2	Medium	External assistance for the first phase of development has been secured.	GH	3	2	Medium
Failure of Waste Management Contract leading to failure to meet diversion targets and the potential for the Authority to be paying £150 per tonne extra on our missed target tonnages. Failure of the contract would also lead to the loss of PFI credits	CR16	4	2	Medium	Ongoing commitment from Herefordshire and Worcestershire to retaining the existing contract. The incorporation of subcontractors into the existing contract as a variation should enable adequate waste to be diverted to ensure the authority does not become subject to penalties under the Landfill Allowance Trading Scheme (LATS). Herefordshire and Worcestershire have an agreement to Trade LATS between the two authorities at "no cost" to offset risks - this risk needs to be formalised.	GD	4	1	Low
Use of Resources Judgement	CR17	4	2	Medium	Managers have been allocated elements of the Key Lines of Enquiry so that all required actions have been completed. However audit commissions inspection has been completed and the formal feedback not yet received. Any action plan produced by the audit commission will be given priority.	SR	3	2	Medium
BFI Inspection	CR18	2	2	Low	BFI report on interventions has made a number of recommendations and an action plan has been drawn up to deal with these. Monthly monitoring is in place by the Head of Service to ensure we deliver this plan which will enable us to meet both the performance measures and enablers aspects of the the benefit performance standards.	SR	2	2	Low

Signed: _____

Position: _____

Date: _____

