

# Strategic Monitoring Committee

Date: **Monday, 10th March, 2008**

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Time: **10.00 a.m.**

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

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

*For any further information please contact: Tim  
Brown, Democratic Services, tel 01432 260239*

**e-mail [tbrown@herefordshire.gov.uk](mailto:tbrown@herefordshire.gov.uk)**

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**County of Herefordshire  
District Council**



# AGENDA

## for the Meeting of the Strategic Monitoring Committee

To: Councillor PJ Edwards (Chairman)  
Councillor WLS Bowen (Vice-Chairman)

Councillors PA Andrews, WU Attfield, KG Grumbley, TM James, RI Matthews,  
AT Oliver, SJ Robertson, RH Smith and JK Swinburne

### 1. APOLOGIES FOR ABSENCE

To receive apologies for absence.

### 2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

#### GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.

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

To consider suggestions from members of the public on issues the Committee could scrutinise in the future.

Pages

<b>4. COMPREHENSIVE PERFORMANCE ASSESSMENT AND DIRECTION OF TRAVEL UPDATE</b>	1 - 8
To note the Council's 2007 Comprehensive Performance Assessment and direction of Travel statement issued by the Audit Commission on 7 February.	
<b>5. INTEGRATED PERFORMANCE AND FINANCE REPORT</b>	9 - 72
To consider the Council's performance for the first ten months – to the end of January - against the Annual Operating Plan 2007-08 and national performance indicators used externally to measure the performance of the Council; partnership performance for the first eight months – to the end of November - in delivering the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy; and performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance.	
<b>6. MANAGING PERFORMANCE MANAGEMENT</b>	73 - 116
To note progress against the action plan that was developed as the Authority's response to the audit of its performance management arrangements in the autumn of 2006, and the associated communications action plan.	
<b>7. SMALLHOLDINGS ESTATE POLICY AND WORKING PRACTICES</b>	117 - 138
The purpose of this report is to provide an update on the Council's policy on management of the smallholdings estate and invite any comments.	
<b>8. HEREFORDSHIRE COMPREHENSIVE AREA ASSESMENT PREPARATION PROGRAMME</b>	139 - 174
To consider the proposed action plan to ensure that the Council, with the Primary Care Trust (PCT) and its other partners, is well-placed for the new system of Comprehensive Area Assessment (CAA).	
<b>9. DRAFT CORPORATE PLAN 2008-11</b>	175 - 260
To consider a draft of the Council's Corporate Plan 2008-11; and to offer comments for Cabinet to consider.	
<b>10. PERFORMANCE IMPROVEMENT FRAMEWORK AND CYCLE</b>	261 - 300
To consider a draft updated performance improvement framework for the Council, together with an associated two-year performance improvement cycle; and to offer comments for Cabinet to consider.	
<b>11. CALL-IN OF CABINET DECISION ON HEREFORDSHIRE CONNECTS – EXECUTIVE RESPONSE</b>	301 - 302
To note Cabinet's response to the recommendations made by the Strategic Monitoring Committee following the call-in of Cabinet's decision on the acquisition of the preferred technology to replace the current client systems used within both Adult Social Care and the Children and Young People's Directorate and the Committee's consideration of a consolidated report on the Herefordshire Connects programme.	
<b>12. WORK PROGRAMME</b>	303 - 306
To consider the Committee's work programme.	

## **PUBLIC INFORMATION**

### **HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES**

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

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

The principal roles of Scrutiny Committees are to

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

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

## **PUBLIC INFORMATION**

### **Public Involvement at Scrutiny Committee Meetings**

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

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

#### **1. Identifying Areas for Scrutiny**

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

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

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

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

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

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

## **Remits of Herefordshire Council's Scrutiny Committees**

### **Adult Social Care and Strategic Housing**

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

### **Children's Services**

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

### **Community Services Scrutiny Committee**

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

### **Health**

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

### **Environment**

*Environmental Issues  
Highways and Transportation*

### **Strategic Monitoring Committee**

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

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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- 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).
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## **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

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

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## **COMPREHENSIVE PERFORMANCE ASSESSMENT AND DIRECTION OF TRAVEL UPDATE**

**Report By: Director of Corporate and Customer Services**

### **Wards Affected**

County-wide

### **Purpose**

1. To confirm the Council's 2007 Comprehensive Performance Assessment and Direction of Travel statement issued by the Audit Commission on 7 February.

### **Financial Implications**

2. There are no financial implications

### **Background**

3. The report considered by Cabinet on 21 February is appended. Cabinet noted the report.

### **RECOMMENDATION**

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

### **BACKGROUND PAPERS**

- None identified



# COMPREHENSIVE PERFORMANCE ASSESSMENT AND DIRECTION OF TRAVEL UPDATE

PORTFOLIO RESPONSIBILITY: CORPORATE, CUSTOMER SERVICES AND  
HUMAN RESOURCES

**CABINET**

**21 FEBRUARY 2008**

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## Wards Affected

County-wide

## Purpose

To confirm the Council's 2007 Comprehensive Performance Assessment and Direction of Travel statement issued by the Audit Commission on 7 February.

## Key Decision

This is not a Key Decision

## Recommendations

**THAT the report be noted.**

## Reasons

Comprehensive Performance Assessment (CPA) measures how well councils are delivering services for local people and communities. It looks at performance from a range of perspectives and combines a set of judgements to provide both a simple and easy to understand rating and a picture of where councils should focus activity to secure improvement. It brings together information from other inspectorates to form an overall view of the performance of councils.

The direction of travel assessment is intended to reflect a council's progress towards achieving improvement in the services it delivers to the public. It is reported alongside a council's CPA category to give a two-dimensional view about its performance. In summary:

- The CPA star category gives a rating about current performance.
- Direction of travel provides an assessment about the direction and strength of improvement a council is showing.

## Considerations

### *Comprehensive Performance Assessment*

1. The Council's overall CPA score has fallen from 3\* to 2\*. The Audit Commission assessment is retrospective and relates predominantly to performance to the year-end 31<sup>st</sup> March 2007. A comparison of the scores between 2006 and 2007 is shown in the table below:

	2006	2007
Use of Resources	3	2
Children and young people	2	2
Social care (adults)	2	2
Benefits	2	3
Culture	3	3
Environment	2	3
Housing	2	1

2. The application of the rules-based approach used by the Audit Commission has meant that the main determinant in the deteriorating overall score is the change in rating from a 2\* to a 1\* for Housing.
3. However, it should be noted that although the score for Housing has fallen to 1, this does not represent a deterioration in performance; instead, this is the result of a one-year change in the selection of housing performance indicators used by the Audit Commission for the purpose of the assessment, which do not reflect the success that the service has had in moving families out of temporary accommodation.
4. To put the Audit Commission judgement into context, the following table shows the star ratings by government office region:

<b>Overall CPA star rating by government office region</b>							
	Number of councils	4 star	3 star	2 star	1 star	0 star	Subject to review
East Midlands	9	3	2	3	1	0	0
East of England	10	1	8	1	0	0	0

Overall CPA star rating by government office region							
	Number of councils	4 star	3 star	2 star	1 star	0 star	Subject to review
London	33	10	21	2	0	0	0
North East	12	10	2	0	0	0	0
North West	22	11	4	5	1	0	1
South East	19	5	12	2	0	0	0
South West	15	3	7	5	0	0	0
West Midlands	14	4	7	3	0	0	0
Yorks and Humber	15	8	5	2	0	0	0
Total	149	55	68	23	2	0	1

5. Further changes to the performance indicators used in the housing service assessment for 2008 are expected to return housing to a score of 3, again without this necessarily reflecting any change in aggregate performance. If all other service scores were to be maintained at the 2007 level, the overall 2008 CPA score for the Council, which will be published by the Audit Commission in February 2009, is forecast to remain at 2\*. This would come about as a result of the removal of protection of the 2002 Corporate Assessment score, which has been applied since 2005, and of its replacement by the 2005 Corporate Assessment score of 2.
6. The CPA system will end with the 2008 judgement, being replaced by the new system of the Corporate Area Assessment. A separate report about the preparation for the new system is on the agenda for this meeting.

### ***Direction of Travel***

7. For the third year running, the Audit Commission has judged the council as **improving adequately**.
8. The following summary has been provided to support the 2007 direction of travel statement:

*"Herefordshire Council is improving adequately. Performance has improved in*

most priority areas. Children's services remain adequate overall with some improvement in exam results and arrangements for looked after children. Progress in adult social care has been steady with more vulnerable people helped to live at home. Tax collection and benefits administration have improved, along with the speed of planning applications, street cleanliness and recycling levels. However, it costs more to collect waste and there has been limited progress on the Council's business transformation programme. The Council continues to contribute to improvements in road safety, regeneration initiatives and better health for children and vulnerable adults through working in partnerships. Value for money is reasonable but is not measured consistently. Progress is being made on most improvement plans but the overall picture is not being reported clearly. Further improvements are expected to result from the new managers of adult social care and a joint head of Human Resources with the Primary Care Trust. Some significant weaknesses in the governance of ICT have been recognised by the Council and plans agreed to address them."

9. To put the Audit Commission judgement into context, the following table shows the direction of travel assessment by government office region:

<b>Direction of Travel judgement by government office region</b>						
	Number of councils	Improving strongly	Improving well	Improving adequately	Not improving adequately	Subject to review
East Midlands	9	1	4	4	0	0
East of England	10	1	3	5	0	1
London	33	9	22	1	0	1
North East	12	2	7	0	0	3
North West	22	3	12	6	0	1
South East	19	2	10	6	0	1
South West	16	2	9	5	0	0
West Midlands	14	2	11	1	0	0
Yorks and Humber	15	0	10	2	0	3



<b>Direction of Travel judgement by government office region</b>						
	Number of councils	Improving strongly	Improving well	Improving adequately	Not improving adequately	Subject to review
Total	150 <sup>1</sup>	22	88	30	0	10

## **Alternative Options**

Not applicable.

## **Risk Management**

The following are intended to mitigate against the risk of the council's performance failing to improve:

- regular updates to CMB on performance of the indicators included in the Audit Commission's, performance information profile, which is used as part of the direction of travel statement.
- the Corporate Plan 2008-11.
- the Comprehensive Area Assessment preparation programme.

## **Consultees**

Not applicable.

## **Background Papers**

CPA – The Harder Test: Scores and analysis of performance in single tier and county councils 2007 (<http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/8906AF89-014B-4462-9094-5DE69A5D5C8F/CPATheHarderTest.pdf>)

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<sup>1</sup> The Isles of Scilly are exempt from a star rating in 2007 because of the applicability of the methodology to the island's circumstances. This accounts for the variance between the number of authorities with \* ratings and the number with direction of travel judgements.



## INTEGRATED PERFORMANCE AND FINANCE REPORT

**Report By: Director of Corporate and Customer Services and  
Director of Resources**

### Wards Affected

County-wide

### Purpose

1. To report
  - i the Council's performance for the first ten months - to the end of January - against the Annual Operating Plan 2007-08 and national performance indicators used externally to measure the performance of the Council;
  - ii partnership performance for the first eight months - to the end of November - in delivering the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy; and
  - iii performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance.

### Financial Implications

2. None.

### Background

3. The Council's current Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2007-10. The Annual Operating Plan (AOP) is the detailed action plan for the first of these years, 2007-08; it includes all the indicators in the Local Public Service Agreement (LPSA), the Local Area Agreement (LAA) and the Herefordshire Community Strategy (HCS), as well as the Council's own indicators.

#### HIGHLIGHTS OF PERFORMANCE

- 25 of 111 Council-led indicators from the AOP are currently marked **R**, compared to 23 at the end of November;
- 27 are marked **G** compared to 24 at the end of November.
- The remaining indicators have either been judged **A**, awaiting outturn data to be reported at year-end; or not applicable (n/a), where it is either a tracker indicator or where a baseline is being established this year that will be used as the basis for setting a target for the coming year.

- The highest proportion of indicators (14 out of 30) marked **R** are within the priority area of 'maximising the health, safety, economic well-being, achievements and contribution of every child'. These include the 7 indicators in respect of the Teenage Lifestyle Survey (HCS 22a-g) that are marked **R** because there is no survey scheduled until 2009.

A set of proxy indicators for each of the areas identified from the Teenage Lifestyle survey has now been developed and is awaiting sign-off from the Children's Trust, and then the Herefordshire Partnership. Once approved, these will be used to measure performance in 2008-09.

- Although the completion rate of initial assessments of children in need within seven days of referral (HC 89b) had improved by the end of December compared with the end of September, it remains well below target. It is, moreover, at further risk because of the increase in social worker turnover that has become apparent since the last report and is contrary to the good progress reported in the first half of 2007-08.

Efforts to recruit have therefore been intensified, with a particular drive in the USA.

- 62% of indicators used in external judgements, where data is available, show an improvement against last year's performance, the same as at the end of November, although 27% of indicators are currently worse than last year.

These indicators are being reported regularly to Corporate Management Board. A similar exercise in 2006-07 led to an increase in the number of indicators improving during the last quarter of the year.

- The overall revenue budget forecast is an overspend of £698k, compared with the overspend of £1.005m forecast at the end of November.

- The revised capital budget forecast is £53.418m, compared with the original forecast of £65.5m.

- As reported to the Partnership's Performance Management Group on 17th January, at the end of November:

- 6 of 31 LPSA indicators and 17 of 89 LAA indicators were marked **R**, the same number as at the end of September.
- 9 LPSA indicators and 25 LAA indicators were marked **G**, compared to 4 and 14 at the end of September.
- 22 of 74 HCS indicators were marked **R**, compared to 13 at the end of September.
- 18 HCS indicators were marked **G**, compared to 7 at the end of September.

***Progress against the Council's AOP Priorities (Appendix A)***

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

		<b>G</b>	On target or met target
	<b>A</b>		Some progress, or data not yet available so not possible to determine trend
<b>R</b>			Not on target

5. Analysis of performance against **target** by Council priority is detailed in the following table:

Priority	No. of Indicators	Judgement			n/a <sup>1</sup>
		<b>R</b>	<b>A</b>	<b>G</b>	
Securing the essential infrastructure for a successful economy	3	0	2	0	1
Giving effective community leadership	1	0	0	0	1
Improving transport and the safety of roads	9	1	5	3	0
Maximising the health, safety, economic well-being, achievements and contribution of every child	30	14	7	6	3
Sustaining thriving communities	36	6	17	6	7
Reshaping adult social care to enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes	8	0	2	6	0
Protecting the environment	10	0	4	3	3

<sup>1</sup> 16 indicators are not considered suitable for awarding a judgement, essentially because they are either tracker indicators (indicators that are unlikely to be affected by actions over a short period, such as climate change) or indicators that require a baseline to be set during the year.

Priority	No. of Indicators	Judgement			n/a <sup>1</sup>
		R	A	G	
Understanding the needs and preferences of service users and Council Tax-payers, and tailoring services accordingly	2	0	1	0	1
Recruiting, retaining and motivating high quality staff	4	2	0	2	0
Embedding corporate planning, performance management and project management systems	3	0	3	0	0
Promoting diversity and community harmony	4	1	2	1	0
Ensuring that essential assets are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies	1	1	0	0	0
<b>Total number of indicators (with last report's judgements in brackets)</b>	<b>111</b>	<b>25 (23)</b>	<b>43 (48)</b>	<b>27 (24)</b>	<b>16 (16)</b>

6. Details of the indicators in the table in paragraph 2 above are in **Appendix A**.

**Exceptions – indicators judged R at the end of November**

7. The Integrated Performance and Finance Report (IPFR) to the end of November reported 23 indicators as **R**. 2 of these are now judged as **G**. These improving indicators are:

26 HCS % of children on the child protection register that are re-registrations

35b HCS No. of half day sessions missed by looked after children as % of total number of sessions in primary schools

4 additional indicators are now marked as **R** since the end of November IPFR, when they were marked as **A**. These are:

83a HC Principal Roads condition

35a HCS No. of looked after children who missed a total of 25 days or more schooling
35c HCS No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools
14 HCS No. of people accepted as homeless & towards whom the council has a full statutory duty

The remaining 21 indicators were marked as **R** as part of the last IPFR to the end of November. They are:

13 HCS Average length of stay in B&B accommodation for homeless households
29 HCS Expenditure on family support services per capita aged under 18
30 HCS % of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)
89a HC No. of referrals for children in need
89b HC Completion rate of initial assessments of children in need within 7 working days of referral
22a HCS Measure of healthy lifestyles for 11-15 year olds: Smoking rates
22b HCS Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities
22c HCS Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day
22d HCS Measure of healthy lifestyles for 11-15 year olds: obesity
22e HCS Measure of healthy lifestyles for 11-15 year olds: alcohol consumption
22f HCS Measure of healthy lifestyles for 11-15 year olds: drug use
22g HCS Measure of healthy lifestyles for 11-15 year olds: scores for mental health
94 HC Grade for the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'
96 HC % of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle
60b HCS Net perceived improvement rating over the last 3 years for Quality of Life factors (adults) for affordable decent housing <i>fell</i>

Further information on the subject of this report is available from Steve Martin, Corporate Policy and Research Manager on 01432 261877 or David Powell, Head of Financial Services on 01432 383173

60f HCS Net perceived improvement rating over the last 3 years for Quality of Life factors (adults) for wage levels and local cost of living <i>fell</i>
65b HCS % of adults who use libraries at least once a month <i>fell</i>
103 HC SRD completion rates
73 HC Investors in people accreditation
100a HC % of employees from black and ethnic minorities
101 HC Use of Resources score

### **Local Public Service Agreement (LPSA)**

8. As reported to Cabinet in the IPFR to the end of July, the full set of indicators used in the LPSA and LAA is now presented to Cabinet following consideration by the partnership's Performance Management Group (PMG), which is chaired by the Director of Environment. Information on partner lead indicators is included at the end of **Appendix A**.
9. As reported on 17<sup>th</sup> January, the position at the **end of November** was:
- 6 of 31 indicators were judged **R**; 16 **A**; and 9 **G**, compared to 6, 21 and 4 at the end of September.
- Of these, judgement of the Council-led indicators was:
- 2 **R**; 11 **A**; and 4 **G**, which was reported to Cabinet in the end of November IPFR, the same as at the end of September.
10. The 6 LPSA indicators marked **R** at the end of November, and considered by the PMG on 17<sup>th</sup> January, were also marked **R** at the end of September. They are:

<b>Council-led</b>
30 HCS % of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools) (covered in paragraph 4)
35b HCS No. of half day sessions missed by looked after children as % of total number of sessions in primary schools (covered in paragraph 4)
<b>Primary Care Trust-led</b>
21a HCS % of babies born to teenage mothers who are breastfeeding at 6 weeks
21b HCS % of babies born to mothers in S.Wye area who are breastfeeding at 6 weeks



*Latest figures suggest that these indicators will not reach target, although the PCT remain confident that the situation can be recovered.*

**West Mercia Constabulary (WMC) - led**

42b HCS No. of criminal damage incidents

45 HCS No. of violent crimes

11. The report to the next meeting of PMG, on 29<sup>th</sup> February, will show that

- 35b HCS No. of half day sessions missed by looked after children as % of total number of sessions in primary schools is now marked as **G**

but that the following 2 indicators are now marked **R**

- 35a HCS No. of looked after children who missed a total of 25 days or more schooling
- 35c HCS No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools

**Local Area Agreement (LAA)**

12. For the LAA, the position at the **end of November** was that

- 17 of 89 indicators were judged **R**, 45 **A** and 25 **G**, compared to 17, 56 and 14 at the end of September. These include the LPSA indicators.

Of these, judgement of the Council led indicators was

- 12 **R**, 30 **A** and 13 **G**, compared to 11, 34 and 10 at the end of September.

13. 11 of the Council-led indicators marked **R** remain the same as those at the end of September; the additional red indicator is 65b HCS % of adults who use libraries at least once a month, where performance has dropped.

14. In addition to those LPSA indicators listed in the table in paragraph 7, the other 11 LAA indicators judged as **R** at the **end of November**, were:

**West Mercia Constabulary (WMC) - led**

42a HCS BCS Comparator crimes

*This indicator is a composite of all crimes, so increases in crime in respect of other areas, such as 42b HCS – criminal damage incidents, have a negative impact on performance against this indicator.*

**Council** - led

13 HCS Average length of stay in B&B accommodation for homeless households

22a HCS Measure of healthy lifestyles for 11-15 year olds: Smoking rates

22b HCS Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities

22c HCS Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day

22d HCS Measure of healthy lifestyles for 11-15 year olds: obesity

22e HCS Measure of healthy lifestyles for 11-15 year olds: alcohol consumption

22f HCS Measure of healthy lifestyles for 11-15 year olds: drug use

22g HCS Measure of healthy lifestyles for 11-15 year olds: scores for mental health

29 HCS Expenditure on family support services per capita aged under 18

65b HCS % of adults who use: Libraries at least once a month

15. The report to the next meeting of PMG, on 29<sup>th</sup> February, will show that the following additional indicator is now marked **R**

- 14 HCS No. of people accepted as homeless & towards whom the council has a full statutory duty.

***Herefordshire Community Strategy (HCS)***

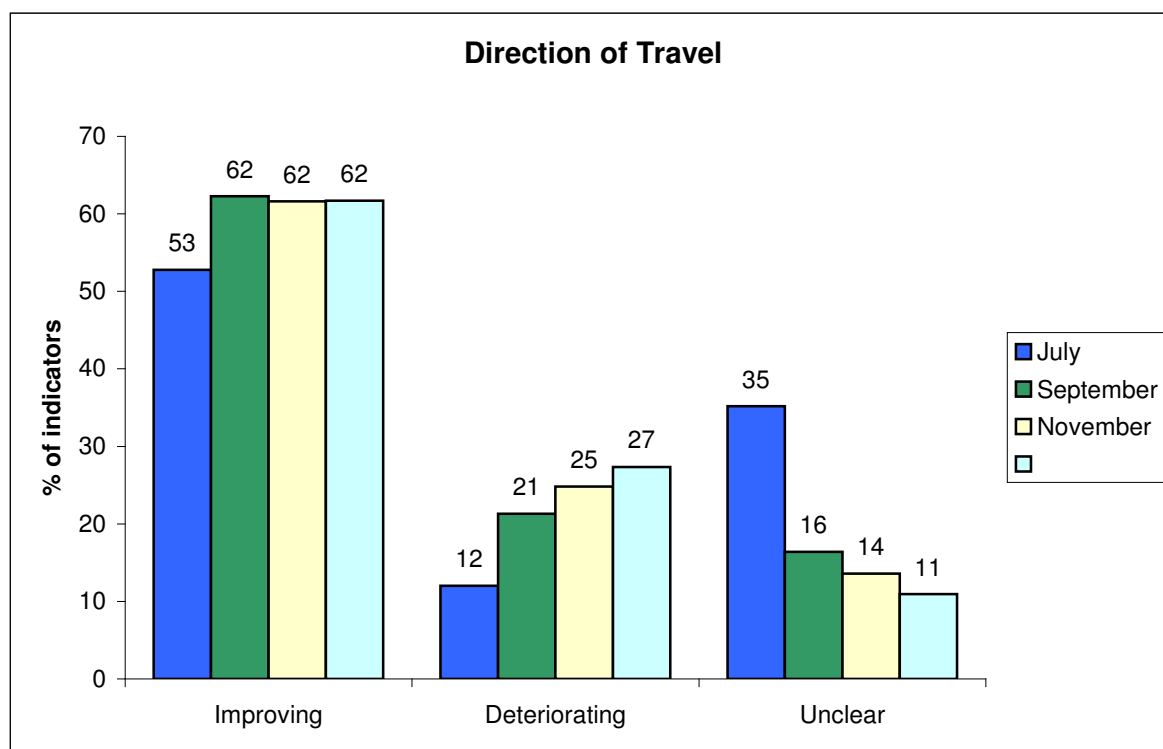
16. At the end of November, as reported to the PMG, the following judgements were given to indicators included in the HCS. The HCS indicators are included in Appendix A; a few are included in the LAA.

- 18 of 74 indicators were judged **G** compared to 7 at the end of September.
- 22 were judged **R** compared to 13 at the end of September.

***Direction of Travel***

17. In addition to those indicators which the council measures itself against through its Annual Operating Plan, the council is externally judged on its performance against a number of national indicators, including Best Value Performance Indicators (BVPIs) and Performance Assessment Framework indicators (PAF). Performance against national indicators is shown in **Appendix B**. Primarily, the council is judged **on its performance against the previous year**, rather than against target. A proportion of these indicators will be used by the Audit Commission to inform the annual Direction of Travel Assessment in February 2009.

18. Of those indicators where in-year data is currently available, 62% are on course to improve on last year, the same as at the end of September but marginally below the position at the same period last year.
19. 27% of indicators, compared to 25% at the end of November, are now predicted to be worse than last year. The focus of attention is now at least to maintain performance in those areas that are currently performing well against last year's outturn, and to address the current under-performance in those areas that are falling below last year's performance.



### ***Revenue Monitoring***

20. Details of the revenue budget position are at **Appendix C** in summary and then directorate-by-directorate.
21. The overall position shows a projected overspend of £698k compared with the projected overspend of £1.005m at the end of November 2007. This total is 0.6% of the Council's £122.371m net revenue budget (excluding Dedicated Schools Grant). The projected position is after allowing for the use of the £1.3m Social Care contingency, an estimated £2.8m underspend on modernisation funding for social care services, additional Local Authority Business Growth Incentive (LABGI) grant of £600k and additional interest from cash transactions.
22. The key areas of concern are the Adult & Community Services Directorate, with a projected £3.9m overspend; the Children & Young People's Directorate, with a £1.03m projected overspend; and the Corporate & Customer Services Directorate

where a £1.195m overspend is projected. Underspends of £357k and £16k are projected for the Environment Directorate and Resources Directorates respectively. It should be noted that the Adult & Community Services Directorate and Children & Young People's Services Directorate overspends are before the application of the centrally held social care contingency and unused spend to save allocations.

23. Appendix C includes a section on the July floods that caused significant damage to council assets. Of this overall total £1.983m is refundable after the threshold limit of £409k is deducted. The difference of £620k is the "insurable" part, which cannot be covered. On 21<sup>st</sup> February 2008 Government Office West Midlands confirmed that the claim of £1.983m would be met by central government funding.

### ***Capital Monitoring***

24. Details of the capital programme are at **Appendix D**.

25. The overall position is forecast expenditure of £53.418m compared with the original budget of £65.462m. This slight increase on November's position is caused by the purchase of property for the Edgar Street Grid.

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

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

27. The Corporate Risk Register, which accompanies this report, includes actions that need to be taken to mitigate the risks. The responsible officer for the action is named and a target date for completion or review of actions is included.

28. The main issues arising from the register are as follows:

- a) The number of Corporate Risks has decreased to 15 (from 21). This is due to the combining of some risks and the removal of others due to the risk either being of a time barred nature or accountability being delegated to directorate level.
- b) There are six risks that continue to score 'high' even after the mitigating actions have been taken into account. These risks are:
  - i) CR2 – 'Corporate Spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Adult Social Care, Children's Social Care and ICT Services and Customer Services'.
  - ii) CR5 – 'The inability to provide critical services due to the failure of the ICT networks'.
  - iii) CR17 – 'Reduction in the Use of Resources overall assessment'.
  - iv) CR28 – 'Deliverable benefits from Herefordshire Connects not realised'.

- v) CR29 – ‘Both Data Centres are in leased accommodation, are near capacity, plus there are environment issues such as power and fire suppression that need to be addressed. Loss of data centres will affect delivery of all services. This is linked with accommodation strategy risk CR13’.
  - vi) CR32 – ‘Currently the Council’s websites use the Star internet feed which is becoming increasingly unreliable. The target is to move the internet feed to a larger capacity “pipe” as soon as possible, however feedback from the ICT Networks section is that this is already reaching capacity usage at peak times from School traffic which already uses this feed. Other factors will place additional demands on this bandwidth but the level of additional traffic is not known’.
- c) The following provides further information:
- i) Risk CR2 - Review dates for end of March 2008 have been entered for actions 1 and 2. The remaining four actions require updating, removing or new review dates provided.
  - ii) Risk CR4 – ‘Failure to prepare adequately for CAA and raise our DoT score from improving adequately’ - a new risk description has been entered to replace the risk connected with maintaining a CPA 3 star rating. The new risk focuses attention on the Council’s ability to prepare adequately for the CAA.
  - iii) Risk CR5 – Although this is indeed a corporate risk part, of the mitigation actions lies with each directorate and service area ensuring that it has up to date and tested service continuity plans, and that ICT requirements have been communicated to ICT Services. The Audit Commission’s comments in the Use of Resources report for 2008, regarding the need for a consolidated continuity plan, have also been added.

It should be noted that there are clear links between CR13 - ‘review of Accommodation Strategy’ and CR29 and therefore close working between relevant management teams is necessary when considering the relevant mitigating actions.

In addition CR5, 29, 30 - ‘Legacy systems out of support with vendors, and on old hardware. Compounded by CR28 Benefits from Connects e.g. Cedar’ and 32 all have a common theme relating to the provision and or failure of ICT systems. This therefore highlights the need for the Council to ensure that any mitigating strategies and projects are consistent.

The next review of the Corporate Risks will be undertaken in connection with the month 12 IPFR to be reported in April 2008. It will bring together the highest rated risks from the Council’s Corporate Risk Register, Primary Care Trust (PCT) Board Assurance Framework and the Herefordshire Public Services risk register.

There is now close working between relevant risk management officers in the Council and the PCT.

## RECOMMENDATION

### THAT

- i) **the report be noted; and**
- ii) **that SMC consider whether it wishes to make any comments to Cabinet**

## BACKGROUND PAPERS

- None



APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - Second generation (LPSA2G)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting	Commentary (where relevant)
<b>Secure the essential infrastructure for a successful economy</b>												
1	HCS Ratio of earnings compared to West Midlands Region	✓			0.94:1					Tracker indicator, to be reported at year-end	A n/a n/a n/a	As a tracker indicator no judgement should have been made in the last report
2	HCS No. of VAT registered businesses	✓	✓		8,520					2% increase	Annually @ end of March	
3	HCS No. of people employed in technology and knowledge intensive industries	✓	✓	✓	10,577 (2005)					=>10,286	Annually @ end of March	
<b>Give effective community leadership</b>												
12	HCS % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	✓			47%					see commentary	A n/a n/a n/a	Data for this indicator comes from the Healthy Lifestyle Survey. No date has been agreed for future surveys so future targets have not been set. Although a template is submitted showing progress against relevant actions, it would be wrong to make a judgement since there is currently no means of measurement.
<b>Improve transport and the safety of roads</b>												
52	HCS No. of people (all ages) killed or seriously injured on Herefordshire roads	✓	✓		119		133			<=134	Monthly	
99	HC No. of people slightly injured in road traffic collisions				732		713			<=788	Monthly	
6	HCS The percentage of adult residents in Herefordshire that usually travel to work for their main job by driving a car or van - on their own (Method of Travel to Work)	✓			61%		58%			<=57%	Annually @ end of November	No significant change.
7	HCS Index of annual average daily traffic (AADT) volumes into Hereford City	✓	✓		100.63					<=108	Annually @ end of March	
7	HCS Index of annual average daily traffic (AADT) volumes on principle rural road networks	✓	✓		100.63					<=109	Annually @ end of March	Integrated transport projects included in the LTP are being implemented
72	HC Indexed number of cycling trips				118.99					=>118	Annually @ end of March	
76	HC No. of passenger journeys per year on public buses in Herefordshire (thousands)				3,433,043					=>3,948,000	Annually @ end of March	
83a	HC Principal Roads condition				14%		6%			<=5%	Annually	
83b	HC Non Principal Roads condition				21%		11%			<=19%	Annually	
<b>Maximise the health, safety, economic well-being, achievements and contribution of every child</b>												
13	HCS Average length of stay in B&B accommodation for homeless households		✓		15	4 weeks (June)	7 weeks	6 weeks	6 weeks	0 weeks	R R R R	38 FWC remain in temporary accommodation who will, once rehoused, be counted towards this indicator. This figures compares with 53 FWC in Q1 07/08 and 99 FWC in Q1 06/07. Continued pressure in homelessness presentations means that FWC are still placed in B&B at peak times but move on times are much improved. Those FWC to whom a duty is owed will continue to appear in this PI if rehoused
24	HCS No. of schools with National Healthy Schools status		✓		51	65 (June)	70	71	71	=>78	G G G G	Progress on course to meet target



APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	HCS	Local Public Service Agreement - second generation (LPSA2G)	Local Area Agreement (LAA)	Herefordshire Community Strategy (HCS)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting				Commentary (where relevant)
												April-July	April-September	April-November	April-January	
26	% of children on the child protection register that are re-registrations	HCS	✓	✓	✓	14.50%	0%	15.8% (June)	18.80%		<=15%	R	R	R	G	
29	Expenditure on family support services per capita aged under 18	HCS	✓	✓	✓	£35			£36		£29	A	R	R	R	
30	% of pupils achieving 5 or more GCSEs at grades A* - G or equivalent including Maths and English (LEA schools)	HCS	✓	✓	✓	92.80%			94.30%		=>96%	A	R	R	R	
31	% of pupils achieving 5 or more GCSEs at grades A* - C or equivalent including Maths & English (LEA schools)*	HCS	✓	✓	✓	48.20%			52.50%		=>51.6%	A	G	G	G	
40	% of 16-18 year olds NOT in education, employment or training	HCS	✓	✓	✓	7.20%					<=5.3%	R	A	A	A	
66	% of 3 year olds who have access to a good quality free early years education place	HC				85%	85%	85%	85%	85%	=>85%	G	G	G	G	
89	No. of referrals for children in need	HC				266		248 (June)	242	240	=>280	R	R	R	R	
89	Completion rate of initial assessments of children in need within 7 working days of referral	HC				58.70%		56.9% (June)	54.70%	52.80%	=>68%	R	R	R	R	
89	Completion of core assessments for children in need within 35 working days	HC				61%		73% (June)	78%	79%	=>66%	G	G	G	G	

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Reference Number	Indicator	Local Public Service Agreement - second generation (LPSA2G)	Local Area Agreement (LAA)	Herefordshire Community Strategy (HCS)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting	Commentary (where relevant)
22	HCS a Measure of healthy lifestyles for 11-15 year olds: Smoking rates	✓	✓	✓	No baseline					To be set	R R R R	An update is awaited from the PCT.
22	HCS b Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities	✓	✓	✓	No baseline					To be set	R R R R	14 primary schools have been involved in Years 5 and 6 in an Adopt a School scheme, aimed at introducing children to leisure services and encouraging participation. Discussions are underway about a three year strategy for roll-out across the county. Another scheme, currently in discussion, focuses on non-competitive activity for 15-16 year old girls.
22	HCS c Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day	✓	✓	✓	No baseline					To be set	R R R R	Food in schools has a high priority and a schools Food Steering group is chaired by the PCT, bringing together schools food providers, schools colleagues and Healthy Schools to promote best practice and the implementation of the new food standards. This is a priority area for our successful Health Schools team.
22	HCS d Measure of healthy lifestyles for 11-15 year olds: obesity	✓	✓	✓	No baseline					To be set	R R R R	High participation rate in weighing and measuring session last year (second highest participation rate in the West Midlands). Obesity rates comparable nationally. Actions underway: PCT employs a part-time community food worker who works closely with children's centres to promote healthy eating and encourage practical cookery skills; PCT employs health improvement manager on obesity. Other actions also underway as for HCS 22c (see above).
22	HCS e Measure of healthy lifestyles for 11-15 year olds: alcohol consumption	✓	✓	✓	No baseline					To be set	R R R R	Actions ongoing: implement recommendations of HFA review from June 2007; local needs analysis commissioned and used to inform future commissioning; appropriate marketing to all schools, colleges, Pupil Referral Centres, Special Schools and Social Service establishments to provide up to date information on Zig Zag Services; activities with therapeutic counselling opportunities via Info Zone @ Wybridge School; support to appropriate schools based education programmes including Crucial Crew and 'Out of it' theatre in education.
22	HCS f Measure of healthy lifestyles for 11-15 year olds: drug use	✓	✓	✓	No baseline					To be set	R R R R	Actions underway as for HCS 22e (see above).
22	HCS g Measure of healthy lifestyles for 11-15 year olds: scores for mental health	✓	✓	✓	No baseline					To be set	R R R R	A comprehensive CAMHS strategy is in place and is subject to review currently. Additional outreach worker posts are being recruited.
28	HCS % of 11-15 year olds who stated they have been bullied in the last 12 months	✓			No baseline					Baseline to be established through Youth Survey	A n/a n/a n/a	
33	HCS % of half day sessions missed by children in primary schools	✓	✓	✓	5.67%					<=4%	A A A A	
34	HCS % of half day sessions missed by children in secondary schools	✓	✓	✓	7.90%					<=6%	A A A A	
35	HCS a No. of looked after children who missed a total of 25 days or more schooling	✓	✓	✓	10.50%			15.40%		<=9%	A A A R	The difficulties are mainly with young people in residential and private resources (40%) and living with parents or relatives on care orders (40%).

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting	Commentary (where relevant)
35	HCS b No. of half day sessions missed by looked after children as % of total number of sessions in primary schools	✓	✓	✓	3.49%		3.85%			<=4.25%	Annually @ end of January	
35	HCS c No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools	✓	✓	✓	5%	9.04%				<=7%	Annually @ end of January	The figures for secondary attendance is significantly lower than the figure for 25 days plus. This includes maintained Secondary Schools but excludes Pupil Referral Units and residential Private Schools). All the children who missed 25 days plus were of secondary age.
37	HCS No. of 11-15 year olds volunteering	✓	✓	✓	No baseline	35%				Baseline to be established through Youth Survey	Annually @ end of January	
38	HCS % of young people that feel that they can influence decisions affecting important local services	✓	✓	✓	No baseline	31%				Baseline to be established through Youth Survey	Annually @ end of January	
41	HCS No. of young people looked after in 17th year in education, training or employment at age 19	✓	✓	✓	14/14					46 (cumulative)	Annually @ end of March	
84	HCS The percentage annual increase in the number of schools with an approved school travel plan (STP)	✓	✓	✓	54%					>=68%	Annually @ end of March	
85	HCS Conception rate below age 18 (per 1,000 girls age 15-17)	✓	✓	✓	-15.70%					<=-19%	Annually @ end of March	
91	HC % of schools that have a functioning school council	✓	✓	✓	No baseline	71%				100%	Annually @ end of March	
<b>Sustain thriving communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning</b>												
14	HCS No. of people accepted as homeless & towards whom the council has a full statutory duty	✓	✓	✓	149	16	35	81	81	162	Monthly	Figures are cumulative. Current performance suggests that achievement of target will be marginal.
54	HCS % of streets and public areas falling below Grade B for cleanliness (litter)	✓	✓	✓	17%	21%	16%	14%	14%	<=15%	Monthly	
92	HC Proportion of relevant land and highways from which unacceptable levels of graffiti are visible	✓	✓	✓	2%	2%	1%	2%	2%	<=2%	Monthly	
93	HC Proportion of land and highways from which unacceptable levels of fly-tipping are visible	✓	✓	✓	1%	0%	0%	0%	0%	<=1%	Monthly	
94	HC Grade for the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' (Grading 1 - very effective; 2 - effective; 3 - good; 4 - poor)	✓	✓	✓	Grading 1 (very effective)	1	3	3	3	1	Monthly	The number of fly-tipping incidents has increased since May, following the introduction of permits at household waste amenity sites. Performance against this indicator has now levelled-off, but is not anticipated to improve above level 3 in the current financial year.
96	HC % of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle	✓	✓	✓	99%	94.74%	96.67%	97.87%	97.87%	100%	Monthly	Performance fell during the summer. One team deals with both abandoned vehicles and fly-tipping; handling a significant, and initially unexpected, increase in fly-tipping incidents resulted in a reduction in the response times for abandoned vehicles. Arrangements have now been put in place to provide back-up for the team and performance has improved in recent months; however, as the target is 100% this will not be achieved this year.
59	HCS c % of respondents finding it easy to access: Library	✓	✓	✓	69%	70%				4% improvement by 2009	Annually @ end of November	Statistically, this does not represent a significant change
59	HCS d % of respondents finding it easy to access: Sports/leisure centre	✓	✓	✓	64%	69%				4% improvement by 2009	Annually @ end of November	
59	HCS e % of respondents finding it easy to access: Cultural/recreational facility e.g. theatre, cinema	✓	✓	✓	47%	52%				4% improvement by 2009	Annually @ end of November	

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PERFORMANCE AGAINST TARGET

Reference Number	Indicator	HCS	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting				Commentary (where relevant)
												April-July	April-September	April-November	April-January	
60	HCS a Net perceived improvement rating over the last 3 years for CoL factors (adults): Activities for teenagers	✓	✓	✓	✓	-32%			-31%		4% improvement by 2009	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
60	HCS b Net perceived improvement rating over the last 3 years for CoL factors (adults): Affordable decent housing	✓	✓	✓	✓	-50%			-57%		4% improvement by 2009	A	A	R	Annually @ end of November	Statistically, this does not represent a significant change
60	HCS c Net perceived improvement rating over the last 3 years for CoL factors (adults): Job prospects	✓	✓	✓	✓	-42%			-40%		4% improvement by 2009	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
60	HCS e Net perceived improvement rating over the last 3 years for CoL factors (adults): Level of traffic congestion	✓	✓	✓	✓	-77%			-70%		4% improvement by 2009	A	A	G	Annually @ end of November	
60	HCS f Net perceived improvement rating over the last 3 years for CoL factors (adults): Wage levels and local cost of living	✓	✓	✓	✓	-56%			-64%		4% improvement by 2009	A	A	R	Annually @ end of November	
61	HCS a % of adult residents who feel that they can influence decisions affecting their local community	✓	✓	✓	✓	35%			33%		=>40% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
61	HCS b % of adult residents who feel that they can influence decisions affecting their local area	✓	✓	✓	✓	29%			30%		=>33% in 2009 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
62	HCS % of adult residents who engaged in formal volunteering for an average of 2 hrs a week or more over the previous year	✓	✓	✓	✓	17%			17%		=>22% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
63	HCS % of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	✓	✓	✓	✓	46%			49%		=>77% in 2009 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
64	HCS % of adult residents who are satisfied with their local community as a place to live	✓	✓	✓	✓	80%			79%		=>87% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
65	HCS a % of adults who use: Sports and Leisure facilities at least once a month	✓	✓	✓	✓	25%			30%		=>30% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
65	HCS b % of adults who use: Libraries at least once a month	✓	✓	✓	✓	32%			29%		=>34% in 2008 survey	A	A	R	Annually @ end of November	
65	HCS c % of adults who use: Museums or galleries at least once every 6 months	✓	✓	✓	✓	19%			24%		=>21% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
65	HCS d % of adults who use: Theatres or concert halls at least once every 6 months	✓	✓	✓	✓	32%			32%		=>36% in 2008 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
65	HCS e % of adults who use: Parks, open play areas and other recreational facilities at least once a month	✓	✓	✓	✓	49%			50%		maintain baseline	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
70	HC % of adult residents that feel the Council does enough to give them opportunity to influence important decisions about local services					26%			28%		=>28% (in 2009 survey)	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
79	HC Compliance with Civil Contingencies Act, Data Protection and Freedom of Information					Compliant			Action Plan		Compliant	A	A	A	Annually @ end of March	
86	HCS % of people who feel that parents in their local area are made to take responsibility for the behaviour of their children	✓	✓	✓	✓	35%			35%		=>39% in 2009 survey	R	A	A	Annually @ end of November	
87	HCS the percentage of people who feel that people in their area treat them with respect and consideration	✓	✓	✓	✓	45%			44%		=>49% in 2009 survey	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
95	HC % of people satisfied with the cleanliness standard in their area					66%			63%		=>66%	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
90	HC Adult perceptions of improvement in facilities for young children					-5%			-2%			n/a	n/a	n/a	Annually @ end of January	
97	HC b Adult perceptions of improvement in CLEAN STREETS					-23%			-28%			n/a	n/a	n/a	Annually @ end of January	
97	HC e Adult perceptions of improvement in EDUCATION PROVISION					15%			11%			n/a	n/a	n/a	Annually @ end of January	

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97	HC	h	Adult perceptions of improvement in PUBLIC TRANSPORT		-24%					Tracker indicators	Annually @ end of January	
97	HC	i	Adult perceptions of improvement in RACE RELATIONS		-13%						Annually @ end of January	
97	HC	j	Adult perceptions of improvement in ROAD AND PAVEMENT REPAIRS		-51%						Annually @ end of January	
97	HC	m	Adult perceptions of improvement in THE LEVEL OF POLLUTION		-42%						Annually @ end of January	
<b>Reshape adult, social care to enable vulnerable adults to live independently and to enable many more older people to continue to live in their own homes</b>												
16	HCS		No. of people aged 65+ helped to live at home (per 1,000 population)	✓	81.1	83 (forecast)	83 (forecast)	83 (forecast)	83 (forecast)	=>83	Monthly	Unverified figures, when compared to the same period last year, suggest that the target will be achieved.
74	HC	a	No. of adults with learning difficulties helped to live at home (per 1,000 population)		2.9	3 (forecast)	3 (forecast)	3 (forecast)	3 (forecast)	=>3	Monthly	Unverified figures, when compared to the same period last year, suggest that the target will be achieved.
74	HC	b	No. of adults with mental health difficulties helped to live at home (per 1,000 population)		4.1	4 (forecast)	4.4 (forecast)	4.4 (forecast)	4.4 (forecast)	=>4.4	Monthly	Unverified figures, when compared to the same period last year, suggest that the target will be achieved.
74	HC	c	No. of adults with physical difficulties helped to live at home (per 1,000 population)		6	6 (forecast)	6 (forecast)	6 (forecast)	6 (forecast)	=>6	Monthly	Unverified figures, when compared to the same period last year, suggest that the target will be achieved.
17	HCS		Satisfaction with homecare services provided through Social Care via direct payments (65+)	✓	58%					=>66% in 2009 survey	Next survey due in 2009	
18	HCS	a	No. of people in receipt of Pension Credit	✓	7,596	Action Plans				=>8,138	Annually @ end of March	
18	HCS	b	No. of people in receipt of Attendance Allowance	✓	5,874	Action Plans				=>6,702	Annually @ end of March	
18	HCS	c	No. of people in receipt of Council Tax Benefit aged 60 or over**	✓	6,862	Action Plans				=>8,061	Annually @ end of March	
<b>Protect the environment, producing much less waste, recycling much more of what remains and reducing carbon emissions</b>												
56	HCS	a	Amount of household waste collected per person per annum	✓	505.82kg	127.26kg (3 months)	219.33kg (5 months)	299.92kg (6 months)	371.56kg (9 months)	<=505kg	Monthly	
56	HCS	b	% of household waste going to landfill	✓	72.85%	73.68% (3 months)	70.85% (5 months)	69.62% (6 months)	69.91% (9 months)	<=68.5%	Monthly	
56	HCS	c	% of municipal waste (excluding household waste) recycled	✓	0%	0%	0%	0%	0%	0%	Monthly	Although current performance is behind target, projections suggest year-end performance will achieve target
56	HCS	d	% of municipal waste (excluding household waste) landfilled	✓	100%	100%	100%	100%	100%	100%	Monthly	
56	HCS	e	% of household waste recycled	✓	18.71%	18.02% (3 months)	19.42% (5 months)	20.54% (8 months)	21.53% (9 months)	=>23.97%	Monthly	
55	HCS		% of Sites of Special Scientific Interest (SSSIs) in favourable condition	✓	22%	Tracker indicators, to be reported at year-end					Annually @ end of March	As a tracker indicator no judgement should have been made in the last report
57	HCS		No. of key species	✓	No baseline	Tracker indicators, to be reported at year-end					Annually @ end of March	Key species are still to be defined
58	HCS		Environmental/Climate change measure (Carbon per head)	✓	No baseline	Tracker indicators, to be reported at year-end					Annually @ end of March	
67	HC		% of Council-owned or managed land without a nature conservation designation, managed for biodiversity		13.42%	Action Plans				=>15%	Annually @ end of March	Data will be available at year-end
102	HC		Council carbon dioxide equivalent emissions		To be set	Action Plans				10% reduction by 2010	Annually @ end of March	
<b>Understand the needs and preferences of service users and Council-Tax payers</b>												

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	May Report	July Report	September Report	November Report	Target	April-July	April-September	April-November	April-January	Frequency of Reporting	Commentary (where relevant)
68	HC % of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall				36%			27%		=>50% (in 2009 survey)	R	A	A	A	Annually @ end of November	Statistically, this does not represent a significant change
69	HC % of young people that feel the Council does enough to give them opportunity to influence important decisions about local services				No baseline	Action Plan				Baseline to be established through Youth Survey	n/a	n/a	n/a	n/a	Annually at end of January	
71	HC Average number of working days lost due to sickness absence per member of council staff				8.41	7.88	8.17	7.63	7.99	<=8	A	G	G	G	Monthly	
77	HC Staff turnover				9%	6.66%	7.02% (June)	6.81% (August)	8%	<=9%	G	G	G	G	Monthly	
103	HC SRD completion rates				94%	86.16%	97%			100%	R	R	R	R	Annually @ end of July	Although performance has improved to 97%, target has not been achieved.
73	HC Investors in people accreditation				Not accredited	Action Plan				Accreditation by October 2007	A	A	R	R	Data available @ end of November	
<b>Embed corporate planning, performance management and project management systems</b>																
78	HC Status of Best Value Performance Plan				Unqualified					Unqualified	A	A	A	A	Annually at end of January	Awaiting audit of plan and indicators by the Audit Commission. Feedback will not be available until year-end.
81	HC Number of BVPIs qualified				0					0	A	A	A	A	Annually at end of January	
82	HC Outcome of key process audit				Compliant					Compliant	A	A	A	A	Annually @ end of March	
<b>Promote diversity and community harmony and strive for equal opportunities</b>																
80	HC Equality Standard				2	2	2	2	2	=>3	A	A	A	A	Monthly	
100	HC a % of employees from black and ethnic minorities				0.64%	0.66%	0.66%	0.66%	0.61% (6 months)	=>0.8%	G	A	R	R	Monthly	A judgement of G was incorrectly applied in the July report. Current performance suggests that achievement of target is in doubt.
100	HC b % of employees from black and ethnic minorities who are amongst the top 5% of wage earners				2.14%				2.73% (6 months)	=>2.85%	A	A	A	A	Monthly	
100	HC c % of employees declaring a disability				0.69%	0.77%	0.77%	0.88% (August)	No update (6 months)	=>0.75%	G	G	G	G	Monthly	
<b>Ensuring that essential assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies</b>																
101	HC Use of Resources score				3			2		3	A	A	R	R	Annually	Annual assessment results due for end-of-January report

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPS2G)	Baseline	May Report	July Report	September Report	November Report	Target	April-July	April-September	April-November	April-January	Frequency of Reporting	Commentary (where relevant)
<b>PARTNER LED</b>																
<b>Herfordshire Infrastructure Consortium</b>																
51	HCS a No. of calls to the Herfordshire Women's Aid Helpline	✓	✓	✓	860 (2005-06)	104 (cumulative)	149 (June) (cumulative)	315	429	⇒654	A	A	A		Monthly	
<b>LEARNING &amp; SKILLS COUNCIL</b>																
4	HCS a % of working age population qualified to at least Level 4 (% of working age population with higher level qualifications)	✓			26% (2005)					Tracker indicator, to be reported at year-end	n/a	n/a	n/a		Annually @ end of March	
	HCS b % of working age population qualified to at least Level 3 (% of working age population with higher level qualifications)	✓			44% (2005)						A	A	A		Annually @ end of March	
4	HCS c No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering	✓	✓	✓	57 (2005-06)						A	A	A		Annually @ end of March	
4	HCS d No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)	✓	✓	✓	2,247 (2005-06)						A	A	A		Annually @ end of March	
4	HCS e No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering	✓	✓	✓	44 (2005-06)						A	A	A		Annually @ end of March	
4	HCS f No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)	✓	✓	✓	855 (2005-06)						A	A	A		Annually @ end of March	
5	HCS Measure of basic skills (Train to Gain)	✓			No baseline						R	A	A		Annually @ end of March	Some achievement data is beginning to come in but full achievement data will not be available until February 2008
<b>PRIMARY CARE TRUST</b>																
10	HCS No. of deaths per annum from chronic diseases (per 100,000)	✓	✓	✓	169.6 (2003-05)	46 (cumulative)	183 (cumulative)	242		≤=174.7 (2005-07)	A	A	A		Monthly	
15	HCS No. of emergency unscheduled hospital bed days occupied by a person 75 and over	✓	✓	✓	38,490 (2005-06)	5,796 (cumulative)	10,303 (cumulative)	15,081	17,094	≤=31,222	R	A	A		Monthly	A change in data reporting has adversely affected this target. Discussions are currently underway with Gov Office.
20	HCS % of babies born who are breastfed at 6 weeks	✓		✓	48% (2005-06)		32.02%	33.06%		⇒43%	A	R	R		Monthly	
21	HCS a % of babies born to teenage mothers who are breastfeeding at 6 weeks	✓	✓	✓	13% (2005-06)		13.04%	12.73%		⇒30%	R	R	R		Monthly	
21	HCS b % of babies born to mothers in S.Wye area who are breastfeeding at 6 weeks	✓	✓	✓	41% (2005-06)		29.19%	29.50%		⇒40%	A	R	R		Monthly	
23	HCS Measure of sexually transmitted infections for young people	✓		✓	No baseline	268 (cumulative)	487 (cumulative)	809		Reduction of 1% per annum	G	G	R		Monthly	
46	HCS No. of people in drug treatment	✓	✓	✓	632 (2005-06)		504 (June) (1) 96% (2) 100% (3) 92% (June)	551		⇒720	A	A	A		Monthly	
47	HCS Measure of Drugs Intervention Programme	✓		✓	No baseline						G	A	G		Monthly	
53	HCS Mortality rate from accidents (per 100,000)	✓	✓	✓	21.26 (2003-05)					To be set	R	R	R		Annually @ end of March	
8	HCS Mortality rate from cancer for people aged under 75 (per 100,000)	✓	✓	✓	104.2 (2003-05)					≤=93	A	A	A		Annually @ end of March	
9	HCS Mortality rate from circulatory diseases for people aged under 75 (per 100,000)	✓	✓	✓	81.4 (2003-05)					≤=77	A	A	A		Annually @ end of March	

APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Local Public Service Agreement - second generation (LPSA2G)	Local Area Agreement (LAA)	Herefordshire Community Strategy (HCS)	Baseline	May Report	July Report	September Report	November Report	Target	Frequency of Reporting	Commentary (where relevant)
11	HCS	Gap in all-age, all-cause morality between deprived areas and Herefordshire as a whole	23.7% (2003-05)	✓	No baseline					<=26% (3 year average)	Annually @ end of March	PMG have agreed to a change of this indicator from % of adults who smoke'
12	HCS	a The number of adults helped to stop smoking		✓			530			=>1,200	Annually @ end of March	
12	HCS	b % of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	17%	✓			Action Plans			see commentary	Annually @ end of March	Data for this indicator comes from the Healthy Lifestyle Survey. No date has been agreed for future surveys so future targets have not been set.
12	HCS	c % of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	34%	✓						see commentary	Annually @ end of March	
59	HCS	a % of respondents finding it easy to access: Doctor	80%	✓			79%			4% improvement by 2009	Annually @ end of January	Statistically, this does not represent a significant change
59	HCS	b % of respondents finding it easy to access: Local hospital	57%	✓			59%			4% improvement by 2009	Annually @ end of January	Statistically, this does not represent a significant change
<b>WEST MERCIA CONSTABULARY</b>												
25	HCS	No. of young people (under 25) who are victims of crime in Herefordshire	6,338 (2005-06)	✓	1,101 (cumulative)	1,896 (June) (cumulative)	3,446	4,390		<=6,173	Monthly	July 07: A breakdown of incidents for all categories under YP as victims of crime including grouped incidents/patterns of crime has been provided to appropriate HCS/SDP team who are in discussion with Crime Risk Manager.
42	HCS	a BCS Comparator crimes	6,002 (2005-06)	✓	1,350 (cumulative)	1,964 (June) (cumulative)	3,390	4,365		<=5,872	Monthly	
42	HCS	b No. of criminal damage incidents	2,690 (2005-06)	✓	568 (cumulative)	785 (June) (cumulative)	1,408	1,836		<=2,101	Monthly	Criminal damage figures have started to reduce slightly during June and July 2007. Criminal damage awareness posters to be distributed and targeted at schools, and youth centres etc, work by the ASB Support Worker and Marketing Officer.
42	HCS	c No. of all recorded crimes	11,535 (2005-06)	✓	2,152 (cumulative)	3,199 (June) (cumulative)	6,166	7,945		<=10,229	Monthly	As this comprises all crimes, the increases in other areas has an impact on this target.
45	HCS	No. of violent crimes	2,589 (2005-06)	✓	541 (cumulative)	847 (June) (cumulative)	1,558	1,929		<=2,553	Monthly	Violent crime incorporates wounding, harassment, assault on a constable and common assault. Common assaults are currently being analysed between data analysts to ascertain the volume of incidents reported by schools to the Police. There has also been an increase in wounding. An Acting Detective Inspector has been appointed to review all volume crime processes and management.
48	HCS	a Measure of Priority and Prolific Offenders Scheme	No baseline	✓						15% reduction	Quarterly	Data not yet available
49	HCS	a No. of domestic burglaries per 1,000 households	372 (2005-06)	✓	45 (cumulative)	72 (June) (cumulative)	136	179		<=600	Monthly	
49	HCS	b No. of vehicle crimes per 1,000 population	971 (2005-06)	✓	152 (cumulative)	229 (June) (cumulative)	422	573		<=1086	Monthly	
50	HCS	No. of Class A drug supply offences brought to justice	33 (2005-06)	✓	2 (cumulative)	3 (June) (cumulative)		18		=>28	Monthly	Trends over the past 3 years naturally peak and trough. The figures for Q1 2007/08 was 3, but are expected to increase.



APPENDIX A - AOP INDICATORS  
PERFORMANCE AGAINST TARGET

Reference Number	Indicator	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPS2G)	Baseline (2005-06)	May Report	July Report	September Report	November Report	Target	Frequency of Reporting	Commentary (where relevant)
51	HCS b No. of domestic violence incidents reported	✓	✓	462 (2005-06)	176 (cumulative)	281 (June) (cumulative)	576	748	=>425	Monthly	
51	HCS c No. of arrests for domestic violence offences	✓	✓	326 (2005-06)	88 (cumulative)	137 (June) (cumulative)	249	326	To be set	Monthly	
51	HCS d % of sanction detections for domestic violence offenders in Herefordshire	✓	✓	67% (2005-06)	49%	56% (June)	42%	46%	=>55%	Monthly	
36	HCS % of young offenders re-offending (recidivism rates of young offenders in Herefordshire)	✓	✓	50%	Action Plan				<=45%	Annually @ end of March	
43	HCS a % of people thinking speeding traffic is a problem in their area	✓	✓	70%	57%				<=76% (2008)	Annually @ end of November	
43	HCS b % of people thinking vandalism, graffiti and other deliberate damage is a problem in their area	✓	✓	52%	35%				<=55% (2008)	Annually @ end of November	
43	HCS c % of people thinking people using drugs is a problem in their area	✓	✓	60%	49%				<=55%	Annually @ end of November	
43	HCS d % of people thinking people dealing drugs is a problem in their area	✓	✓	53%	52%				<=48%	Annually @ end of November	
43	HCS e % of people thinking people being drunk or rowdy in public places is a problem in their area	✓	✓	51%	37%				<=48% (2008)	Annually @ end of November	
43	HCS f Percentage of people with a high level of worry about anti-social behaviour	✓	✓	No baseline	27%				To be set	Annually @ end of November	
44	HCS a % of residents worried about house burglary	✓	✓	30%	27%				4% over 3 years	Annually @ end of November	
44	HCS b % of residents worried about vandalism or damage to property	✓	✓	28%	29%				4% over 3 years	Annually @ end of November	
44	HCS c % of residents worried about drunk people causing a problem	✓	✓	21%	23%				4% over 3 years	Annually @ end of November	
44	HCS d % of residents worried about their car being broken into	✓	✓	18%	20%				4% over 3 years	Annually @ end of November	
44	HCS e % of residents worried about having their car stolen	✓	✓	12%	13%				Maintain or reduce baseline	Annually @ end of November	
44	HCS f % of residents worried about being harassed whilst in a public place	✓	✓	12%	15%				Maintain or reduce baseline	Annually @ end of November	
44	HCS g % of residents worried about hate crime	✓	✓	3%	10%				Maintain or reduce baseline	Annually @ end of November	
44	HCS h % of residents worried about being assaulted in a public place	✓	✓	9%	9%				Maintain or reduce baseline	Annually @ end of November	
44	HCS i % of residents worried about being mugged or robbed	✓	✓	11%	4%				Maintain or reduce baseline	Annually @ end of November	
44	HCS j % of residents worried about crime (other than a-i above)	✓	✓	3%	2%				Maintain or reduce baseline	Annually @ end of November	
48	HCS b Number of adults re-offending			No baseline					To be set	Annually @ end of November	
60	HCS d Net perceived improvement rating over the last 3 years for CoL factors (adults): Level of crime	✓	✓	-46%	-46%				4% improvement by 2009	Annually @ end of November	Statistically, this does not represent a significant change
98	HCS the percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area.	✓	✓	No baseline					To be set	Annually @ end of November	



KEY														
△	Performance is better than last year													
◁▷	Performance is either the same or likely to be the same as last year													
▽	Performance is worse than last year													
n/a	There is either no guidance to suggest whether high /low performance is good or bad; or, a direction of travel judgement does not apply to this indicator													
BVPI	Best Value Performance Indicator													
CPA	Comprehensive Performance Assessment - these indicators are used in CPA service assessments for Culture, Environment and Housing													
PAF	Performance Assessment Framework - used by CSCI in Adult Social Care and Children's Services													
BLOB	Used by Commission for Social Care Inspection (CSCI) to indicate performance thresholds, with 5 being the best and 1 the worst													
BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
126			Domestic burglaries per 1,000 households	Low	4.2	0.9 (June)	1.8	2.6	Monthly	4.2	△			

Performance Indicator

Indication as to whether good performance is High or Low outturn

Last year's performance

Performance to date

How often and when will data be reported

Current year's target

Commentary on performance

Shaded boxes signify data was not due to be reported in this period; unshaded boxes signify data was expected but not available

A number of the national indicators also feature in Appendix A, primarily through inclusion in either the LPSA or LAA. Where this is the case, the target may differ between appendices. This is because the LPSA and LAA targets were set using historical outturn data.

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
<b>ADULT AND COMMUNITY SERVICES</b>														
<b>Economic &amp; Community Development</b>														
126			Domestic burglaries per 1,000 households	Low	4.2		0.9 (June) 4.7 (June)	1.8 (cumulative) 8.7 (cumulative)		2.6 (cumulative)	Quarterly	4.2	△	
127a			Violent crime per 1,000 population	Low	15.1		0.1 (June) 1.3 (June)	0.1 (cumulative) 2.4 (cumulative)		12.1 (cumulative)	Quarterly	14.7	▽	
127b			Robberies per 1,000 population	Low	0.4					0.2 (cumulative)	Quarterly	0.4	△	
128			The number of vehicle crimes per 1,000 population.	Low	5.1					3.7 (cumulative)	Quarterly	5.1	△	
225			Actions against domestic violence - The percentage of questions from a checklist to which a local authority can answer 'yes'	High	81.80%		81.8% (June)	72.70%		81.80%	Quarterly	81.80%	◁▷	
178	C1		The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	High	48%	31%				Latest data not yet available	Bi-annually @ end of May & November	50%	▽	The result for the year is collected annually through 2 surveys - one in May and the other in November. This is a random survey of 5% of the network. We have a large network of public rights of ways and the random survey picks up a range of paths, including ones that are least used. If we survey our popular and promoted routes we will get a 100% return for access. The May result is 31%, and the November survey is unlikely to be able to pull the result up to our target of 50%. The service has been identified by Cultural Services inspection conducted by the Audit Commission as a service that needs additional investment. Some remodelling will improve the operation of the service, but the contract cannot be re-negotiated until it comes to an end.
226a			The total amount spent by the Local Authority on advice and guidance services provided by external organisations	n/a	£195,232						Annually @ end of March	£195,232	n/a	
226b			The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	High	12%						Annually @ end of March	12%	No data	
226c			The total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the Local Authority to the public	n/a	£756,997						Annually @ end of March	£756,997	n/a	
170a	C2c		The number of visits to usages of Local Authority funded or part-funded museums and galleries per 1,000 population	High	876						Annually @ end of March	880	No data	
170b			The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population	High	689						Annually @ end of March	720	No data	
170c			The number of pupils visiting museums and galleries in organised school groups	High	6491						Annually @ end of March	6,500	No data	
220			Compliance against the Public Library Service Standards (PLSS)	High	1						Annually @ end of March	3	No data	
<b>Adult Social Care</b>														
53	AO / C28		Households receiving intensive home care per 1,000 population aged 65 or over	High	6.7		>6.7 (Forecast) 83	>6.7 (Forecast) 83	7.5 (Forecast) 83	7.5 (Forecast) 83	Monthly	8.1	△	
54	AO / C32		Older people helped to live at home per 1,000 population aged 65 or over	High	81.1		>96% (Forecast) >96%	>96% (Forecast) >96%	>96% (Forecast) >96%	>96% (Forecast) >96%	Monthly	83	△	
56	AO / D54		Percentage of items of equipment delivered and adaptations made within 7 working days	High	96.2%						Monthly	96%	▽	

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
195		AO / D55	Acceptable waiting time for assessment - For new older clients (that is over 65 years of age), the average of: the percentage where the time from first contact to contact with client is less than or equal to 48 hours (that is, 2 calendar days), and the percentage where the time from first contact to completion of assessment is less than or equal to four weeks (that is, 28 calendar days).	High	83.60%		90% (Forecast)	90% (Forecast)	90% (Forecast)	>83.6% (Forecast)	Monthly	90%	△	
196		AO / D56	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks.	High	75.7%		85% (Forecast)	85% (Forecast)	85% (Forecast)	76 (Forecast)	Monthly	85%	△	
201		AO / C51	Adults and older people receiving direct payments at (age standardised).	High	82		100 (Forecast)	100 (Forecast)	100 (Forecast)	100 (Forecast)	Monthly	100	△	
		AO / B11	help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care.	High	18		>18 (Forecast)	<17.8 (Forecast)	<17.8 (Forecast)	19.6 (Forecast)	Monthly	22	△	
		AO / B12	Average gross weekly expenditure per person on supporting adults and older people in residential and nursing care and providing intensive home care.	Low	£531.73		<£531.73 (Forecast)	<£531.73 (Forecast)	<£531.73 (Forecast)	<£531.73 (Forecast)	Monthly	<£500	△	
		AO / B17	Unit cost of home care for adults and older people - average gross hourly cost for home help/care.	Low	£17.80		<£17.80 (Forecast)	<£17.80 (Forecast)	<£17.80 (Forecast)	<£17.80 (Forecast)	Monthly	£15	△	
		AO / D37	The percentage of single adults and older people who were allocated single rooms.	High	90%		90% (Forecast)	90% (Forecast)	90% (Forecast)	90% (Forecast)	Monthly	90%	△	
		AO / D39	Percentage of people receiving a statement of their needs and how they will be met.	High	95%		100% (Forecast)	100% (Forecast)	100% (Forecast)	100% (Forecast)	Monthly	100%	△	
		AO / D40	Adult and older clients receiving a review as a percentage of those receiving a service	High	76%		>76% (Forecast)	>76% (Forecast)	>76% (Forecast)	>76% (Forecast)	Monthly	78%	△	
		AO / E82	Assessments of adults and older people leading to provision of service	High	82%		77% (Forecast)	77% (Forecast)	77% (Forecast)	80% (Forecast)	Monthly	77%	▽	
		AO / C72	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care	Low	73		<70 (Forecast)	<70 (Forecast)	<70 (Forecast)	50 (Forecast)	Monthly	70	△	
		AO / C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care	Low	1.9		>3 (Forecast)	>3 (Forecast)	>3 (Forecast)	1.5 (Forecast)	Monthly	1.5	△	
		AO / C28	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64.	High	6		6 (Forecast)	6 (Forecast)	6 (Forecast)	<6 (Forecast)	Monthly	6	▽	
		AO / C30	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64.	High	2.9		3 (Forecast)	3 (Forecast)	3 (Forecast)	3 (Forecast)	Monthly	3	△	
		AO / C31	Adults with mental health problems helped to live at home per 1,000 population aged 18-64.	High	4.1		4.4 (Forecast)	4.4 (Forecast)	4.4 (Forecast)	4.4 (Forecast)	Monthly	4.4	△	
		AO / C62	The number of carers receiving a carer's break or a specific carers' service as a percentage of clients receiving community based services	High	10.20%		>10.5% (Forecast)	>10.5% (Forecast)	>10.5% (Forecast)	<10.2 (Forecast)	Monthly	12%	▽	
<b>Strategic Housing</b>														
183b	H15		The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Low	26 weeks		23 weeks (June)	36 weeks	30 weeks	27 weeks	Monthly	6	▽	The year-end forecast is 27 weeks. By the team taking action to secure settled accommodation for homeless people the output increases, because households are only counted towards this indicator at the point at which they are rehoused. It is not clear if the position will improve in 08/09 as economic / housing market conditions may impact on housing stress.
202			The number of people sleeping rough on a single night within the area of the authority	Low	0		Survey not scheduled to be undertaken this year				<3	△	This year-end forecast is 0. This survey is not scheduled to be undertaken this year so last year's output figure should be maintained	

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
213		PAF	The number of households who considered themselves as homeless, who approached the local authority's housing advice services(s), and for whom housing advice casework intervention resolved their situation. Per 1,000 households.	High	3.12		0.87 (June)	1.45	1.45	3.06	Monthly	4	△	The year-end forecast is 4
64	H23		Number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	High	52		13 (June)	83	83	>52 (Forecast)	Monthly	55	△	The year-end forecast is 110
	H18		Percentage of total private sector homes vacant for more than 6 months	Low	0%						Annually @ end of March	0%	n/a	
<b>CHILDREN'S SERVICES</b>														
<b>Be Healthy</b>														
	1041YJ		The referral of juveniles manifesting mental health difficulties to Child and Adolescent Mental Health Services	High	91.2%		100% (June)			100%	Quarterly	100%	△	
	1042YJ		Substance Misuse: the proportion of young people with identified substance misuse needs who receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days (Substance Misuse Assessment)	High	100%		100% (June)			100%	Quarterly	100%	△	
	1040NT		Proportion of those in substance misuse treatment who are aged less than 18	n/a	24%		12% (June)			Q3 not available	Quarterly	Not set	n/a	
197	1047SC		Percentage change in number of conceptions amongst 15-17 year olds	Low	-15.7%						Annually @ end-of-March	-19%	No data	
	1037SC / PAF CF / C19		The average of the percentages of children looked after who had been looked after continuously for at least 12 months, and who had their teeth checked by a dentist during the previous 12 months and had an annual health assessment during the previous 12 months	5 BLOB = 80<=100 4 BLOB = 70<=80 3 BLOB = 60<=70 2 BLOB = 50<=60 1 BLOB = 0<=50	90%					90%	Annually @ end of October	93%	◁▷	
	1043SC / PAF CF / A70		Councils' self assessment of progress on four elements of the implementation of the CAMHS framework	5 BLOB = 15-16 4 BLOB = 12-14 3 BLOB = 9-11 2 BLOB = 6-8 1 BLOB = 4-5	15						Annually @ end of March	15	No data	
<b>Staying Safe</b>														
49	2043SC / PAF CF / A1		The percentage of Looked After Children at 31 March with three or more placements during the last financial year	5 BLOB = 0<=16.01 2 BLOB = 16.01<=20 1 BLOB = 20<=100	8.90%		9% (June)	7%		5%	Quarterly	8%	△	
	2028SC / PAF CF / A3		The percentage of children who became the subject of a child protection plan, or were registered, during the year, and were the subject of a child protection plan, or were registered, at 31 March, who had been previously registered.	4 BLOB = 8<=10 or 15<=17.21 3 BLOB = 6<=8 or 17.21<=20 2 BLOB = 3<=6 or 20<=24 1 BLOB = 0<=3 or 24<=100	14.50%		15.8% (June)	18.80%		14%	Quarterly	15%	△	
162	2034SC / PAF CF / C20		The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year	5 BLOB = 100 4 BLOB = 97.5<=100 3 BLOB = 95<=97.5 2 BLOB = 92.5<=95 1 BLOB = 0<=92.5	100%		100% (June)	100%		100%	Quarterly	100%	△	
	2036SC / PAF CF / C21		The % of children de-registered from the Child Protection Register during the year who had been on the Register continuously for two years or more	4 BLOB = 0<=10 3 BLOB = 10<=15 2 BLOB = 15<=20 1 BLOB = 20<=100	1.2%		1.1% (June)	0%		0%	Quarterly	5%	△	

APPENDIX B - NATIONAL INDICATORS  
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BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
163		2059SC / PAF CF / C23	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	5 BLOB = 8<25 4 BLOB = 7-8 3 BLOB = 6<7 2 BLOB = 3-6 or 25<=100 1 BLOB = 0<3	4.1%		4.6% (June)	6.00%		7.70%	Quarterly	8%	△	
		2022SC / PAF CF / C64	The % of core assessments that were completed within 35 working days of their commencement	5 BLOB = 80<=100 4 BLOB = 75<80 3 BLOB = 70<75 2 BLOB = 60<70 1 BLOB = 0<60	61%		73% (June)	78%	79%	81%	Monthly	66%	△	
		2064SC / PAF CF / C68	The percentage of children looked after cases which should have been reviewed during the year which were reviewed during the year	5 BLOB = 95<=100 4 BLOB = 90<95 3 BLOB = 85<90 2 BLOB = 80<85 1 BLOB = 0<80	97%		98% (June)	99%		100%	Quarterly	100%	△	
		2067SC / PAF CF / D74 or D78	The percentage of children aged under 16 at March 31 who had been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	5 BLOB = 70<80 4 BLOB = 60<70 3 BLOB = 50<60 2 BLOB = 40<50 or 80<=100 1 BLOB = 0<40	62.2%		65.8% (June)	67.60%		62.30%	Quarterly	62%	△	
		2068 / PAF CF / B79	Of children aged at least 10 and under 16 looked after at 31 March (excluding those placed with parents) the percentage who were in foster placements or placed for adoption	5 BLOB = 85<90 4 BLOB = 80<85 or 90<95 3 BLOB = 70<80 2 BLOB = 55<70 or 95<=100 1 BLOB = 0<55	77.90%		78.4% (June)	80%		79.70%	Quarterly	80%	△	
		2054SC / DIS 1111	Percentage of looked after children fostered by relatives or friends	High	19.5%		18.6% (June)	16.70%		15.90%	Quarterly	20%	▽	
		2060SC / DIS 1114	Percentage of looked after children with a named social worker who is qualified as a social worker	High	100%		99% (June)	99%		97.60%	Quarterly	100%	▽	
		2056SC / DIS 1115	The percentage of looked after children adopted during the year who were placed for adoption within 12 months of the agency deciding that the child should be placed for adoption	High	100%		100% (June)	100%		100%	Quarterly	100%	△	
		2024SC / DIS 1219	Percentage of children and young people who are the subject of a child protection plan, or on the child protection register, who are not allocated to a social worker.	Low	0%		0% (June)	0%		0%	Quarterly	0%	△	
		2020SC / DIS 1704	Percentage of initial assessments within 7 working days of referral	High	58.7%		56.9% (June)	54.70%	52.80%	55.20%	Monthly	68%	▽	
		2023SC / KIGS CH01	Children and young people who are the subject of a child protection plan, or on the child protection register, per 10,000 population aged under 18.	n/a	14.8		13.7 (June)	15.1		19.4	Quarterly	17%	n/a	
		2019SC / KIGS CH02	Initial Child protection conferences per 10,000 population under 18	n/a	23.9		24.7 (June)	21		25.9	Quarterly	29	n/a	
		2027SC / KIGS CH03	Children who became the subject of a child protection plan, or were registered, per 10,000 population aged under 18.	n/a	20.4		20.4 (June)	17.2		20.9	Quarterly	21	n/a	
		2035SC / KIGS CH10	Children whose child protection plans were discontinued, or were de-registered, per 10,000 population aged under 18.	Low	22.3		23.7 (June)	21.8		15.5	Quarterly	20	△	
		2042SC / KIGS CH89	Children looked after per 10,000 population aged under 18	n/a	45.4		44.9 (June)	45.4		45	Quarterly	45	n/a	
		2052SC / KIGS CH44	Percentage of children looked after in residential accommodation	Low	12.60%		13.5% (June)	12.90%		14	Quarterly	12%	▽	

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
		2015SC / KIGS CH141	Numbers of referrals of children per 10,000 population	n/a	266	248 (June)	242	240	245	Monthly	280	n/a		
		2016SC / KIGS CH142	Percentage of referrals that are repeat referrals within 12 months	Low	20.3%	19.5% (June)	20.90%		21.60%	Quarterly	18%	▽		
		2017SC / KIGS CH143	Percentage of referrals of children in need that led to initial assessments	n/a	66%	64.5% (June)	59.60%		54.60%	Quarterly	65%	n/a		
		2021SC / KIGS CH145	Number of core assessments of children in need per 10,000 population aged under 18	n/a	51.6	56.7 (June)	59.4		63.2	Quarterly	50	n/a		
		2039SC	The ratio of the proportion of children subject to a child protection plan, or on the child protection register, that were from minority ethnic groups to the proportion of children in the local population that were from minority ethnic groups.	n/a	1.25	2.7 (June)	1.23		1.88	Quarterly	2	n/a		
		2026SC / KIGS CH04	First time registrations on the child protection register as a percentage of total registrations during the year ended 31st March	High	85.50%	84.2% (June)	81.30%		85.70%	Quarterly	85%	△		
		2037SC / KIGS CH12	Percentage of children who were subject to s47 enquiries which led to initial child protection conferences which were held within 15 working days	High	18%	27.2% (June)	35.90%		42.10%	Quarterly	>18%	△		
<b>Enjoy &amp; Achieve</b>														
38			Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent	High	61.80%		63%		62.8% (Unvalidated)	Annually (unvalidated in September; final results in January)	66%	△		
39			Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs or equivalent at grades A* - G including English and Maths	High	92.80%		94.30%		93.4% (Unvalidated)	Annually (unvalidated in September; final results in January)	96%	△		
40			Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test	High	75.50%		77%		77%	Annually (unvalidated in September; final results in January)	82%	△		
41			Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test	High	80.60%		81%		81%	Annually (unvalidated in September; final results in January)	83%	△		
43a			Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and set out in Annex A of the SEN Code of Practice	High	100.00%	100% (June)	100%	100%	100%	Monthly	100%	△		



APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
43b			Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and reproduced in Annex A of the SEN Code of Practice	High	100.00%	100% (June)	100%	100%		100%	Quarterly	100%	△	
181a			The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in English	High	76.50%		80.50%			80.5% (Unvalidated)	Annually (unvalidated in September; final results in January)	83%	△	
181b			The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Mathematics	High	79.80%		79.20%			79.2% (Unvalidated)	Annually (unvalidated in September; final results in January)	83%	▽	
181c			The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in Science	High	77.50%		78.00%			79.3% (Unvalidated)	Annually (unvalidated in September; final results in January)	84%	△	
181d			The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in ICT	High	74.00%		76.50%			75.2% (Unvalidated)	Annually (unvalidated in September; final results in January)	84%	△	
194a			The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	High	31%		35%			35%	Annually (unvalidated in September; final results in January)	33%	△	
194b			The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	High	30.20%		34%			34%	Annually (unvalidated in September; final results in January)	35%	△	
	3085SC / PAF CF / C69		The percentage of children newly looked after in the year and still looked after at 31 March, who were placed at 31 March more than 20 miles from their home address from which first placed	Low	14%	17% (June)	0%			10%	Quarterly	12%	△	
	3080YJ		Education, Training and Employment – Proportion of supervised juveniles in full time ETE	High	62.4%	65.2% (June)				84.70%	Quarterly	90%	△	

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
		3074SC / PAF CF / C24	Percentage of children looked after continuously for at least 12 months of compulsory school age, who missed at least 25 days schooling for any reason during the previous school year	5 BLOB = 0-5 4 BLOB = 5-10 3 BLOB = 10-15 2 BLOB = 15-20 1 BLOB = 20+	10.5%					15.40%	Annually @ end of October	9%	▽	
		3071SC / DIS 1406	The percentage of children looked after who were pupils in year 11 who were eligible for GCSE (or equivalent) examinations who sat at least one GCSE or equivalent exam	High	84.6%					80%	Annually @ end of October	85%	▽	
45			Percentage of half days missed due to total absence in secondary schools maintained by the local education authority	Low	7.90%						Annually @ end of May 2008	6%	No data	
46			Percentage of half days missed due to total absence in primary schools maintained by the local education authority	Low	5.67%						Annually @ end of May 2008	4%	No data	
50		3072SC / PAF CF / A2	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ	5 BLOB = 70<=100 4 BLOB = 50-70 3 BLOB = 45-50 2 BLOB = 25-45 1 BLOB = 0-25	76.50%						Annually @ end of March	90%	No data	
		3073SC / DIS 1403	The percentage of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ	High	5.90%						Annually @ end of March	10%	No data	
<b>Make a positive contribution</b>														
		4016SC / PAF CF / C63	The number of children and young people who communicated their views specifically for each of their statutory reviews as a percentage of the number of children and young people who had been looked after at 31 March for more than four weeks	5 BLOB = 85<=100 4 BLOB = 90-95 3 BLOB = 80-90 2 BLOB = 70-80 1 BLOB = 0-70	95%	94% (June)	96%			95%	Quarterly	97%	△	
221a			Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the Local Authority area	High	58.2%	35.1% (June)	37.2% (August)			41.40%	Quarterly	60%	▽	
221b			Youth Work – The percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the Local Authority area	High	33.4%	20.8% (June)	25.6% (August)			31.10%	Quarterly	30%	▽	
		4015SC / PAF CF / C18	The percentage of children aged 10 or over who had been looked after continuously for at least 12 months, who were given a final warning/reprimand or convicted during the year for an offence committed whilst they were looked after, expressed as a ratio of the percentage of all children aged 10 or over given a final warning/reprimand or convicted for an offence in the police force area	3 BLOB = 1-3 2 BLOB = 0-1 or 3+	2.5					Data still being analysed	Annually @ end of October	2.5	No data	
<b>Achieve economic well-being</b>														
		5026SC	What percentage of children with disabilities aged 14+ had a transition plan to support their move from Children's Services to Adult Services?	High	up to 90%	66.67% up to 75% (June)	66.67% up to 75%			Up to 75%	Quarterly	up to 90%	▽	

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
161		5022SC/ PAF CF/ A4	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	5 BLOB = 0.6+ 3 BLOB = 0.5<0.6 2 BLOB = 0.4<0.5 1 BLOB = 0<0.4	1.25						Annually @ end of March 2008	0.99	No data	
		5037SC	Percentage of care leavers at age 19 who are living in suitable accommodation (as judged by the council)	High	100%						Annually @ end of March 2008	100%	No data	
<b>Service Management</b>														
		6024SC/ PAF CF/ B8	Average gross weekly expenditure per looked after child in foster care or in a children's home.	Low	£735		£767			£750	Quarterly	£619	▽	
		6010SC/ PAF CF/ E44	Gross expenditure on children in need but not looked after, as a percentage of gross expenditure on all children's services	4 BLOB = 32<43 3 BLOB = 27<32 or 43<48 2 BLOB = 0<27 or 48<=100	29%		29%			30%	Quarterly	35%	△	
		6044SC/ PAF MR/ D74	Practice learning: The number of assessed social work practice learning days per whole time equivalent social worker for employees working in children's services	5 BLOB = 17+ 4 BLOB = 11<17 3 BLOB = 5<11 2 BLOB = (-0)>5 1 BLOB = 0	17.2		10				Bi-annually @ end of September & end of March	14	▽	
		6011SC/ DIS 3118	Percentage of SSD directly employed staff for children that left during the year	Low	13.8%		16.19% (June)			13.40%	Quarterly	11%	△	
		6012SC/ DIS 3119	Percentage of SSD directly employed posts for children and families vacant on 30 September	Low	11.3%		7.85% (June)			12.20%	Quarterly	6.80%	▽	
		6013SC/ DIS 3120	% of working days/shifts lost to sickness absence during the financial year for Social Services staff working with children & families	Low	3.75%		3.74% (June)			4.16%	Quarterly	4%	▽	
		6015SC/ DIS3121	Percentage of SSD gross current expenditure on staffing for children and families which was spent on training the council's directly employed staff working with children and families during the financial year	n/a	3.10%		4.11%			3.89%	Quarterly	3.25%	n/a	
		6006SC/ KIGS EX61	Gross expenditure on services to children per capita aged under 18	n/a	£356		£370			£379	Quarterly	£319	n/a	
		6045SC/ KIGS EX66	Gross expenditure on adoption service per capita aged under 18	n/a	£10.50		£10			£10	Quarterly	£20	n/a	
		6009SC/ KIGS EX 77	Expenditure on family support services per capita aged under 18	n/a	£35		£36			£39	Quarterly	£29	n/a	
		6022SC/ KIGS EX 62	Gross expenditure on children looked after per capita aged under 18	n/a	£164		£170			£167	Quarterly	Not set	n/a	
		6020SC/ KIGS ST03	Social Services Department (SSD) operational staff working specifically for children's services (WTEs) per 10,000 population aged 0-17	n/a	23.74		27.5 (June)			26.8	Quarterly	Not set	n/a	
		6021SC/ KIGS ST12	Social workers and care managers specifically for children (WTEs) per 10,000 population aged 0-17	n/a	15.4		16.89 (June)			17.6	Quarterly	Not set	n/a	
		6004SC/ KIGS EX12	Percentage of (PSS) actual expenditure on provision for children and families	n/a	20.59%					No data	Quarterly	22.70%	n/a	

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
222a			The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority with a qualification at Level 4 or above	High	29.24%						Annually @ end of March	34.90%	No data	
222b			The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority which have input from staff with graduate or post graduate training in teaching or child development	High	100%						Annually @ end of March	100%	No data	
		6017SC / KIGS DIS 3124	The percentage of social workers and residential managers working with children who need to obtain the child care PQ who have achieved the PQ1 award in child care	n/a	58.10%						Annually @ end of March	Not set	n/a	
		6043SC / DIS 3125	The estimated % of current staff working with children in need who are skilled and qualified as at 31 Mar as in the VCI audit	High	100%						Annually @ end of March	100%	No data	
		6005SC / KIGS BU01PSS	PSS budget for children and families per population aged under 18	n/a	£321						Annually @ end of March	£313	n/a	
		6003SC / KIGS BU07	Total Personal Social Services (PSS) budget per capita	n/a	£280						Annually @ end of March	£287	n/a	
<b>CORPORATE AND CUSTOMER SERVICES</b>														
2a			The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability	High	2	2	2	2	2	2	Monthly	3	△	The year-end forecast is Level 3
2b			The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	High	79%	79%	79%	79%	79%	79%	Monthly	79%	◁▷	
174			The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population	n/a	28.33		12.22	12.22	12.22	12.22	Monthly	57	n/a	
175	H19		The percentage of racial incidents reported to the local authority that resulted in further action	High	100%	100%	100%	100%	100%	100%	Monthly	100%	△	
<b>ENVIRONMENT</b>														
82a i			The percentage of household waste arisings which have been sent by the Local Authority for recycling	High	18.71%	18.02% (June)	19.42% (August)	20.54% (October)	21.53% (December)	21.53% (December)	Monthly	23.97%	△	
82a ii			Tonnage of household waste arisings which have been sent by the Local Authority for recycling	High	16,921.66	4,100.41 (June)	7,617.45 (August)	9,665.28 (October)	14,183.56 (December)	14,183.56 (December)	Monthly	22,444.11	◁▷	
82b i			The percentage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	7.36%	8.3% (June)	9.73% (August)	9.84% (October)	8.74% (December)	8.74% (December)	Monthly	6.85%	△	
82b ii			The tonnage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6,657.02	1,888.49 (June)	3,814.63 (August)	4,628.25 (October)	5,807.25 (December)	5,807.25 (December)	Monthly	6,413.94	△	
82c i			The percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	1.08%	0% (June)	0% (August)	0% (October)	0% (December)	0% (December)	Monthly	1.05%	▽	
82c ii			The tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	974.5	0 (June)	0 (August)	0 (October)	0 (December)	0 (December)	Monthly	983.16	▽	
82d i			The percentage of household waste arisings which have been landfilled	Low	72.85%	73.66% (June)	70.85% (August)	69.82% (October)	69.73% (December)	69.73% (December)	Monthly	66.50%	△	

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
82d ii			The tonnage of household waste arisings which have been landfilled	High	65,887.51		16,784.62 (cumulative) (June)	27,995.47 (cumulative) (August)	32,998.31 (October)	46,830.2 (December)	Monthly	63,792.96	◁▷	
84a	E26		The number of kilograms of household waste collected per head of the population	Low	505.82		127.26 (June)	219.33 (August)	299.92 (October)	371.58 (December)	Monthly	505.00	◁▷	
84b			The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	Low	-3.04%		-6.52% (June)	-1.42% (August)	-2.99% (October)	-3.61% (December)	Monthly	-0.15%	n/a	
91a			The percentage of households resident in the Local Authority's area served by a kerbside collection of recyclables	High	68%		70%	70%	70%	70%	Monthly	70%	△	
91b	E45		Authority's area served by a kerbside collection of at least 2 recyclables	High	68%		70%	70%	70%	70%	Monthly	70%	△	
99a i			The number of people killed or seriously injured (KSI) in road traffic collisions (in 2006)	Low	147							<134	△	This BVPI uses data from 2006. The number of KSIs in 2006 was 119.
99a ii			The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	4%							-28%	n/a	
99a iii			The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-41%							-46%	n/a	
99b i			The number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions (in 2006)	Low	13							<15	△	This BVPI uses data from 2006. The number of KSIs of children in 2006 was 10.
99b ii			The percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	63%							-7%	n/a	
99b iii			The percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	Low	-41%							-30%	n/a	
99c i			The number of people slightly injured in road traffic collisions (in 2006)	Low	732							<788	△	This BVPI uses data from 2006. The number of slight injuries in 2006 was 663.
99c ii			The percentage change in the number of people slightly injured in road traffic collisions since the previous year	Low	-6%							5%	n/a	
99c iii			The percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average	Low	2%							10%	n/a	
100			Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by road works, per km of traffic sensitive road	Low	0		0	0	0	0	Quarterly	0	△	
109a			The percentage of major applications determined within 13 weeks	High	75%		59%	61%	55.60%	69%	Monthly	76%	▽	
109b			The percentage of minor applications determined within 8 weeks	High	84%		78%	80%	79.50%	79%	Monthly	85%	▽	
109c			The percentage of 'other' applications determined within 8 weeks	High	92%		91%	91%	89.10%	89%	Monthly	93%	▽	
165	E16		The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	High	92%		92%	92%	92%	92%	Monthly	100%	◁▷	
166a	E21		Score against a checklist of best practice for Environmental Health	High	98.75%						Annually @ end of March	100%	No data	
166b	E27		Score against a checklist of best practice for Trading Standards	High	100%						Annually @ end of March	100%	No data	

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
198a			The proportion of relevant land and highways (expressed as a percentage) that is expressed as having combined deposits of litter and detritus that fall below an acceptable level	Low	17%	21%	21%	16%	14%	14%	Monthly	15%	△	The year-end forecast is 15%
198b			The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	Low	2%	2%	2%	1%	2%	2%	Monthly	2%	◁▷	
198c			The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	Low	1%	0%	0%	0%	0%	0%	Monthly	1%	△	
198d			The year-on-year reduction in the total number of incidents and increase in the total number of enforcement actions taken to deal with 'fly-tipping'	Low	Grading 1 (Very Effective)	1	1	3	3	3	Monthly	1	▽	Following the introduction of the permit scheme at household waste sites there has been a significant increase in the number of incidents of fly-tipping. The score of 3 is predicted to remain for the year.
204	E42		The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Low	22%	30%	30%	32%	32%	33%	Monthly	21%	▽	
205	E43		The local authority's score against a 'quality of planning services' checklist	High	94%	94%	94%	94%	94%	94%	Monthly	94%	◁▷	
215a			The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Low	8.78	2.79	2.79	8.43	3.5	3.5	Monthly	5	△	
215b			The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Low	57.16	0	0	22	27.5	27.5	Monthly	30	△	
218a			The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	High	98%			89.16%	92.20%	93.85%	Monthly	100%	▽	
218b			The percentage of abandoned vehicles removed within 24 hours from the point at which the Local Authority is legally entitled to remove the vehicle	High	99%			94.74%	96.67%	97.67%	Monthly	100%	▽	Performance fell during the summer. One team deals with both abandoned vehicles and fly-tipping; handling a significant, and initially unexpected, increase in fly-tipping incidents resulted in a reduction in the response times for abandoned vehicles. Arrangements have now been put in place to provide back-up for the team and performance has improved in recent months; however, as the target is 100% this will not be achieved this year.
219b			Percentage of conservation areas in the local authority area with an up-to-date character appraisal	High	12.50%	20%	20%	20%	23.43%	26.56%	Monthly	26.56%	△	
223			Percentage of the local authority principal road network where structural maintenance should be considered	Low	14%					6%	Annually	5%	△	
224a			Percentage of the non-principal classified road network where maintenance should be considered	Low	21%					11%	Annually	19%	△	
224b	E11		Percentage of the unclassified road network where structural maintenance should be considered	Low	24.28%					32%	Annually	19%	▽	
86			Cost of household waste collection per household	Low	£47.03						Annually @ end of March	£52.13	No data	
87			Cost of waste disposal per tonne of municipal waste	Low	£79.09						Annually @ end of March	£82.33	No data	
102			Number of local bus passenger journeys originating in the authority area undertaken each year	High	3,433,043						Annually @ end of March	3,948,000	No data	
106	E23		Percentage of new homes built on previously developed land	High	76.70%						Annually @ end of March	60%	No data	

BPVI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
187	E18		Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	Low	31%						Annually @ end of March	27.50%	No data	
200a			Did the Local Planning Authority submit the Local Development Scheme (LDS) by 28 March 2006 and thereafter maintain a 3-year rolling programme?	n/a	Yes						Annually @ end of March	Yes	△	The year-end forecast is Yes
200b	E44		Has the Local Planning Authority met the milestones that the current Local Development Scheme (LDS) sets out?	n/a	Yes						Annually @ end of March	Yes	△	The year-end forecast is Yes
216a			The number of 'sites of potential concern' [within the Local Authority area], with respect to land contamination	n/a	2,896						Annually @ end of March	5,841	n/a	
216b			The number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	Low	0.2						Annually @ end of March	2	No data	
217			Percentage of pollution control improvements to existing installations completed on time	High	96.80%						Annually @ end of March	96.80%	No data	
<b>HUMAN RESOURCES</b>														
12			The number of working days/shifts lost to the Authority due to sickness absence	Low	8.41	7.88	8.17 (June)	7.63 (August)	7.99 (October)	No update	Monthly	8.00	△	
16			The percentage of local authority employees with a disability	High	0.69%	0.77%	0.77%	0.88%		No update	Monthly	0.75%	△	
17a			The percentage of local authority employees from ethnic minority communities	High	0.64%	0.66%	0.66%	0.61%		No update	Monthly	0.80%	▽	
11a			Percentage of top-paid 5% of staff who are women	High	38.57%			42%		No update	Monthly	42%	△	
11b			The percentage of the top 5% of local authority staff who are from an ethnic minority	High	2.14%			2.73%		No update	Monthly	2.85%	△	
11c			Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	High	0.71%			0.91%		No update	Monthly	1.40%	△	
14			The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Low	0.16%			0.25%		No update	Monthly	0.14%	▽	
15			The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	Low	0.14%			0.18%		No update	Monthly	0.13%	▽	
<b>RESOURCES</b>														
8			Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms	High	92.67%	92.97%	93.80%	92.66% (August)	91.80%	No update	Monthly	92.67%	△	
9			The percentage of council tax collected by the Authority in the year	High	98.34%	21.31%	40.40%	49.5% (August)	77.58%	No update	Monthly	98.34%	△	
10			The percentage of national non-domestic rates collected in-year	High	98.90%	21.89%	39.45%	54.18% (August)	79.81%	No update	Monthly	98.90%	△	
76b			The number of fraud investigators employed by the Local Authority, per 1,000 caseload	n/a	0.29	0.26	0.26	0.26 (August)	0.34	No update	Monthly	0.28	n/a	
76c			The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	n/a	40.00	48	43	43 (August)	42	No update	Monthly	35.00	n/a	
76d			The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	n/a	7.50	14	13	15 (August)	13	No update	Monthly	8.00	n/a	

APPENDIX B - NATIONAL INDICATORS  
DIRECTION OF TRAVEL AGAINST LAST YEAR'S PERFORMANCE

BVPI	CPA	PAF	Indicator	Good Performance	Baseline	May Report	July Report	September Report	November Report	January Report	Frequency of Reporting	Target	Direction of Travel	Commentary
78a			The average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	Low	29.80	28	27.8	27.45 (August)	26.15	No update	Monthly	26	△	
78b			The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority	Low	15.60	15	15	14.65 (August)	13.34	No update	Monthly	15.00	△	
79a			The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct	High	98.40%		96%	96% (August)	96.8	No update	Monthly	98.80%	▽	
79b i			The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments	High	66.58%	66%	69%	69% (August)	53.44	No update	Monthly	66%	△	
79b ii			HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	High	51.24%		13.50%	13.5% (August)	32.64	No update	Monthly	55%	◁▷	
79b iii			Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	n/a	4.78%		1.36%	1.36% (August)	2.15	No update	Monthly	9%	n/a	
156			The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	High	63.80%						Annually @ end of March	70%	No data	



**2007/08 REVENUE BUDGET MONITORING****Contents**

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## Summary

1. The following table summarises the 2007/08 projected outturn as at the end of January 2008. It also includes figures from the previous Integrated Performance and Finance Report (IPFR) report to permit comparison between current and previously reported figures.

	2007/08 Budget £000	November 2007 Net over or (-) Underspending £000	January 2008- Net over or (-) Underspending £000	Change since last report £000
Adult & Community	44,684	3,661	3,920	259
Children & Young People	23,218	703	1,032	329
Corporate & Customer	7,897	1,195	1,195	0
Environment	24,734	-407	-357	50
Central Services	2,971	-350	24	374
Resources	6,473	-60	-16	44
Human Resources	1,421	0	0	0
<i>Directorate Position</i>	<i>111,398</i>	<i>4,742</i>	<i>5,798</i>	<i>1,056</i>
Flood Damage Repairs	0	1,032	859	-173
Capital Financing Costs	10,753			
Interest Received	-1,220	-400	-859	-459
Invest to Save	3,524	-2,139	-2,800	-661
Transfers to Reserves	1,500			
Herefordshire Connects	1,893	-328	-398	-70
Social Care Contingency	1,302	-1,302	-1,302	0
LABGI	-1,000	-600	-600	0
WMS Profit Share	-300	0	0	0
Transfer from Reserves	-4,322	0	0	0
Transfer from Revenue Balances	-1,157	0	0	0
<b>Net Position</b>	<b>122,371</b>	<b>1,005</b>	<b>698</b>	<b>-307</b>

2. The overall position shows projected £0.698 million overspend. This is 0.6% of the Council's £122.37 million revenue budget (excluding Dedicated Schools Grant funding).
3. As part of the overall 2007/08 budget there is contingency funding of £1.3m available to mitigate social care pressures. However the use of the contingency and the level applied to meet the overspend can only be sanctioned after a review of the causes for the overspend and assurances that mitigating action was taken.
4. The projected year-end outturn figures include an estimated £2.8m projected underspend against the allocations in the 2007/08 budget for modernising social care services.. The majority of the total relates to the allocation to modernise social care and community services for older people.
5. The January projected outturn shows an improvement over the position reported at the end of November. This is largely due to an increase in the level of underspend against the funding allocations for modernising social care services allocations of £661k and an increase in the projected interest received on cash balances due to continuing slippage in the capital programme.

### **Revenue Reserves Position as at 31st January 2008**

#### **General Reserves**

6. As at 1st April 2007 the balance on the General Reserve is £8.0 million. This included releasing £100k contribution to the Partnership Fund with the PCT for developing the proposed PST arrangements.
7. The Council's Medium Term Financial Management Strategy sets out the council's approach to 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. In 2006/07 this was achieved as the general fund balance had been £14.525m at 1st April 2006. The estimated General reserve balance at the end of this financial year is £5.9m after allowing for a planned use of reserve (£1.4m) and the £698k projected overspend.

#### **Earmarked Reserves**

8. At 1st April 2007 the Council held £19.8million of earmarked reserves. This includes school balances reserves of £8.137m that are ring fenced.

#### **July Floods and the Bellwin Claim**

9. The heavy rain that affected Herefordshire in July caused significant damage. Financial Services is co-ordinating the gathering of data to support claims for funding from central government.
10. The central government funding process, known as the Bellwin Scheme, sets thresholds and conditions for funding. The threshold of £408,526 applies to Herefordshire and expenditure over and above this amount is 100% recoverable. All works for which a claim is to be made had to be completed before the claim was submitted on 2<sup>nd</sup> February. One key area of exclusion exists covering items deemed to have been insurable. This is an important definition because even if items are not insured but are viewed as being insurable they are excluded.

11. The overall estimate of damage as of the end of July was £3.605m. The largest single category covered Highways and Transportation at £2.058m. Within this total is work to repair roads and signs as well as checking and cleansing drainage systems. The latest estimate of damage is £3.012m in respect of which a Bellwin claim totalling £2.392m was submitted. Of this overall total £1.983m is refundable after the threshold limit of £409k is deducted. The difference of £620k is the “insurable” part, which cannot be covered. On 21<sup>st</sup> February 2008 Government Office West Midlands confirmed that the claim of £1.983m would be met by central government funding.
12. The flooding badly affected a number of schools and other premises in the county with costs estimated at £620k. These are not recoverable because the risk is viewed as insurable and in any case we self-fund our school premises. The total will be partly covered by self-insured funding but there will still be a shortfall. There will also be grants of £170k from central government specifically for schools related damage.

**ADULT AND COMMUNITY SERVICES DIRECTORATE****Directorate Summary as at 31st January 2008**

	<b>November 2007</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>	<b>January 2008</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>
Adult Services	+4,210	+4,430
Strategic Housing	+104	+15
Community Services	0	+109
Commissioning and Improvement	-153	-134
Less needs analysis monies	-500	-500
<b>Total</b>	<b>3,661</b>	<b>3,920</b>

**Adult Services**

13. The projected outturn for Adult Services is an overspend of £4.4 million which represents an increase on the November position. These figures are based on updated information up to January. Details of the major variances are as follows:
- a. Learning Disabilities - £2.9 million overspend
  - b. Physical Disabilities - £0.535 million overspend
  - c. Mental Health - £1.215 million overspend
  - d. Older People - £0.150 million underspend
14. The main area of concern remains Learning Disabilities. However, the level of increase has reduced from that experienced earlier in the year, and plans are in place to reduce unit costs of care packages in the future to enable forecast increases in demographics to be better managed.
15. Within the Section 75 pooled budget for Learning Disabilities there is a separate PCT-funded development fund of £453k for new initiatives. This fund will be underspent by £300k in 2007-08 however it is likely that further costs of at least £100k related to new developments could be identified within mainstream expenditure and set against the fund.
16. There has been a slight increase in Mental Health costs due to 2 new residential packages agreed in December. The overspend position within the Council mirrors the position within the PCT as part of the section 75 arrangements, and a joint recovery plan is being finalised.
17. The forecast underspend within Older People has decreased to take account of the impact of the "unitary fee" within the Shaw contract which commenced with the opening of the new Leadon Bank facility in mid-December 2007. Dialogue continues with Shaw

with a view to reducing the whole life costs of the scheme and to mitigate some of the risk to Shaw around the overall financial model.

18. Work continues to bring expenditure back in line with budget, but changing the model of service delivery is a lengthy process. The Adult and Community Services Transformation Programme Board is overseeing a range of projects designed to change the way in which services are provided. This will see a move away from residential care towards more cost effective community based solutions. As well as reducing costs, income generation schemes including fairer charging are being implemented and a more stringent assessment process introduced. Further mitigation is from Supporting People funding agreed in principle to identify cases where such funding would be appropriate. A review of all existing clients is being carried out to ensure that income from the PCT is optimised and the appropriate level of care provided.
19. There is a potential one-off cost in respect of writing off some debt due from the PCT.
20. In recognition of the demographic pressures in social care (both adults and children's) a centrally held contingency of £1.3m has been set aside but has not been allocated at this stage.
21. Invest to save monies of £2.7m have been ring-fenced to address issues highlighted in the Older People's Needs Analysis completed in the autumn of 2006. As this funding will be underspent at the year-end, £500k has been used to fund specific short-term packages, pending redesign of service provision. Once these packages have ceased, the funding will not be used for further residential care but will revert to its original purpose of supporting the operational change agenda.

### **Strategic Housing**

22. The projected outturn for Strategic Housing has reduced to £15k overspent. This is due to an improvement in the homelessness position resulting from a range of cost saving actions.

### **Community Services**

23. The budget recovery plan is on course to achieve the planned savings however there is no capacity to meet the annual ICT charges for public access points within County Libraries that will shortly be allocated. This is likely to result in an overspend of £109k. Discussions are being held between ICT and Community Services.
24. As indicated in previous Integrated Performance and Finance Reports (IPFRs) discussions with HALO continue regarding costs for the implementation of single status and job evaluation. HALO has provided detailed calculations that are being reviewed and challenged and further legal advice over the treatment of specific elements of the claim will be sought. A final position should be agreed shortly.
25. The initial 'Article 4' audit by Government Office of the ARCH (Actively Regenerating Communities in Herefordshire) programme has recently been completed. The auditors were content with the evidence provided around procurement and publicity and gave helpful recommendations for further work needed in preparation for the more detailed 'Article 10' audit due later this month. Work to identify and provide appropriate evidence continues and officers from Financial Services and Adult & Community Services are working closely to minimise any clawback of grant funding.

26. Both issues above are likely to result in additional costs but at this point it is difficult to give an accurate forecast of the impact. ARCH will be a one-off cost but the HALO issue will be an on-going budget pressure.

**Commissioning & Improvement**

27. This area is expected to underspend by £134k as a result of delayed recruitment following a restructuring and economies derived from carrying out a data cleansing exercise in- house rather than using external resources. There may be an opportunity to offset some ICT expenditure against grant funding which would further improve the position.

**Efficiency Savings**

28. All the Adult Services efficiency savings have been allocated out to client groups.
29. 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.

**CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE****Directorate Summary as at 31st January 2008**

	<b>November 2007</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>	<b>January 2008</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>
Central directorate Budgets	-208	+72
Safeguarding and Assessment	911	960
<b>Total</b>	<b>703</b>	<b>1,032</b>

30. The current position is a projected overspend of £1.032m compared to a projected overspend of £703k in November 2007. The forecast spend includes an assessment of expenditure to be covered by the funding allocation for modernising social care services. The projection does not include any allocation from the social care contingency. These will be applied during the closure of accounts and their impact is likely to see these budgets balance at year end.
31. The increase in the Children's and Young Peoples services overspend is caused by an additional £160k projected expenditure on the performance unit, costs associated with additional care packages and a review of recharge income. The expenditure on the performance unit will be met by the spend to save resources.

**Dedicated Schools Grant**

32. Dedicated Schools Grant is expected to under spend in total by £247k which comprises of an additional £416k extra grant from higher than expected pupil numbers.
33. However, there is a projected overspend of £498k on Nursery Education Funding to Private, Voluntary and Independent providers arising from an additional week's payment in this financial year and a temporary rise in numbers.
34. Special Needs Banded Funding is projected to overspend by £192k due to higher numbers of allocations at funding panel. This is offset by savings on fees to Independent Schools for SEN placements due to leavers and delayed new placements.
35. Legislation means that Dedicated Schools Grant (DSG) is ring-fenced and must be spent on schools and specific services to schools. Any under or over spend must be carried forward. The Schools Forum is planning that the under spend will be used to support next years school budgets.

**Directorate Central Budget**

36. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport.
37. The Council is required to meet any redundancy costs arising from within schools. The position won't be known until March 2008 when schools consider their detailed budget



plans. The key pressure in this area is falling rolls and this budget was overspent by £285k last year.

38. School transport route reviews continue to deliver welcome savings and this year savings of £254k are projected. One off savings are also likely at a level of £229k largely due to the windfall arising from the transfer from Standards Fund academic year funding to financial year funding in the LAA.

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

39. Analysis of the number of placements shows a rise from 24 in April 2006 to 33 in December 2007. Similarly fostering placements have risen from 102 in April 2007 to 114 at the end of November 2007. The Council has a statutory responsibility to meet the needs of individual children if such placements are necessary. These placements can be expensive and typically each one costs in excess of £150k. This is a key pressure for 2008/09 financial year and unless placements can be reduced there will be a continuing cost pressure.

### **Summary**

40. Overall, the Children and Young People's budget is currently expected to overspend but after the application of the central contingency and spend to save funding a balanced year-end position is expected. This will continue to be monitored closely throughout the rest of the financial year.

### **Efficiency Savings**

41. The efficiency savings required for 2007/08 have been based upon the social care modernisation proposals approved by Cabinet last year and additional transport savings identified from route reviews effective from September 2007.

## CORPORATE AND CUSTOMER SERVICES DIRECTORATE

## Directorate Summary as at 31st January 2008

	November 2007 Net over or (-) underspend  £000	January 2008 Net over or (-) underspend  £000
Herefordshire Partnership	0	0
Communications	0	0
Director and Administration	0	0
Emergency Planning	0	0
Legal and Democratic Services	100	100
Info by Phone	0	0
Policy & Performance	0	0
Information Services	0	0
Corporate ICT Projects	-427	-427
ICT Trading Account	217	217
Corporate Programmes	205	205
Community Network Costs	1,100	1,100
<b>Total</b>	<b>1,195</b>	<b>1,195</b>

42. The ICT Trading Account and Corporate ICT projects are performing in line with revised budgeted projections.
43. Info by Phone is anticipated to under spend due to staff vacancies. Work is continuing with directorates to identify those services which will become part of the Customer Services function during the next year. Until the end of 2008/09 there is £500k of additional funding for Customer Services and securing base budget provision from the transferred services beyond 2008/09 is a priority for the Directorate.
44. Within Legal and Democratic Services there is an over spend on members' expenses because of the purchase of new computers and training for all members after the election. These will balance out over the next three years. Operating costs in Members' Services continue to rise in support of increasing numbers of meetings. In Legal Services some of the outstanding invoices have now been paid. However there is a continuing legacy of some unachievable income targets that need to be resolved.
45. Investigations into the planned funding for the community network upgrade have established that the annual revenue cost is £1.6m, reduced to £1.1m after contributions from school funding. However, work is in progress to challenge elements of the Siemens contract in order to reduce the cost. Savings are being identified for both the Schools and the Council. The areas identified to date cover line rental and call charges and this will help to reduce the full year overspend.

**ENVIRONMENT DIRECTORATE****Directorate Summary as at 31st January 2008**

	<b>November 2007</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>	<b>January 2008</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>
Environmental Health and Trading Standards	-650	-700
Planning	143	293
Highways and Transportation	100	50
Directorate Management & Support	0	0
<b>TOTAL</b>	<b>-407</b>	<b>-357</b>

**Environmental Health and Trading Standards**

46. There is a projected underspend of £600k relating to the Waste Disposal budget. This projection is mainly based on forecasts from Worcestershire County Council in relation to the joint Waste Disposal contract. In previous years there has been significant underspend and until the new contract variations are agreed this position will continue. However, the cost of the new contract will be considerably higher than at present. The final position will be reflected in the overall revenue account but, as in previous years, any underspend against the contract will need to be earmarked for reserves to meet future waste management pressures.
47. One area of risk is that current Waste Contract volume percentages between Herefordshire Council and Worcestershire County Council are getting closer to a potential 1% increase for Herefordshire Council. If this happens this would mean an additional cost of £300k which is not reflected in the outturn.
48. There is a projected underspend in relation to Commercial Environmental Services of £50k. This is the additional income received in the current year in relation to the Cadbury's case compensation for expenditure incurred and loss of inspection income in the previous year.
49. There is also a projected underspend of £50k in relation to licensing, due to income exceeding budgets following a review of Taxi license fees. This increase in income was intended to fund additional staff but the directorate has not been able to recruit.

**Planning**

50. There is likely to be an overspend in relation to IT SLA charges in Planning of £100k. This is being reviewed to check the impact on the ICT trading account. In the previous year, on a one-off basis, this pressure was met by Planning Delivery Grant however there is no capacity to do this in the current year.
51. There is also an additional projected overspend of £43k in relation to a revenue

contribution to capital for the purchase of land at Belmont.

52. There is also a predicted overspend over £150k in relation to IT contract fees for scanning and legal costs, again in the previous year these pressure were met by Planning Delivery Grant however there is no capacity to do this in the current year.
53. Although Planning Fee income is on target for the Period to 31<sup>st</sup> January 2008, current forecasts based on income patterns in the previous two years, which take seasonal fluctuations into account, indicate a potential shortfall of income of £60-75k for the year. However, the proposed changes to Planning Fees from 1st April 2008 may lead to more applications in March. Any surplus will be used to mitigate overspends within the Planning service.

### **Highways & Transportation**

54. Concessionary travel is expected to overspend by £100k. This projection is based on inflationary increases during the year on fares of 10% and an increase of patronage of 5%, based on increases already seen so far this year. An underspend of £50k, in relation to Highways running costs, will mitigate this overspend.

### **Efficiency Savings**

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

## CORPORATE BUDGETS

## Summary as at 31st January 2008

	<b>November 2007</b>	<b>January 2008</b>
	<b>Net over or (-) underspending</b>	<b>Net over or (-) underspending</b>
	<b>£000</b>	<b>£000</b>
Corporate Budget	-350	24

56. At the end of January 2008 a net overspending of £24k is expected on corporate budgets. Additional one off payments this year exceed the anticipated savings on corporate subscriptions, insurance, audit commission fees and Environment Agency levies.
57. There will be a transfer of £960k budget for Job Evaluation adjustments and unfunded pensions to other directorates.
58. The remaining corporate capacity budget and agency staff efficiency savings will be allocated in the 2008/09 base budget to directorates.

## RESOURCES DIRECTORATE

Summary as at 31st January 2008

	November 2007	January 2008
	Net over or (-) underspending	Net over or (-) underspending
	£000	£000
Asset Management & Property Services	0	0
Audit, Benefit and Exchequer and Financial Services	-60	-16
Total	-60	-16

**Asset Management & Property Services**

59. At this stage of the year there is an estimated break even financial position at year end.

60. Additional expenses for office accommodation are causing an increased risk of an overspend.

**Audit Services, Benefit and Exchequer Services and Financial Services**

61. Overall there is a projected underspend of £16k. This is largely due to savings around rent rebates.

**HUMAN RESOURCES**Summary as at 31<sup>st</sup> January 2008

	<b>November 2007</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>	<b>January 2008</b> <b>Net over or (-)</b> <b>underspending</b>  <b>£000</b>
Human Resources	0	0

62. At this stage of the year there is an estimated break even.

63. However due to vacancies being filled using interim agency staff it is possible this area could overspend.

**Efficiency Savings**

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





## 2007/08 CAPITAL PROGRAMME BUDGET MONITORING

### OVERALL SUMMARY POSITION

1. The capital programme forecast outturn for 2007/08 as at 31<sup>st</sup> January 2008 totals £53.418m, which is an increase of £250k from the previous capital programme forecast outturn for 2007/08 as at 30<sup>th</sup> November 2007. This is mainly due to the inclusion of a further property purchase under the Edgar Street Grid development expected to complete before the financial year-end.
2. A summary of the overall capital programme position for 2007/08 is provided in table D1. Detailed capital programmes for directorates are reported to the relevant scrutiny committees. No conditional funding resources are expected to be lost.
3. Details of total capital scheme costs, their funding, spend to date and any potential issues for capital schemes with a revised forecast spend for 2007/08 exceeding £500k are provided in table D2.

### CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

4. The capital programme forecast for this directorate has increased slightly to £12.251m although actual spend to the end of January is low at £6.434m with large amounts of expenditure on Riverside expected to go through before the end of March.
5. Indicative funding allocations for the next three years capital programme have been received, a separate report to Cabinet detailing the three-year strategy will follow.

### CORPORATE AND CUSTOMER SERVICES DIRECTORATE

6. The capital programme forecast has not changed although additional expenditure on the Info by Phone capital scheme has been incurred. One reason for the overspend is the delay encountered in going "live". There is capital grant and revenue funding available to fund this overspend.

### HEREFORDSHIRE CONNECTS

7. Following Cabinet's review of the council's financial prospectus only the Core Logic social care solution is included in the revised capital programme.

### ENVIRONMENT SERVICES DIRECTORATE

8. The capital programme forecast for this directorate has increased slightly to £27.585m although actual spend to date totals £16.317m with commitments totalling £6.011m. The capital forecast is expected to be fully committed by bringing forward schemes that can complete where other schemes have been delayed.

### VAT

9. HM Revenues and Customs announced in January that authorities are not required to do a VAT Partial Exemption calculation for 2007/08. This arose largely because of concerns surrounding the impact of this limit on smaller authorities. The review underway is looking at options including various forms of aggregation that might produce a fairer result following which recommendation will be made to the Treasury. Adoption of changes will also require the necessary legal changes meaning that the position for 2008/09 is unclear at the moment. This is a concern because the bulk of expenditure on the provision of a crematorium (which is a VAT exempt scheme

which cannot be “opted to tax” so must be managed within the 5% limit) will fall into 2008/09.

#### **Prudential Borrowing Position as at 31<sup>st</sup> January 2008**

10. A summary of the Prudential Borrowing position for 2007/08 is set out below.

2007/08 Original Prudential Borrowing Allocation		£16,995,000
Add: Subsequent Allocation (Rotherwas Futures)		£90,000
Add: Slippage from 2006/07		£16,288,000
Less: Slippage into future years	(£22,897,000)	
No longer required	(£1,074,000)	
Funded by available SCE(R)	(£125,000)	(£24,096,000)
Forecast use of Prudential Borrowing in 2007/08		<u>£9,277,000</u>

#### **Capital Receipts Reserves Position as at 31<sup>st</sup> January 2008**

11. The capital receipts reserve totalled £22.426m as at 1<sup>st</sup> April 2007. Capital receipts of £1.850m have been received to date, mainly in relation to the sale of smallholdings. £7.136m is expected to be used to fund 2007/08 capital programme. The remaining balance will be used to fund future year's capital programme including strategic housing, Rotherwas Futures and the provision of a cattle market.

TABLE D1

## FUNDING OF REVISED 2007/08 CAPITAL PROGRAMME

Capital Programme Area	2007/08 Revised Forecast 31/01/08	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People's Services	12,251	2,163	2,275	5,173	-	2,640
Resources	2,296	-	254	1,931	60	51
Corporate and Customer Services	322	-	322	-	-	-
Herefordshire Connects	944	-	944	-	-	-
Environment Services	27,585	7,582	4,088	15,822	45	48
Adult and Community Services	10,020	218	1,394	3,954	56	4,398
<b>Total Revised Forecast</b>	<b>53,418</b>	<b>9,963</b>	<b>9,277</b>	<b>26,880</b>	<b>161</b>	<b>7,137</b>
<i>November Forecast</i>	<i>53,168</i>	<i>9,963</i>	<i>9,296</i>	<i>26,645</i>	<i>161</i>	<i>7,103</i>
<i>Change from September</i>	<i>250</i>	<i>-</i>	<i>(19)</i>	<i>235</i>	<i>-</i>	<i>34</i>

<b><u>Reported to date</u></b>						
<i>Original Budget</i>	<i>65,462</i>	<i>9,963</i>	<i>28,256</i>	<i>18,358</i>	<i>170</i>	<i>8,715</i>
<i>July 2007 Forecast</i>	<i>62,433</i>	<i>9,963</i>	<i>15,926</i>	<i>25,781</i>	<i>54</i>	<i>10,709</i>
<i>Sept 2007 Forecast</i>	<i>61,602</i>	<i>9,963</i>	<i>16,503</i>	<i>25,291</i>	<i>54</i>	<i>9,791</i>
<i>Nov 2007 Forecast</i>	<i>53,168</i>	<i>9,963</i>	<i>9,296</i>	<i>26,645</i>	<i>161</i>	<i>7,103</i>
<b><i>Jan 2008 Forecast</i></b>	<b><i>53,418</i></b>	<b><i>9,963</i></b>	<b><i>9,277</i></b>	<b><i>26,880</i></b>	<b><i>161</i></b>	<b><i>7,137</i></b>

## Schemes with a forecast spend exceeding £500k in 2007-08

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	Current 2007-08 expenditure forecast £'000	Actual spend to 31-01-08	Comments
<b>Children &amp; Young People's Services</b>					
Sutton Primary Replacement School	2,811	Grant, Parish Council & capital receipts	2,144	1,238	Scheme running behind schedule due to weather, expected completion in May
Riverside Amalgamation	9,005	Grant & capital receipts	4,540	2,334	Scheme approximately five months ahead of schedule, should complete in September
Minster School Replacement	20,086	Grant	866	96	This scheme is out to tender and will be reviewed in April
Condition property works	n/a	SCE®	900	623	Annual programme of works fully committed on a highest need basis
<b>Resources</b>					
Property Purchase	1,446	Grant	1,446	1,422	Purchase under Edgar St Grid development
<b>Corporate &amp; Customer Services</b>					
Herefordshire Connects – Social Care Solution	1,452	Prudential borrowing	944	-	Capitalisation of spend incurred to be reviewed
<b>Environment Services</b>					
Rotherwas Access Road	11,697	Grant, LTP & prudential borrowing	7,459	5,989	Construction to complete in April, compensation events yet to be agreed
Crematorium	3,150	Prudential borrowing	810	465	Work on site started in January and is expected to complete in November
Road Maintenance	n/a	LTP allocation	5,863	3,539	Budget not fully committed however capitalisation of revenue works to reviewed
Hereford Flood Defences	2,172	Private developer	2,172	-	Terms of deed to transfer to Environment Agency finalised, completion should follow

<b>Scheme Detail By Directorate</b>	<b>Whole Scheme Cost £'000</b>	<b>Funded by</b>	<b>Current 2007-08 expenditure forecast £'000</b>	<b>Actual spend to 31-01-08</b>	<b>Comments</b>
Footways	n/a	LTP allocation	1,065	436	Annual programme of works yet to be fully committed
Ross on Wye Flood Alleviation	6,974	Grant	5,000	1,797	Scheme in progress with anticipated completion in September
Assessment Strength of Bridges	n/a	LTP allocation	750	520	Annual programme of works fully committed
<b><i>Adult &amp; Community Services</i></b>					
Cattle Market	5,022	Capital receipts	1,150	233	Land purchase to complete in March
Affordable Housing Grants	n/a	Capital receipts	2,000	1,754	Annual programme of works
Private Sector Housing	n/a	Grant & capital receipts	833	439	A tightening of the eligibility criteria has resulted in the slowing of grant approvals
Friar St Museum and Resource Centre	2,040	Grant, borrowing & capital receipts	1,364	805	Scheme largely complete with retention period ending in November 2009
Rotherwas Futures Est. Dev. Work	4,358	Grant & capital receipts	668	405	Total scope of scheme and costs thereof to be finalised
Disabled Facilities Grant	n/a	60% grant & 40% capital receipts	920	548	More grants approved due to increasing demand to assist independent living
Aylestone Hill Park	627	Prudential borrowing & private developer	507	518	Phase complete, future phases will commence upon receipt of developer funding
<b>Total</b>			<b>41,401</b>	<b>23,161</b>	
<b>Schemes with a forecast spend in 2007/08 of less than £500,000</b>			<b>12,017</b>	<b>6,603</b>	
<b>Total</b>			<b>53,418</b>	<b>29,764</b>	



**Managing Risk - Corporate Risks**  
January 2008



Stage One				Stage Two				Stage Three				
Risk Reference Number	Identified Risk Area	Council Objective	Assessment of Risk (Assume NO controls in place) using risk matrix			Responsible Directors	Assessment of Residual Risk (With control Measures implemented)			Action Description	Action Owner	Target/Review Date
			Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating			
CR2	Corporate spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Adult Social Care, Childrens Social Care and ICT & Customer Services.		4	4	High	ALL/GH, SM, JEJ	3	3	High	1. Budget management plan for A&CS agreed.  2. Budget management plan for C&YP agreed.  3. ICT base budget issues being examined by DC&CS with support from Financial Services.  4. Robust challenge of monthly budget monitoring reports from Directorates by Financial Services.  4. Robust challenge of Directorate budget management plans for the future through the Performance Improvement Cycle process.  5. Medium Term Financial Strategy being reviewed	GH  SM  JEJ  DP  DP  DP	31/03/08  31/03/08  Ongoing  Ongoing  Complete  31/01/08
CR4	Failure to prepare adequately for CAA and raise our DoT score from improving adequately.		4	2	Medium	ALL/CB	2	2	Low	a) proactive management of all corporate audits e.g. performance indicators and data quality; b) deliver robust improvement plans where audit results were poor in the past; c) Continue to improve PTs especially satisfaction indicators and evidence other improvements for the DoT d) agreeing a standard approach prior to all future audits/inspections. e) indirect PIMs to the areas that need most improvement. f) Herefordshire connects provides corporate performance management solution - currently on hold.	a) J, L, H & c) relevant H&S/Disaster TG d) TG e) TG f) Herefordshire Connects Board/ITG	a & b) March 08 c) September 08 d & e) April 08 f) March 08
						SR				Use of Resources assessment for 2007 expected shortly. SR to lead on development of an improvement plan.	SR/ALL	November 07 - March 08
CR5	The inability to provide critical services due to the failure of the ICT networks		3	4	High	JEJ	3	3	High	Action plans resulting from internal audit reviews implemented to agreed timescales  The service continuity plans developed by directorates are reviewed on an annual basis following service continuity week held in September. The current plans are reviewed to create an authority wide response to any critical incident. Mapping of key ICT systems is complete.	ALL	Ongoing

Risk Reference Number	Identified Risk Area	Council Objective	Stage One			Stage Two			Stage Three			Action Owner	Target/Review Date	
			Assessment of Risk (Assume NO controls in place) using risk matrix			Residual Priority Rating	Likelihood (Probability)	Impact (Severity)	Responsible Directors	Assessment of Residual Risk (With control Measures implemented)				
			Impact (Severity)	Likelihood (Probability)	Priority Rating					Impact (Severity)	Likelihood (Probability)			Residual Priority Rating
CR7	Corporate Capacity to deliver a range of changes the Council has embarked upon.		4	3	High	CB	4	2	Medium					
CR8	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.		3	3	High	JEJ	3	2	Medium	a) BCG convened in August, thereafter meeting at least monthly (b) HCPB convened and meeting monthly (c) As (b)	JW/TG			
CR9	Non delivery of Local Area Agreement		3	2	Medium	JEJ	3	2	Medium	a) PMG in place (b) Action undertaken on basis of performance reviews	JW	Ongoing - PMG to meet at least 6 times/year		
CR11	Failure to recruit and retain staff where there are national skills shortages and including the impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims.		3	3	High	ALLGC	2	2	Low			Mar-08		
CR13	Review of Accommodation Strategy.		4	4	High	SR	3	2	Medium			31/03/08		



**Managing Risk - Corporate Risks**  
January 2008



Stage One				Stage Two			Stage Three					
Risk Reference Number	Identified Risk Area	Council Objective	Assessment of Risk (Assume NO controls in place) using risk matrix			Responsible Directors	Assessment of Residual Risk (With control Measures implemented)			Action Description	Action Owner	Target/Review Date
			Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating			
CR16	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		4	3	High	MH	3	3	High	"H&W have an agreement to Trade LATS between the two authorities at "no cost" to offset risks - this risk needs to be formalised. The failure of negotiations with ReEnergy means that the issue of MWM identifying and introducing a new sub-contractor will need to be monitored to ensure early warning can be given of likely timescales for the negotiations and implementation of a varied contract. Because of the timescales involved in delivering a variation to the Contract it will be necessary to offset our risks of LATS penalties by maximising our recycling performance, through Waste Collection, to deliver increased diversion from landfill. In addition the two authorities are now also negotiating a contract to secure capacity at an Energy from Waste Plant to ensure we collectively meet our diversion targets.  The Contracts are both "out of County" and are designed to deliver the minimum quantity of waste to meet or LATS target and to minimise the amount of waste being transported out of the Counties. In addition further work is being undertaken to secure appropriate diversion technology to secure the longer term viability of the Contract."	MH	
CR17	Reduction in the Use of Resources overall assessment		4	2	Medium	SR	3	4	High	Directorate Management Teams to review progress implementing actions arising from internal audit reviews on a monthly basis.	ALL	Ongoing
CR27	CRB process not carried out to an appropriate and reliable level		4	3	High	SM	4	2	Medium	Action plan to be developed that will address the 7 areas of concern raised by the Director of C&YP. Appropriate financial support to be allocated to that the implementation of the plan can be actioned speedily and readily. Report to Members.	SM	
CR28	Deliverable benefits from Herefordshire Connects not realised		4	3	High	JEJ	3	3	High	a) BCG in place and meeting regularly, benefits envisaged to be assessed at each meeting; (b) Programme Board receive regular exception reports; c) Actual investment and savings monitored against the MTFs.	a) DP b) AK c) DP	Monthly, next review January 2008
CR29	Both Data Centres are in leased accommodation, are near capacity, plus there are environment issues such as power and fire suppression that need to be addressed. Less than ideal network services. This is linked with accommodation strategy CR13		4	4	High	JEJ	4	4	High	To be completed by risk owner	Rob Knowles	
CR30	Legacy systems out of support with vendors, and on old hardware. Compounded by CR28 Benefits from Connects eg Cedar		4	4	High	JEJ	1	1	Low	To be completed by risk owner	Geoff Cole	



HEREFORDSHIRE COUNCIL

Managing Risk - Corporate Risks  
January 2008

Stage One			Stage Two			Stage Three					
Risk Reference Number	Identified Risk Area	Council Objective	Assessment of Risk (Assume NO controls in place) using risk matrix			Responsible Directors	Assessment of Residual Risk (With control Measures implemented)				
			Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating		
CR32	Currently the council's websites use the Star internet feed which is becoming increasingly unreliable. The TOM target is to move the internet feed to the 16 Mbytes pipe as soon as possible however feedback from Networks is that this is already reaching capacity usage at peak times from School traffic which already uses this feed. In addition the MLE/VLE hosted externally will place additional demands on this bandwidth but the level of additional traffic is not known		4	4	High	JJE	4	4	High	To be completed by risk owner	
Potential Mitigation Strategy Summary											
Siemens are currently working on an alternative supplier to BT, whose costs are very high, and they hope to significantly reduce the costs provided so far. These costs will also take into consideration any cancellation charges as the BT circuits were procured on a 3 year rental basis. Also, these costs will be based on the service being provided to the 2 current data centres; if internet feeds are required at any new data centres it would require a "B" end shift(s). In reality, this will be a new circuit and no provider will provide costs for doing this until the final destinations are known and the router/fibre capacity etc checked out.											
The technology used by BT the current feeds can only be incremented up to a total bearer bandwidth of 34Mb which gives 32Mb of usable bandwidth (limitation of ATM (Asynchronous Transfer Mode) over SDH (Synchronous Digital Hierarchy)). As mentioned, above Siemens are looking at their technology options that can provide bandwidths from 30Mb up to 1620Mb. However, Siemens are currently unable to retain the existing 16Mb feeds for corporate and install totally r											

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

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

Key to Assessment of Risk Scores

Impact Rating	Description/Examples
Catastrophic	One or more fatalities Service disruption for more than 5 days Adverse national publicity Financial loss up to 75% of budget Litigation almost certain and difficult to defend Breaches of law punishable with imprisonment
Critical	Extensive, permanent injuries, long term sick Service disruption 3 - 5 days Adverse local publicity Major injury to individual/several people Litigation is expected Financial loss up to 50% of budget Breaches of law punishable by fines only
Significant	Severe injury to individual/several people Service disruption 2 - 3 days Needs careful public relations Financial loss of up to 25% of budget Higher potential for complaint, litigation possible Breaches of regulations/standards
Negligible	No injuries beyond first aid level No significant disruption of service capability Unlikely to cause any adverse publicity Financial loss of up to 10% of budget Unlikely to cause complaint/litigation Breaches of local procedures/standards

Likelihood Rating	Description
Very Likely	Is expected to occur in most circumstances i.e. there is a more than 75% chance of occurrence.
Likely	Will probably occur in most circumstances, i.e. there is a 40% - 75% chance of occurrence.
Unlikely	May occur in exceptional circumstances i.e. there is a 10% - 40% chance of occurrence.
Very Unlikely	Is never likely to occur i.e. a less than 20% chance of occurrence.

**MANAGING PERFORMANCE MANAGEMENT****Report By: Director of Corporate and Customer Services****Wards Affected**

County-wide

**Purpose**

1. To note progress against the action plan that was developed as the Authority's response to the audit of its performance management arrangements in the autumn of 2006, and the associated communications action plan.

**Financial Implications**

2. There are no financial implications

**Background**

3. The report considered by Cabinet on 21 February is appended. Cabinet noted the report and agreed that the action plan be updated in the context of the overall Comprehensive Area Assessment preparation programme, submitted to Cabinet in April 2008, and progress reported every six months.

**RECOMMENDATION**

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

**BACKGROUND PAPERS**

- None identified



# MANAGING PERFORMANCE MANAGEMENT

## PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

21 FEBRUARY 2008

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### Wards Affected

County-wide

### Purpose

To report progress against the action plan that was developed as the Authority's response to the audit of its performance management arrangements in the autumn of 2006, and the associated communications action plan.

### Key Decision

This is not a Key Decision

### Recommendations

#### THAT:

- (a) **the report be noted; and**
- (b) **it be agreed that the plan be updated, submitted to Cabinet in April 2008, and progress reported every six months.**

### Reasons

In the autumn of 2006 the Audit Commission conducted a major audit of the authority's performance management arrangements. The audit was a response to the findings during the 2005 Corporate Assessment that scored performance management at 2 out of 4 – the weakest element of the authority's corporate arrangements at that time.

The audit confirmed that many of the required processes were in place but found that there was still a long way to go before the authority had a performance management culture with the processes embedded within the working practices and behaviours of individuals. The attached action plan (**Appendix A**) was developed in response to the audit's 14 recommendations. These are listed according to their strategic significance, not numerical order. The Communications Action Plan (**Appendix B**) was developed in response to recommendation 2 of the audit.

## Considerations

1. The Managing Performance Management Action Plan (**Appendix A**) and Communications Action Plan (**Appendix B**) are being implemented. Achievement was last reviewed internally by Strategic Monitoring Committee on 16<sup>th</sup> July 2007. Last autumn's direction of travel assessment by the Audit Commission provided a further, external, check on progress. The majority of actions required to have been delivered thus far have been achieved, although a number have still to be implemented such as Recommendation 4 g (vi) in Appendix A and 3 b in Appendix B.
2. The two action plans were originally developed to provide a comprehensive view of the council's activities and future challenges to strengthen its performance management arrangements, not just as a response to the 2006 audit. The action plans have already led to a strengthened performance management function, recognised in the Audit Commission's recent direction of travel statement which is reported separately on this agenda.
3. Overall, the performance management requirements on the Authority and its partners continue to change and rise. Externally, every regulator expects higher standards year on year and public expectations quite rightly increase. The new Local Area Agreement (LAA) coupled with increased roles for statutory partnerships highlights the importance of assurance / governance arrangements, including those for performance management, as well as performance itself. Internally, improvements continue including revisions to the 2008 staff review and development (SRD) process by the interim head of HR as well as strengthened training on risk and service planning. There are to be changes to the process by which the Chief Executive assures himself of directorate performance with the Director, Leader and Cabinet members.
4. All this means that the Action Plan in **Appendix A** is now somewhat dated and hard to read, containing as it does progress over the last 18 months of change. Following this cycle of meetings it will be revised to focus on the remaining tasks and the changed circumstances. It is particularly important that it looks forward to the Comprehensive Area Assessment (CAA) rather than focus on the last year of the current comprehensive performance assessment. Clear links need to be made between the remaining actions in response to the 2006 audit and preparations for CAA.
5. In readiness for the CAA a draft preparation programme has been developed for consideration by Cabinet, and is on the agenda for this meeting. The action plans now need to be updated to reflect the progress that the council has made in respect of its performance management arrangements in the last year, and the external challenges that it will face in future, including the CAA.

## Alternative Options

Not applicable.

## **Risk Management**

Strengthening of the performance management function will have a significant bearing on the council's future performance in achieving its priorities, and therefore on partnership working, future audits and inspections, the authority's wider reputation as well as improvement across Herefordshire as a whole.

## **Consultees**

Relevant staff referred to in the action plans.

## **Background Papers**

Managing Performance Management 2006/07 – Audit Commission, September 2006.





MANAGING PERFORMANCE MANAGEMENT

ACTION PLAN TO RESPOND TO THE AUDIT COMMISSION

APPROVED JANUARY 2007 AUDIT & CORPORATE GOVERNANCE COMMITTEE

GLOSSARY

APA	Annual Performance Assessment			
BVPI	Best Value Performance Indicator [s]	AMc	Alan McLaughlin – Head of Legal & Democratic Services	
CMB	Corporate Management Board	GC	Gi Cheeseman, Interim Head of Human Resources, Council and PCT	
CPA	Comprehensive Performance Assessment	DP	David Powell – Head of Financial Services	
CX	Chief Executive	JJ	Jane Jones – Director of Corporate and Customer Services	
C&YP	Children and Young People	JW	Jennifer Watkins – Herefordshire Partnership Manager	
DMT'S	Directorate Management Team	CB	Chris Bull – Chief Executive	
HR	Human Resources	RB	Robert Blower – Head of Communications	
IDEA	Improvement and Development Agency	SR	Sonia Rees – Director of Resources	
IPR	Integrated Performance Report	TF	Tony Ford – Principal Audit Manager	
LA'S	Local Authorities	TG	Tony Geeson – Head of Policy and Performance	
PCT	Primary Care Trust	DN	Dave Nicholson – Forward Planning	
PI'S	Performance Indicators			
PIMS	Performance Improvement Managers			
PST	Public Services Trust			
PWC	Price-Waterhouse-Cooper			
QA	Quality Assurance			
SMC	Strategic Monitoring Committee			
SMT	Senior Management Team			
SRD	Staff Reviews and Development			
IPC	Institute of Public Care			
PIN	Performance Improvement Network			
PIM	Performance Improvement Managers			

RESPONSIBILITIES

<b>RECOMMENDATION 5</b>		
Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership		
<b>RESPONSE</b>		
a) The fullest possible integration of planning, priorities and performance management with key partners is crucial for successful implementation of the <i>Strong and Prosperous Communities</i> Local Government White Paper		
b) Immediately, the highest priority is integration between the Council and the Herefordshire PCT, as part of the creation of the public service arrangements		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) Discussion with the Herefordshire Partnership Chief Executives' Group and Performance Management Group, then the Partnership Board, leading to the preparation of a detailed implementation plan	Discussions to be completed by June 2007 and the detailed implementation plan in place by December 2007, with a view to the new arrangements operating from 1 April 2008	JJ, TG, JW
b) Inclusion in the detailed implementation plan for the creation of public service arrangements with the PCT	Integrated arrangements to be operating from the time public service arrangements are operational	CB

<p><b>PROGRESS with R5</b></p>	<p>a) Already in place re. children and young people, with a single C&amp;YP three-year plan and underpinning joint Forward Delivery Plan, integrated with the C&amp;YP Directorate's Plan. A new Children and Young People's Plan is being developed, with an agreed set of priorities. It will be published in May 2008, providing the commissioning strategy for the Children's Trust.</p> <p>The Herefordshire Partnership Board and a specially convened reference group has given detailed attention to the development of the Local Area Agreement. The Board has also considered the implications of implementing the Local Government White Paper and will be closely involved in the preparations for the Comprehensive Area Assessment (CAA).</p> <p>Detailed mapping has been carried out of partner organisations' planning and performance management arrangements. This has identified some similarities but also important differences, often related to the requirements placed upon partners by the government departments to which they are responsible. It would be unrealistic to expect to be able to put all of these on a consistent basis just for Herefordshire; and further consideration, has shown that, in any event, the best way ahead lies in the development of the arrangements for the new wave of local area agreements and the emerging requirements for Comprehensive Area Assessment, including the much-reduced suite of mandatory national PIs and the greater scope this provides for the development of local PIs. Taking all these factors into account, the Chief Executives Group confirmed in June that the new high-level model would focus on the national and local PIs included in the new local area agreement, in respect of which an action plan will be developed by April 2008. The intention is that partners will include relevant targets and actions in their own corporate and business plans and performance management arrangements, also with effect from April 2008.</p> <p>b) The model developed under a) will be at the heart of the performance management arrangements for the public service arrangements with the PCT.</p>
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<b>RECOMMENDATION 1</b>	
Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement	
<b>RESPONSE</b>	
<p>The initial basis for the high-level model will be a detailed analysis of what is necessary to raise the Council's BVPI and other key PI scores, as well as its CPA scores - in all cases related to the achievement of the Council's existing strategic priorities.</p> <p>The results will be discussed fully by SMT, then CMB, Cabinet, SMC and the individual subject scrutiny committees, leading to the design and implementation of the high-level model.</p> <p>The resulting programme of action will be taken forward as part of the overall Transformation Programme and led by the relevant individual transformation boards, with operational responsibility and accountability vested in individual heads of service. Its roll-out will be an integral part of the Council's performance improvement cycle, which relates investment to the achievement of the Council's priority outputs and outcomes</p> <p>The model's subsequent development and implementation will be taken forward as part of the programme to integrate arrangements with key partners (see Recc. 5 above)</p> <p>Reflect the above in revised Performance Improvement Framework</p> <p>All the above and the supporting elements below to be underpinned by a comprehensive communications plan.</p>	
<b>ACTION</b>	<b>TIMESCALE</b>
a) The analysis to be discussed by SMT and CMB	30 January 2007
b) Then by Cabinet and scrutiny	22 February 2007
c) In parallel, identify potential models from high-performing local authorities	End February 2007
d) Resulting initial Council model to be approved by CMB and Cabinet, including user-friendly template[s] that identifies and rates the key measures of performance	March 2007
	<b>LEAD</b>
	JJ, TG
	JJ, TG

**APPENDIX A**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
e) The initial Council model to be operating based on its critical performance indicators	From 1 April 2007	JJ, TG, SR, DP, transformation board chairs, heads of service
f) Cabinet approval of initial revised Council Performance Improvement Framework	April 2007	JJ, TG
g) Cabinet and Partnership approval of the joint Partnership Performance Improvement Framework and model	February 2008	JJ, TG, JW
h) Develop communications plan, including arrangements for publicising the completed template regularly to members, staff and other stake-holders	End February 2007	JJ, RB
i) Implement communications plan	As set out in the separate communications plan	

**PROGRESS WITH R1**

- a) b), c), d) and f) Following visits by scrutiny members and officers to Shropshire, East Riding of Yorkshire and a number of other councils, and attendance by officers at two Beacon Council events at Rotherham MDC, CMB and then Cabinet endorsed an interim high-level model that focuses on the Council's performance against the baskets of indicators that inform the annual Direction of Travel assessment, but also tracks performance against the baskets of indicators in the LAA (including LPSA) and the other Council KPIs and key actions and milestones selected for the 2007-08 Annual Operating Plan. The interim model was incorporated in a revised Performance Management Framework in place by March 2007.
- e) Achieved, with new, bi-monthly integrated performance reports (IPRs) delivered to Cabinet and Strategic Monitoring Committee.
- g) Achieved (as under Recc. 5a above), subject to Cabinet and Partnership approving the new Sustainable Community Strategy/LAA action plan by April 2008.
- h) and i) interim new model and performance highlights communicated to members, key managers and staff in a co-ordinated range of ways, including Jan. to March 2007 regular reports to CMB on progress as regards PIs relevant to Direction of Travel assessment; IPR summaries; *First Press* and *First Press Online*; *News and Views*; the *Leadership Forum*; *CMB/SMT* performance management workstream group; and the PIN.

Details set out in Communications Plan, together with further actions for the period to 31 March 2008.

<b>RECOMMENDATION 6</b>			
Develop a simpler, clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress			
<b>RESPONSE</b>			
To be determined as part of the implementation of Reccs 5 and 1. This will ensure easy understanding & consistency between the Council's priorities and those of the <i>Herefordshire Partnership</i> ; indicators for organisational improvement priorities; a basket of indicators for each priority; and good communication of all this to members, staff and other stakeholders.			
	<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a)	To be developed as part of the high level model in Recc.1	As for Recc.1	JJ, TG
b)	Strategic public consultation	June 2007	
c)	Decisions on priorities by the newly elected Council: <ul style="list-style-type: none"> <li>i. Cabinet approves Corporate Plan 2008-11</li> <li>ii. Council approves Corporate Plan 2008-11</li> </ul>	October 2007 November 2007	
<b>PROGRESS WITH R6</b>			
a)	Completed; see under Recc. 1 above.		
b)	Group Leaders agreed before the election to defer the proposed strategic consultation. Instead the focus has been on embedding the three-year performance improvement cycle, including increased challenge to proposals and targets for future years. Public consultation and involvement are integral to the current process of identifying priorities for the new LAA. The nature and timing of future strategic consultation will be considered as part of the development of the next performance improvement cycle.		
c)	Development of the Corporate Plan has taken longer than expected owing to uncertainties as to whether a joint plan would be produced for a Public Service Trust and to reflect emerging decisions as to council priorities. It will now be considered by Cabinet on 27 <sup>th</sup> March 2008.		

<b>RECOMMENDATION 8</b>			
Produce regular high-level strategic assessments of performance trends, identifying, where relevant, barriers and levers to performance improvement			
<b>RESPONSE</b>			
The Recc. 1 model to be the initial basis for future integrated performance reports (IPRs). Will be developed further in the light of the agreed longer-term arrangements with partners in response to Recc. 5. There will be periodic overall assessment (frequency to be decided). IPRs will include key intelligence immediately it becomes available, e.g. APA and other inspection results. Also to include consideration of a Council-wide process to collect customer feedback more consistently.			
<b>ACTION</b>		<b>TIMESCALE</b>	<b>LEAD</b>
a)	Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b)	Operate the revised format	June 2007	
<b>PROGRESS WITH R8</b>			
a)	Achieved. See under Recc. 1 above.		
b)	Ditto		



<p><b>RECOMMENDATION 2</b></p>	<p>Develop and implement a consistent strategic approach to embedding a performance management culture</p>
<p><b>RESPONSE</b></p>	<p>a) To be achieved as an integral part of implementing Reccs. 5 and 1 - drawing on successful practice in other LAs; the IPC work in Children’s Services, the PWC work in Adult Social Care and other good practice in the Council; the Director of Corporate and Customer Services and the Director of Resources working together to champion improved performance management, particularly through an even more rigorous and demanding performance improvement cycle; and the inclusion of indicators that track cultural change in the high-level model</p> <p>b) Momentum to be maintained to deliver and gain maximum impact from measures already in hand, including the continuation of the Leadership Programme and directorate initiatives such as the adult social care performance clinics.</p>

**APPENDIX A**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) Programme of detailed action to be developed for implementing Reccs. 5 and 1 (embedding to be achieved through the performance improvement cycle and the communications plan)	Operating from 1 April 2007	JJ, TG
b) i. Complete appointment of performance improvement managers	April 2007	TG
ii. Currently programmed SRD and risk management training to be delivered	January to March 2007	GC, TG, DP
iii. Develop targeted mandatory annual training and development programme, initially for 2007-08	Operational from April 2007	GC, TG
iv. Disseminate the results of the performance management improvements in C&YP Services (from IPC) and Adult Social Care (from PWC) and other good practice, considering their application more generally (particularly through SMT and its performance improvement sub-group and the performance improvement network)	From April 2007	TG/RB / SMT

<p><b>PROGRESS with R2</b></p> <ul style="list-style-type: none"> <li>a) Performance improvement cycle revised and operated, including director-level meetings to challenge proposals. Culminating in a continuing series of joint Cabinet /CMB meetings to agree strategic priorities.</li> <li>b) (i) All performance managers in post, with the performance improvement network operating and meeting regularly since the spring.</li> <li>b) (ii) Achieved.</li> <li>b) (iii) Further round of SRD training, including essentials of performance and risk management, put in place and continuing. Development programme for service planning designed; being delivered with directorate management teams and others.</li> <li>b) (iv) PIN and CMB/SMT performance management workstream meetings include directorate by directorate round-up as a standing item Two cohorts of key managers in the Children and Young People Directorate have completed performance management training run by the IPC. Through the IPC, a number of these managers are now undertaking work-based projects as part of an accredited Certificate in Performance Management. In Adult Social Care, routine regular team performance appraisals and performance clinics; now team performance appraisal being rolled out, beginning with two teams in Strategic Housing. Case studies of successful performance management, e.g. planning applications and presentation of credible options for the PIC shared across the Council. A rolling programme will be maintained.</li> </ul>
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<b>RECOMMENDATION 3</b>		
Ensure that the respective roles & responsibilities of the Council's partnership team & the directorate performance management officers are clear		
<b>RESPONSE</b>		
<ul style="list-style-type: none"> <li>a) Secure clear understanding and ownership amongst directors and heads of service</li> <li>b) Keep guidance under review in the light of experience and changing requirements</li> <li>c) and d) regular fora to ensure good communication, mutual understanding and ownership</li> <li>e) Equally important to ensure that there is a clear understanding of the respective roles and responsibilities of PIMs and corporate Policy and Performance staff, so that overall capacity, efficiency and effectiveness are maximised.</li> </ul>		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) Discuss with directorate management teams	Before end March 2007	TG
b) Identify the key meetings in Directorates below DMT level where performance is debated and decisions taken	Before end March 2007	
c) Review, develop & refresh the guidance/protocols to reflect the activities & tasks that need to be carried out under the agreed arrangements with key partners in pursuit of Recc. 5	December 2007	
d) Regular meetings of the performance improvement network	At least monthly	
e) Review the effectiveness of the performance improvement network and the SMT performance improvement sub-group, recommending changes where necessary	September 2007	TG
f) Corporate Policy and Performance roles to be reviewed and posts re- evaluated	June 2007	

**PROGRESS with R3**

- a) Achieved. Regular subsequent discussions between the Head of Policy and Performance and individual directors
- b) DMT members required to ensure effective two-way communications with all managers and staff in their areas.
- c) Completed in November 2006 - clarified and reissued description of roles and responsibilities for plans and PIs. To be reviewed in the light of the new Sustainable Community Strategy/LAA action plan in April 2008.
- d) Monthly PIN meetings have taken place and continue, chaired by the Head of Policy and Performance and including the four performance improvement managers, senior members of the Herefordshire Partnership Support team, the Council's Risk Manager and Policy and Performance staff. Also six-weekly meetings of the CMB/SMT performance improvement work-stream group.
- e) PIN and CMB/SMT workstream group review approved by CMB in September 2007. Showed, for example, that the PIN had contributed to a significant increase in the number of improving PIs; a reduction in "red" PIs; improved proposals for the performance improvement cycle; improved the effectiveness of the CX's performance review meetings with individual members of CMB; and secured improvements to data quality. In respect of the CMB/SMT workstream showed, for example, that it had secured the full involvement of heads of service across the Council in preparing three-year proposals for the PIC challenge process; helped produce the composite basket of PIs for the improved IPRs; advised to secure the improvements made in risk management, training and development and the performance improvement framework; undertook the IIP gap analysis; reviewed service planning guidance and instituted the system for scoring the content and quality of plans; and communicated changes to PIs and updates to performance frameworks throughout directorates and services. As a result, CMB endorsed the continuation and further development of both networks as essential to continuous performance improvement and successful preparation for the new system of CAA.
- f) Up-to-date job descriptions and person specifications produced; immediate priority given to vacant research posts needing to be filled. Review conducted of research and information functions and potential structures for public service arrangements with the PCT designed. The more general evaluation now to be taken forward as part of the establishment of these arrangements.

<b>RECOMMENDATION 4</b>		
Ensure that members, both at cabinet and overview and scrutiny level are fully involved in, and integrated into, the Council's performance management arrangements		
<b>RESPONSE</b>		
a) To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2 - involving extensive informal and formal discussion with both executive and non-executive members; linked with the constitutional and local democracy changes required to implement the Local Government White Paper		
b) and c) This will be reflected in a members' guide to performance management		
c) Maintain momentum with implementation of the existing scrutiny improvement programme		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) As for Reccs. 5, 1, 6, 8 and 2	As for Reccs. 5, 1, 6, 8 and 2	JJ, AMc, TG
b) Circulate IDeA guide to members	January 2007	
c) Establish a members reference group to advise upon/ road-test drafts of a members guide	January 2007	
d) Initial members' guide	April 2007	
e) The induction programme following the May 2007 election will include sessions on performance improvement	Beginning May 2007	
f) Members' guide reflecting the longer-term arrangements agreed with partners	February 2008	

**APPENDIX A**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
g) Implementation of relevant elements of the existing Scrutiny Improvement Plan, including:		
i) Cabinet members' annual presentations to scrutiny committees	June 2007	
ii) Regular, improved IPR reports to SMC, which will refer matters to scrutiny committees, as appropriate	Continues	
iii) Regular progress reports on detailed improvement plans for individual service areas	Continues	
iv) Annual review of the operation of the performance management framework	October 2007	
v) Visits to LAs successfully using scrutiny to drive performance improvement	From May 2007	
vi) Scrutiny members as "critical friends" for specific services as part of the performance improvement cycle		

**PROGRESS WITH R4**

- a) As under Reccs. 5, 1, 6, 8 and 2. Presentations and discussion as part of members' induction following the May election. The Scrutiny Improvement Plan implemented, including visits to Shropshire, East Riding of Yorkshire and three other high performing councils, the results of which were reported to the member induction seminar in June.  
The format and content of the monthly meetings between Cabinet members and directors reviewed, with revised arrangements, including a new template, implemented after the election. Structured around performance against plans, resources and corporate issues, these place increased emphasis on customer views and consultation.
- b) and e) IDeA guide discussed and distributed as part of members' induction seminars on scrutiny and performance management.
- c) and d) It was agreed that the IDeA guide, coupled with induction training and discussion would suffice.
- f) Further guidance will be developed, by April 2008, as part of the new Sustainable Community Strategy/LAA action plan and the establishment of the public service arrangements with the PCT.
- g) (i) Annual presentations have been made by the lead Cabinet members to the relevant scrutiny committees. These were re-scheduled to take into account the intensive programme of induction meetings following the May elections, which included key information about performance and future challenges.
- g) (ii) Achieved, as under Recc.1.
- g) (iii) Achieved.
- g) (iv) Proposed updated performance management framework will be before Cabinet for approval shortly.
- g) (v) Achieved
- g) (vi) Being considered as part of the rolled forward scrutiny development plan. Scrutiny will be involved in the consideration of strategic options through its consideration of the new Corporate Plan.



<b>RECOMMENDATION 7</b>		
Ensure that the role, purpose and content of service plans clearly links to the high-level set of indicators and measures, and reflect the approach the Council has decided to adopt in linking with partnership priorities		
<b>RESPONSE</b>		
To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2, including such further guidance as is needed on developing local indicators, setting targets and ensuring that risks are dealt with as part and parcel of performance management		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
Reflect in revised requirements for directorate and service plans 2008-11	September 2007	TG
<b>PROGRESS WITH R7</b>		
Achieved, following discussion through the performance improvement network on 1 November. Plans are being quality-assured against a checklist based on the guidance.		

<b>RECOMMENDATION 9</b>		
Develop the current performance reporting process to provide both a more consistent approach to reporting performance within directorates, and a clearer, higher-level report of progress against priorities		
<b>RESPONSE</b>		
<p>a) Make initial improvements on the basis of the actions in respect of Recc. 1 above, including in the IPR and directorate reports clear messages about good performance and areas of concern, summaries of progress against remedial action in previous reports and information on compliments and complaints; deciding how often reports will be made on individual items; and putting in place effective arrangements to communicate the headlines to members and staff</p> <p>b) Make longer-term improvements consistent with the implementation of Recc. 5</p> <p>c) Part of implementing Reccs 1 and 6</p>		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) Map and review current procedures and experience of reports to lead Cabinet members and the CX's performance review meetings with individual members of CMB; apply the best practice identified as part of the programme to implement Recc. 1, including that from high-performing LAs; issue fresh requirements/templates; institute arrangements to communicate the performance headlines to members and staff	To be in operation from 1 April 2007	TG, RB, directors, heads of service
b) Bring the longer-term improvements into effect	1 April 2008	
c) As for Reccs. 1 and 6	As for Reccs. 1 and 6	JJ, TG
<b>PROGRESS WITH R9</b>		
<p>a) Achieved, resulting in new templates for the regular reports to Cabinet members (as under 4a above); and a new, standardised core agenda for the CX's performance review meetings with individual members of CMB.</p> <p>b) On schedule, as under Recc. 5.</p> <p>c) As under Reccs. 1 and 6.</p>		

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

<b>PROGRESS WITH R10</b>
a) Achieved, as under Recc.1 above.
b) Ditto
c) Achieved
d) Achieved, as under Reccs. 1 and 5

<b>RECOMMENDATION 11</b>		
Ensure that there is a better consistency and purpose in the reporting of performance to executive and non-executive members		
<b>RESPONSE</b>		
Part of implementing Reccs. 9 and 10 above, making clear the specific roles of scrutiny members in respect of performance management issues; and ensuring that there are well-understood links between scrutiny committees, staff in the relevant services and research and other forms of support for scrutiny. The Local Government White Paper's proposals for frontline members are relevant here		
	<b>ACTION</b>	<b>TIMESCALE</b>
See Reccs. 9 and 10		See Reccs. 9 and 10
		<b>LEAD</b> JJ, TG, directors, heads of service
<b>PROGRESS WITH R11</b>		
As under recommendations 9 and 10		

<b>RECOMMENDATION 12</b>		
Improve the quality assessment of the SRD process to ensure that, among other things, individual targets are linked to service and corporate targets		
<b>RESPONSE</b>		
QA process initiated and now needs to be rolled out consistently and embedded across the Council		
	<b>ACTION</b>	<b>TIMESCALE</b>
a)	Cascade of QA to be initiated by HR with directors and rolled out for the coming round of SRDs Guidance to be re-issued by HR Cascade to be documented	Directors and Heads of Service by March, other tiers before the end of May 2007
b)	Internal audit to test effectiveness of the cascade	As agreed with internal audit
c)	Routine monitoring of satisfactory and timely completion of SRDs by departmental HR officers, reporting results to SMT, CMB and Cabinet	May 2007 and annually thereafter
d)	First phase of new SRD training programme to be completed	March 2007
e)	Subsequent phases of SRD training to be developed as part of the targeted mandatory annual training and development programme	April 2007
<b>PROGRESS WITH R12</b>		
		<b>LEAD</b>
		GC, directors and heads of services
		TF
		GC
		GC, TG

- a) Achieved, resulting in 97% of SRDs being completed on schedule (compared with 94% in the previous year).
- b) QA audit carried out on sample of SRDs. Headlines: not always sufficiently clear links between the Council's priorities/objectives/targets and those of the individual; instances where only training issues discussed; sometimes confusion between objectives, tasks and priorities. As a result, SRD pro forma improved to show explicitly the link from service/team plans to an individual's objectives, targets and training and development needs. SRD training programme continues.
- c) Achieved. Head of HR reported progress regularly to CMB.
- d) Achieved.
- e) Further round of SRD training, including essentials of performance and risk management, put in place and continuing.

<b>RECOMMENDATION 13</b>		
Ensure that there are clear links between the action points in the Directors' Performance Review meetings and the issues discussed at DMTs and other management and team meetings within the directorates		
<b>RESPONSE</b>		
To be implemented alongside Reccs. 3 [road map of key performance meetings], 9 and 10		
	<b>ACTION</b>	<b>TIMESCALE</b>
a)	Identify and disseminate best practice	March 2007
b)	Implement best practice	April 2007
		<b>LEAD</b>
		TG
		Directors and the Head of HR
<b>PROGRESS WITH R13</b>		
a) and b) Achieved. Timetables and processes in place in directorates to ensure that this – and other performance management and reporting disciplines - are sustained, e.g. in Adult and Community Services, the Director receives, before each meeting with the CX, performance reports from individual heads of service, as well as discussing at subsequent DMTs key points from the CX meeting; and CX and Director of Resources agreed on need to give higher priority to improved procurement, so that now it's a standing item at each Resources DMT.		



<b>RECOMMENDATION 14</b>		
Place more emphasis on the celebration and rewarding of success		
<b>RESPONSE</b>		
To feature in all aspects of implementation and as part of the Council's wider approach to developing rewards and recognition. To include the positive results of customer feedback		
<b>ACTION</b>	<b>TIMESCALE</b>	<b>LEAD</b>
a) Feature highlights of good performance in the IPR and in all other performance reports, corporately and in directorates	Immediately	TG, directors, heads of service
b) Develop full rewards and recognition programme	To be discussed with the Head of Communications during 2007	GC, RB
<b>PROGRESS WITH R14</b>		
<p>a) Achieved in respect of the new IPRs and in directorates' performance reporting, including to lead Cabinet members and Scrutiny. Featured also in corporate and service newsletters. Highlighted in DMTs and other performance management meetings/clinics. Major improvements in performance and how they have been achieved, e.g. planning applications, to be showcased across the Council over the coming weeks, with a rolling programme maintained thereafter.</p> <p>b) A range of reward and recognition initiatives have been taken, including leadership awards at quarterly all-staff meetings, homelessness team award, regular face-to-face and e-mailed thanks, and in newsletters. There is not yet a corporate programme but, as the first step, existing benefits packages are being collated. This is to be taken forward by the interim Head of HR, Council and PCT.</p>		



**Herefordshire Council performance management communications plan: as at January 2008**

N.B. This plan will be further reviewed and updated in the light of developments in the establishment of public service arrangements with the PCT.

**SECTION 1 – Managers and other employees**

**Objectives**

- Ensure that they understand the Council’s goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Ensure that they understand their and their teams’ contributions, responsibilities and accountabilities towards achieving them
- Ensure that they are informed about the headlines regarding the *Partnership’s* and the Council’s performance and significant factors affecting it, including national and regional developments
- Empower and motivate them to bring about continuous improvements in services and outcomes for users and citizens - within their services, across the Council and with partners
- Enable them to make the biggest possible contribution to partnership, corporate, directorate and service thinking that will deliver improvements
- Ensure that they understand new or changed policies, protocols and procedures material to successful performance management

ACTION	RESPONSIBLE OFFICER	WHEN
<b>1A</b> The most important headlines communicated to all by means of <i>News and Views</i> (therefore discussed in team briefings) and <i>First Press</i> – including <i>First Press On-line</i> , which is e-mailed to staff.	R Blower	Monthly
<b>1B</b> Views of all staff sought in response to corporate, directorate and service communications. Followed through into the preparation of plans.	R Blower, T Geeson, directors, heads of service	Views – monthly Plans - March
<b>1C</b> Open <i>Talking point</i> meetings between the Leader, CX and staff	CX	Thrice yearly

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<b>1D</b> Regular items at the <i>Leadership Forum</i> – presentations and discussion e.g. IIP, Direction of Travel, and CAA.	R Blower, T Geeson	Quarterly
<b>1E</b> Meetings (plus periodic away days) of the performance improvement network, with notes of meetings cascaded to all relevant staff.	T Geeson, Performance improvement managers (PIMs)	Monthly
<b>1F</b> Staff induction: in their face-to-face contributions to corporate induction, which all new staff undergo, the Leader and CX give a high-level view of the Council's performance and the importance of effective performance management to improving services and outcomes for citizens/users. Review of corporate induction about to be undertaken will aim further to strengthen the performance management element.	CX  L Wallace	All initial corporate inductions  February 2008
<b>1G</b> Directorate and service inductions tailored to provide performance management information and understanding appropriate to the individual's role and responsibilities.	Heads of service, PIMs, managers	All directorate and service inductions
<b>1H</b> SRD training programme incorporates key performance management and improvement messages.	T Geeson, L Wallace	Monthly
<b>1I</b> Council's annual report and account highlights communicated to all staff.	R Blower	November
<b>1J</b> Issues/action points from Directors' quarterly performance review meetings cascaded through DMTs.	T Geeson & team to produce minutes – Directors to cascade through DMTs	Quarterly
<b>1K</b> Key aspects of directorate and service performance communicated to all, for example by means of performance digests, clinics, Performance Champion and Developing Excellence sessions, Director road-shows and cascade of team discussions.	Directors, heads of service, PIMs	Monthly and quarterly
<b>1L</b> Face to face performance briefings/clinics/away-days in all services.	PIMs	At least quarterly
<b>1M</b> Meetings of the Head of Policy and Performance with individual members of CMB.	T Geeson	Monthly
<b>1N</b> Management cascade from the CMB/SMT Performance Management Workstream Group.	T Geeson	Quarterly
<b>1O</b> Monitored drill for managers and staff to confirm that they have read and understood	Head of service for each	February 2008

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all significant policies, codes, protocols and procedures.	policy, code, protocol or procedure in question	
<p><b>1P</b> Report employee opinion survey at corporate, directorate and, where possible, service levels. Actions produced following discussions with staff and included in directorate and service plans.</p>	<p>T Cramp</p>	<p>Annual: survey – July results – October plans - March</p>
<p><b>1Q</b> Development of new corporate approaches to reporting key aspects of performance and significant developments, including IPR highlights, good news and good practice examples/case studies, e.g. possible use of screensavers and dedicated Intranet site.</p>	<p>R Blower, T Geeson, with ICT</p>	<p>March 2008</p>
<p><b>PROGRESS</b></p>		

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<b>1A</b>	Key headlines consistently communicated monthly to staff through News & Views, First Press, and through e-mail and intranet.
<b>1B</b>	News & Views regularly seeks views of staff. Annual Employee Opinion Survey is key resource. Staff consultation on PST undertaken and Readiness for Change survey.
<b>1C</b>	To be reviewed by the new Chief Executive.
<b>1D</b>	Recent Leadership Forum undertook communication of IIP, Direction of Travel and CAA in 2007. New approach to be reviewed in 2008.
<b>1E</b>	Monthly meetings of the Performance Improvement Network took place in 2007 and have been arranged for 2008, which include officers from the Partnership Support Team, Internal Audit and Risk.
<b>1F</b>	Corporate inductions continuing. Briefing for the new Chief Executive has been developed for inductions from February 2008 onwards.
<b>1G</b>	Continuing.
<b>1H</b>	SRD training sessions now include a specific section on performance management, delivered by either the Head of Policy and Performance or one of the Performance Improvement Managers.
<b>1I</b>	Highlights communicated with link to electronic version January 2008.
<b>1J</b>	Arrangements for future performance reviews being discussed with the Chief Executive. Previous reviews have been cascaded through DMTs. Quarterly performance reviews are now being conducted with Heads of Service in directorates; an example is the Director of Adult and Community Services conducting performance reviews with each of his heads of service prior to his own performance review. He intends for this to continue in 2008, whilst awaiting confirmation for his own future performance reviews (see first point in 1J above).
<b>1K</b>	Continuing. Examples would be the quarterly performance digest in Children and Young People's Directorate. Local directorate issues communicated through News and Views.
<b>1L</b>	Continuing. As an example, the Environment Directorate hold monthly performance sessions between DMT and service managers, and Heads of Service have regular 1-to-1s with their service managers.
<b>1M</b>	Continuing.
<b>1N</b>	There have been no meetings of the group recently, and therefore no cascade of information. Attendance at the group is a matter that needs to be resolved.
<b>1O</b>	Discussions have taken place in respect of developing an electronic system to record acceptance and understanding of relevant policies/codes/ protocols/ procedures although the process has not yet been agreed and no date proposed for implementation.

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<b>1P</b>	2007 Employee Opinion Survey completed to schedule.
<b>1Q</b>	Performance assessments promoted internally to managers and staff before press coverage. Arrangements yet to be confirmed with ICT for use of Intranet page or possible screensaver.

**SECTION 2 – Councillors**

**Objectives**

- Ensure that they understand the Council's goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Ensure that they have a good understanding of their general and particular roles in respect of performance management
- Enable them to make the most effective contribution to performance management and improvement
- Ensure that they are well-informed about the *Partnership's* and the Council's performance and significant factors affecting it, including national and regional developments
- Ensure that they understand new or changed policies, protocols and procedures material to successful performance management

ACTION	RESPONSIBLE OFFICER	WHEN
<b>2A</b> Continued improvement in the presentation of IPRs in response to councillors' views	S Martin, K Lloyd	Bi-monthly
<b>2B</b> Council's annual report and account highlights communicated to all members	R Blower	November
<b>2C</b> Rolling programme of seminars and other member development opportunities, e.g. re-run the performance management induction seminar; best practice in engagement with local people and stakeholders; possible round-table discussions at which partners/stakeholders can find out more about councillors and vice versa.	A McLaughlin, T Geeson, M Heuter	In accordance with the up-coming member development programme (currently being developed)
<b>2D</b> Members News / Service Update	C Clapham	Four times a year
<b>2E</b> Performance reports/briefings of lead Cabinet members	Directors, Head of HR	Monthly
<b>2F</b> Performance reports/briefings to scrutiny committees	Directors, heads of service	Quarterly
<b>2G</b> Development of new corporate approaches to reporting key aspects of performance and significant developments, including IPR highlights, good news and good practice examples/case studies.	R Blower, T Geeson, with ICT	March 2008



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<b>PROGRESS</b>	
2A	Developed in light of feedback from Cabinet and Strategic Monitoring Committee, and welcomed by members.
2B	Annual report and highlights communicated to citizens, staff and members.
2C	Continuing; next seminars arranged for February.
2D	Continuing. Members News is printed monthly; Services Update is printed quarterly. Next edition of Services Update will include information on the CPA and Direction of Travel judgements and preparations for the future Comprehensive Area Assessment.
2E	Continuing.
2F	Continuing.
2G	Integrated Performance Reports developed to include key highlights. Recent Annual Satisfaction Survey communicated to staff, members and citizens and will form part of performance management seminar to members in February. Arrangements yet to be confirmed with ICT for use of Intranet page or possible screensaver.

**SECTION 3 - partners and other external bodies**

**Objectives**

- Ensure that they understand the Council's goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Encourage shared purpose and responsibility for the achievement of common goals and objectives
- Ensure that they are informed about the headlines regarding the *Partnership's* and the Council's performance and significant factors affecting it, including national and regional developments

ACTION	RESPONSIBLE OFFICER	WHEN
<b>3A</b> Regular newsletter about key issues, e.g. LAA development and performance, supplemented, wherever necessary, by special editions	J Watkins	At least quarterly. Next special edition (new LAA) in December.
<b>3B</b> Management cascade from meetings of the Partnership Board, Chief Executives' Group and the Performance Management Group, including via Partnership web-site	J Watkins	At least bi-monthly
<b>3C</b> Council's annual report and account highlights communicated to all	R Blower	November
<b>3D</b> Partners' staff already working together in the <i>Common Purpose</i> programme. In addition, considering joint seminars for senior and middle managers from the Council and partner organisations to develop understanding of the shared agenda and different organisational imperatives and cultures, so as to achieve the optimum outcomes for Herefordshire	T Geeson, L Wallace	March 2008
<b>3E</b> Possible round-table discussions at which partners/stakeholders can find out more about councillors and vice versa.	A McLaughlin, M Heuter	In accordance with the up-coming member development programme (currently being developed)
<b>3F</b> Children's Trust Board and Children's Trust Management Group receive slimmed-down performance digest, which includes the key performance indicators included in the Children and Young People's Plan.	Hilary Hall	Quarterly

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<b>PROGRESS</b>	
<b>3A</b>	December Newsletter published about Local Area Agreement and Action Plan; updated in February following completion of LAA work groups.
<b>3B</b>	Information appears not to be routinely cascaded; minutes from the various relevant meetings not always published on the partnership website.
<b>3C</b>	Annual report published and communicated to citizens via media coverage and web site – planned further finance coverage in council tax leaflet.
<b>3D</b>	<i>Common Purpose</i> programme completed. Proposals from programme participants awaited. To be included in forthcoming report to Partnership Chief Executive Group.
<b>3E</b>	Still being discussed.
<b>3F</b>	Latest Performance Digest prepared to the end of December.

**SECTION 4 - users and citizens**

**Objectives**

- Inform them about the Council's goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Inform them about the Partnership's and the Council's performance and significant factors affecting it, including national and regional developments
- Encourage them to express views about the *Partnership's* and the Council's performance, so as to contribute to its continuous improvement
- Enable them to participate effectively in the design and delivery of services

ACTION	RESPONSIBLE OFFICER	WHEN
<p><b>4A</b> Regular features in <i>Herefordshire Matters</i>, including for specific audiences (multi-lingual publication) Develop wider programme of communications for specific audiences</p>	<p>J Burnett R Blower</p>	<p>6 issues a year During 2008</p>
<p><b>4B</b> Council's annual report and account highlights communicated, including summary information with Council Tax bills</p>	<p>R Blower D Powell</p>	<p>Annual report info. - November With Council Tax bills - March</p>
<p><b>4C</b> Consistent communication and feed back to citizens and users (e.g. survey and consultation results and the impact they have had) across the Council). Existing examples include bi-annual <i>Spotlight on services</i> (adult social care) and regular newsletter for people with learning disabilities.</p>	<p>R Blower, M Heuter, heads of service</p>	<p>March 2008</p>
<p><b>4D</b> Annual satisfaction survey.</p>	<p>T Cramp</p>	<p>Annual survey – conducted September/October Basic results – November Full results - January</p>

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<p><b>4E</b> <i>Herefordshire Voice</i> citizens' panel surveys, including to find out the reasons for dissatisfaction identified in the annual satisfaction survey</p>	<p>T Cramp</p>	<p>Annual programme Access to services report – June 2007 Community involvement &amp; what people mean by respect and consideration – conducted Sept- Nov; to be reported Jan 08</p>
<p><b>4F</b> Focus groups – interactive user satisfaction sessions. Potential members for adult social care (ASC) groups identified and sessions planned. Other examples within the Council and partners. Review position, including in the context of public service arrangements with the PCT, and rollout in light of that.</p>	<p>T Homden, T Cramp, PIMs, Heads of service  M Heuter</p>	<p>ASC sessions to begin – early 2008  Review to be concluded – March 2008</p>
<p><b>4G</b> Community Fora – building on the LAA-related <i>Herefordshire Exchange</i> and <i>Herefordshire Conversation</i> to engage citizens/customers in a continuous face-to-face dialogue about the Council's and partner organisations' successes and aspects needing to improve.</p>	<p>R Blower, M Heuter, H Lavelle</p>	<p>Fora – quarterly <i>Herefordshire Exchange</i> – December 2007 and early Summer 2008 <i>Herefordshire Conversation</i> – later in 2008</p>
<p><b>4H</b> Consistently effective mechanisms for involvement in the design and delivery of services, including e-participation/social e-networks</p>	<p>M Heuter, R Blower, E Pawley, Heads of service</p>	<p>Some already in place, e.g. adult social care Wider programme to be developed during 2008</p>
<p><b>PROGRESS</b></p>		
<p>4A</p>	<p>The January edition of <i>Herefordshire Matters</i> promotes the core strategy review; satisfaction survey; waste targets; new customer service standards; affordable housing targets and surveys. New integrated communications strategy for council and PCT to be developed in 2008.</p>	

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4B	<p>Promoted through press coverage and web.</p> <p>Summary information included in council tax bills.</p>
4C	<p>Comprehensive communications and consultations plan on public service arrangements included feedback to citizens and service users.</p> <p>Every Herefordshire Matters edition during 2006 and 2007 has featured topics related to consultation and Parish Planning; a number of press releases featured decisions linked to consultations (e.g. Fairer Charging Policy Autumn 2007); Community Involvement officer has been updating the eConsult consultation database to ensure that feedback is accessible via this method; feedback sheets from Community Forums/PACTs have been made available both on the Council's website and at Forum/PACT meetings.</p>
4D	<p>Completed to schedule.</p>
4E	<p>Access to services report completed to schedule; community involvement report will be completed in February.</p>
4F	<p>Public service arrangements consultation carried out, both through face-to-face meetings for staff in PCT/HC, public meetings and questionnaires. Readiness for change survey as follow-up carried out and results for both consultations published.</p> <p>A number of focus groups are planned in social care; a couple of surveys that cover the issues around satisfaction are also planned, incorporating both service users and ex service users.</p>
4G	<p>Promoted through media and council publication. These have taken place quarterly, with feedback about actions/issues published regularly on website. Format evolving; Cabinet agreed to transfer responsibility from the council to Herefordshire Partnership as of January 2008; new branding being developed; continuous communications via Herefordshire Matters and local papers.</p> <p>Herefordshire Exchange took place in Hereford with good attendance and feedback. The event tied into consultation about the LAA priorities.</p> <p>Herefordshire Conversation will probably be replaced by Herefordshire Exchanges.</p>
4H	<p>Social e-networks have been mentioned to E Pawley but nothing tangible discussed and/or agreed as yet. To be taken forward through the Herefordshire Partnership Team Service Plan for 2008.</p>

## **SMALLHOLDINGS ESTATE POLICY AND WORKING PRACTICES**

**Report By: Director of Resources**

### **Wards Affected**

County-wide

### **Purpose**

1. The purpose of this report is to provide an update on the Council's policy on management of the smallholdings estate and invite any comments.

### **Financial Implications**

2. The target of £10 million capital receipts over a 10-year period from 2005 will be achieved.
3. Capital receipts achieved since May 2005 total £3.2 million.
4. The target for capital receipts has been amended for years 2008/09 and beyond to £1m per annum, net of expenditure on capital repairs.
5. Rental returns will be monitored to optimise the return on capital.

### **Background**

6. Following the meeting of Committee on 7th November 2007, the Council's policy on the management of the smallholdings estate has been reviewed and updated.
7. The working practices have evolved over a number of years and the Policy was previously agreed by Cabinet and Council as part of the Council's Property Strategy on 19th May 2005.
8. In addition, the policy is an integral part of the Council's Corporate Plan 2007-2010 and the Asset Management and Property Services Plan 2007-2010. These documents are currently being revised for the 2008-2011 period.
9. The smallholdings estate consists of 61 farms, 11 dairy and 50 stock/arable, amounting to approximately 5,000 acres (2023 hectares), plus 164 acres (66 hectares) of woodland.
10. The estate is widely spread throughout the county. A location plan and list of the holdings is given in Appendix 1.

11. The estate achieved an annual income of £424,000 in 2006/07, plus approximately £16,000 in respect of milk quota. Last year's expenditure was £277,000, leaving a net income of £163,000. Estimated rental income for 2007/08 is in the region of £440,000. Exceptional one-off maintenance works have increased expenditure to approximately £300,000, leaving a net income of £140,000 for 2007/08. The amendment to the receipts target, as noted above, will reduce the impact on the revenue expenditure budget in future years.
12. A commentary on the estate policy, management strategy and expected outcomes are shown in Appendix 2.
13. The updated Management Working Practices are shown in Appendix 3.
14. The disposals to date, plus proposed future disposals, are shown in Appendix 5.
15. The current policy manages the estate on the basis of structured disposals of buildings and parcels of land and re-allocation of land to retained holdings.
16. In addition to the current policy, there are three alternative options, which may be considered:
  - a) Disposal of the whole estate as a single investment opportunity.
  - b) Disposal of the estate as individual lots, with sitting tenants.
  - c) Disposal of the estate as holdings become vacant.
17. Commentary on these options and the existing policy is given in Appendix 4.
18. The current policy of structured disposal provides the Council with value for money by optimising the capital and revenue returns from the estate.

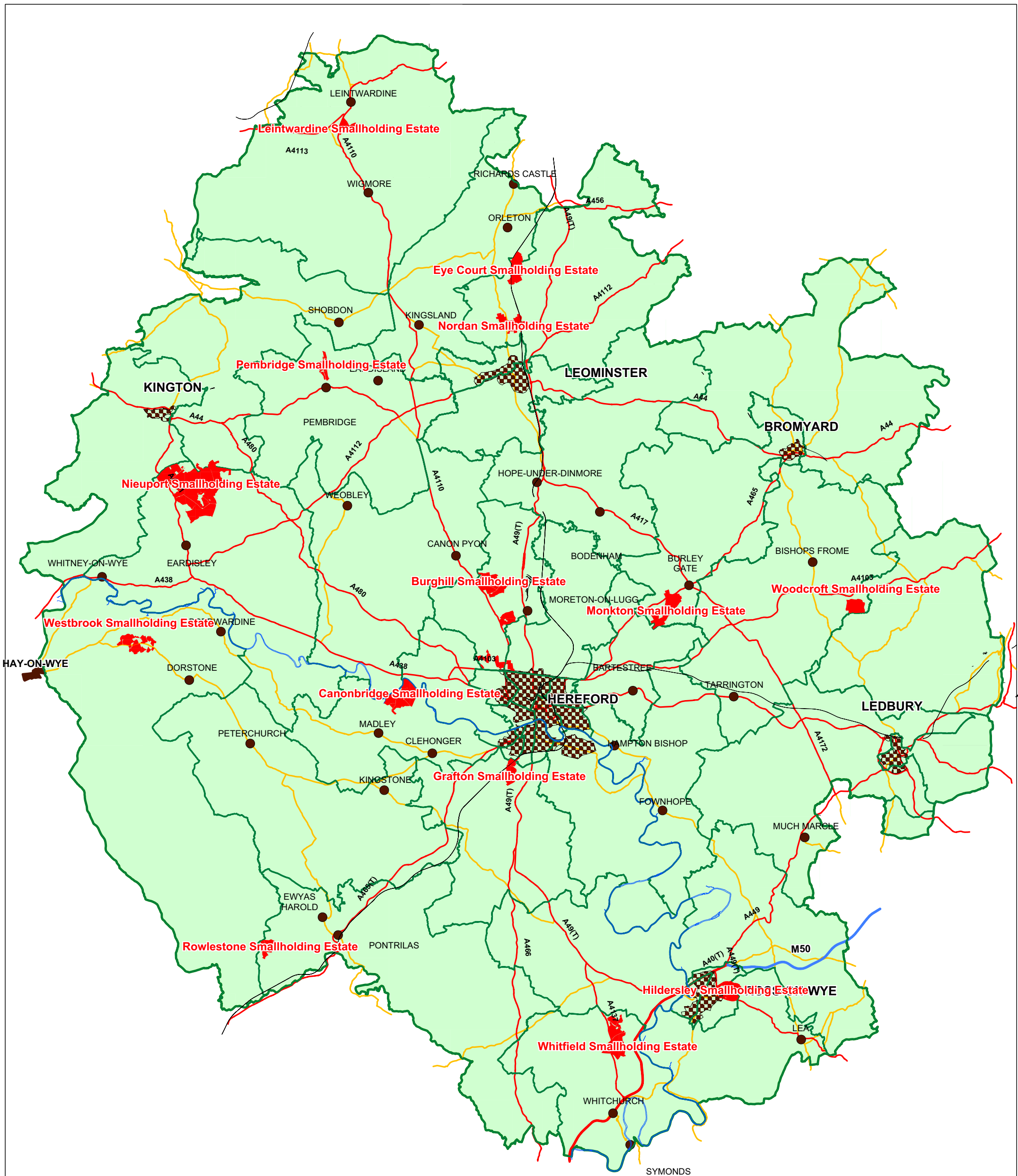
## RECOMMENDATION

**THAT the Committee examines the Smallholdings Estates Policy attached to this report and determines whether it has any comments or suggestions it wishes to make to Cabinet thereon.**

## BACKGROUND PAPERS

None.





# HEREFORDSHIRE

LOCATION PLAN - SMALLHOLDINGS ESTATES WITHIN THE COUNTY



SCALE 1:200,000@A3

Herefordshire Council  
 Property Services  
 Franklin House  
 4 Commercial Road  
 Hereford  
 HR1 2BB  
 Tel.: (01432) 260000  
 Fax.: (01432) 261892

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<u>Ward</u>	<u>Farm</u>	<u>Acreage</u>	<u>Tenure</u>	<u>FBT exp</u>	<u>Farm Type</u>
Burghill, Holmer and Lyde	<b>Burghill</b>				
	Lion Farm	62.82	retirement		stock/arable
	Grove Farm	62.54	FBT	Oct yr to yr	stock/arable
	Westfields	83.75	life		stock/arable
	Towtree (Dairy) Farm	56.22	FBT	28/09/11	stock
	Parks Farm	3.84	FBT	02/09/09	house/garden
	Parks Farm A	158.52	FBT	02/09/09	stock/arable
	Lower Parks	117.63	FBT	01/08/09	dairy
	Hospital Farm	39.63	FBT	02/02/09	stock/arable
Land at Hospital Farm A (Pt)	19.77	FBT	29/09/08	stock/arable	
Land at Hospital Farm A (Pt)	41.21	FBT	Jul yr to yr	stock/arable	
Stoney Street	<b>Canonbridge</b>				
	Swinmore Cottage Farm	57.33	life		stock
	Birches Farm	70.65	life		stock/arable
	Upper Hall	76.79	retirement		stock/arable
	Magnolia Farm	74.40	life		stock
	Hollyfield	87.39	life		stock
	Buildings, The Farm	0.98	FBT	yr to yr	buildings
The Elms	75.69	life		stock/arable	
Upton	<b>Eye</b>				
	Park Lodge	97.39	FBT	24/03/10	stock/arable
	Crossbrook Farm	73.67	life		stock/arable
Field Farm	74.69	retirement		stock/arable	
pt Belmont, St Martins Pt Hollington	<b>Grafton</b>				
	Ashley Farm	85.39	life		stock/arable
Veddoes Farm	65.16	life		stock/arable	
Ross East	<b>Hildersley</b>				
	Model Farm	91.24	retirement	02/02/09	sock/arable
Spring Farm	105.67	retirement	02/02/09	stock/arable	
Mortimer	<b>Leintwardine</b>				
	Land at Leintwardine	16.71	FBT	01/11/03	
Whitton	78.99	retirement		stock	
Hagley	<b>Monkton</b>				
	Highway Farm	62.91	FBT	01/02/10	stock/arable
	Lodge Farm	75.06	retirement		dairy
	Old Monkton	108.42	FBT		dairy
	Haycroft Farm	76.48	retirement		stock/arable
	Land at Upper Monkton	21.58	FBT	01/02/13	stock/arable
Land at Upper Monkton	23.37	FBT	01/02/13	dairy	

<u>Ward</u>	<u>Farm</u>	<u>Acreage</u>	<u>Tenure</u>	<u>FBT exp</u>	<u>Farm Type</u>
Castle	<b>Nieuport</b>				
	Bollingham Farm	92.19	retirement		stock/arable
	Prospect Farm	82.60	life		stock/arable
	Hillend	72.69	life		stock/arable
	Bank Farm	112.31	FBT	01/02/04	stock/arable
	The Parks	84.37	life		stock/arable
	Upper Spond	84.72	FBT	24/03/05	stock/arable
	Upper Spond A	76.79	retirement		stock/arable
	Upper Wootton	88.36	retirement		stock/arable
	Spring Grove	91.52	life		stock/arable
	Wood Farm	94.28	FBT	01/02/08	stock
	Lower Wootton	90.75	retirement		stock/arable
	Newhouse Farm	53.21	life		stock/arable
	Land at Newhouse Farm	28.96	FBT	28/09/11	stock/arable
	Newhouse Farm A	53.20	FBT	02/02/09	stock/arable
	Newhouse Farm B	87.46	retirement		dairy
	Cokesyeld Farm	65.25	FBT	01/05/09	stock./arable
	Questmoor Farm	81.13	retirement		stock/arable
	Station Farm	58.02	FBT	02/09/09	stock/arable
	Station View	71.79	FBT	01/02/12	stock/arable
New FarmHouse		FBT	30/06/10	house	
Land at New Farm	10.08	FBT	13/02/16	stock/arable	
Land at New Farm	28.02	FBT	30/06/10	dairy	
Oldcastle	55.77	life		dairy	
Upton	<b>Nordan</b>				
	Nordan Farm	160.48		05/03/15	dairy
	Quarry Farm	53.18	retirement		stock/arable
	Spring fields Farm land	27.14		13/08/26	
Pembridge & Lyonshall with Titley	<b>Pembridge</b>				
	Clearbrook	56.73	life		stock/arable
	Middlebrook	62.07	FBT	28/09/07	stock/arable
Golden Valley South	<b>Rowlestone</b>				
	Newhouse Farm	145.31	FBT	01/02/09	stock/arable
Golden Valley North	<b>Westbrook</b>				
	Bricklands	57.68	life		stock/arable
	Land at Westbrook Manor	27.47	FBT	02/02/11	
	Land at Westbrook Manor	31.48			
	Fairview	66.56	retirement		dairy
	Eastview	22.35	FBT	28/10/11	stock/arable
	Newton Farm	35.90	retirement		dairy
Land at Newton Farm	29.68	FBT	01/02/20	dairy	
Llangarron	<b>Whitfield</b>				
	Land at Little Whitfield	54.31	FBT	01/02/13	stock/arable
	Little Whitfield	62.22	life		stock/arable
	Thorn House Farm	53.24	life		dairy
	Lower Thorn Farm	60.61	life		dairy
	Land at Porch Farm	31.57	FBT	02/02/01	dairy
	The Yeld	77.63	retirement		dairy
Land at Newhouse Farm	32.10	FBT	01/11/17	dairy	
Frome	<b>Woodcroft</b>				
	Woodcroft	179.39		01/02/09	stock/arable

<u>Ward</u>	<u>Farm</u>	<u>Acreage</u>	<u>Tenure</u>	<u>FBT exp</u>	<u>Farm Type</u>
Various	<b>Additional Properties</b>				
	No.1 Old Monkton	0.18			
	Questmore Cottage	0.65			
	Highmoor Buildings				
	Woodland	164.00			
	other	36.84			
	<b>Total</b>	<b>5238.13</b>	acres		
		2119.754	hectares		

## Notes:

Farm Business Tenancy (FBT)

Notice to Quit (NTQ)

Retirement: Council must provide alternative accommodation when the tenant retires.

Life: The tenant remains on the farm until death.



**THE HEREFORDSHIRE SMALLHOLDINGS ESTATE****1. Background**

- 1.1 The Council's smallholdings estate is a way into agriculture for aspiring young farmers who have insufficient capital to purchase a holding of their own or to stock a large farm in the private tenanted sector. The problems of moving on from a smallholding to a larger farm are increasing year by year as the size of farms increases. The smallholdings estate also provides landscape, conservation and social functions. The Almeley Estate is the largest area of small enclosures with hedges forming a traditional landscape left in Herefordshire. The smallholdings estate is a base for rural skills that are fast disappearing. For an industry to thrive it needs young, innovative, enthusiastic and hard working participants. In agriculture as a whole we see the average age of farmers increasing with more and more land going to fewer and fewer individuals with an ever decreasing work force directly employed and a greater use of contractors being made to do standard maintenance work and peak time work which is likely to ensure that there is always an adequate supply of part time work available.
- 1.2 In the light of the above and the continuing fast changes in agriculture the estate will need to be rationalised. To pay for improvements with major repairs to farm buildings and houses, capital will have to be raised by the selling off of various holdings to leave a core estate that can be properly serviced to comply with Farm Assurance and the ever increasing demands of Health and Safety legislation. Farm Assurance is a physical check carried out every year on farms, covering grain handling and storage, stock facilities, etc. this guarantees that a farm is of a standard, suitable for the produce to be sold without restriction. Farms are independently certified and periodic spot checks are undertaken.

**2. The Management Strategy**

- 2.1 The past few years have seen major changes within the agricultural sector, and the Smallholdings Estate Policy must adapt to these. The major changes have been the introduction of Farm Business Tenancies, Agenda 2000, the BSE crisis, Foot and Mouth, more recently the incidence of blue tongue, deregulation of the milk markets, the increasing awareness of the general public over food safety and animal welfare, the fall in product prices and the increased pressures on the upgrading of fixed equipment to comply with Farm Assured schemes. In the light of these changed circumstances the Smallholdings Estate Policy has to change too.
- 2.2 If these issues are not faced then the Council holdings will cease to offer a "Ladder of Opportunity". At the same time the ratepayers will rightly question the Council holding an asset that only benefits a small number of tenants.
- 2.3 The Smallholdings Estate Policy assists the Council in reaching its targets as indicated in the Corporate Plan 2007 to 2010, the Asset Management Plan and the Asset Management and Property Services Plan 2007 – 2010 to ensure the flow of benefits from the Council's Smallholdings Estate to the whole community. The Smallholdings Estate Policy aims to:
- a) Keep the traditional landscape (example Almeley Estate is the largest area of traditional size enclosures remaining in Herefordshire).
  - b) Open suitable woodlands to the general public.
  - c) Open farms for educational purposes.
  - d) Explore the possibility of using a farm or farms for Care Farms in conjunction with social services.

- e) Promote farm shops which sell local produce and keep food miles to a minimum.
- f) Promote environmental benefits in conjunction with the bio diversity action plan and the carbon management plan.
- g) Promote employment of agricultural personnel.
- h) Retain a large capital asset which has shown a steady increase in value as a resource and can be utilised appropriately to assist future capital projects.
- i) Meet or exceed the relevant performance indicators from the Asset Management and Property Services Plan, which are:
  - i) 90% occupancy of farms (current occupancy 96%).
  - ii) To monitor rents on a monthly basis and work from 5% arrears towards a position of no arrears (currently no arrears).
  - iii) To re-evaluate 20% of the assets per annum (31% revalued last year).

**3. Objectives**

- 3.1 To rationalise the smallholdings estate as opportunities arise. Unsuitable or high maintenance properties will be disposed of as they become vacant.
- 3.2 To improve the retained building stock. An improved maintenance and refurbishment regime will increase the rental and capital value of the retained estate.
- 3.3 To generate £10,000,000 of capital receipts, net of expenditure on approved maintenance and improvement projects, over a ten year period from 1st April 2005. (See Appendix 5 – disposals to date).
- 3.4 To monitor rent arrears closely. Early intervention where rent arrears arise will aim to assist the tenant to repay any outstanding amounts and bring the farm back to profit.

**4. Other Outcomes**

- 4.1 To provide a range of starter farms for new entrants that would not otherwise be available on the open market.
- 4.2 To provide, encourage and facilitate progression into full time commercial holdings within the estate.
- 4.3 To forge links with private estates to encourage them to promote the letting of holdings to Council tenants, and encourage and facilitate such moves by tenants.
- 4.4 To seek to broaden and improve the skills and knowledge of the tenants.
- 4.5 To work in partnership with the tenants to enable them to maximise the earning potential of their holdings including through diversification.
- 4.6 To encourage diversification and the development of income from outside the holding, wherever it is compatible.
- 4.7 To improve the capital value of the holdings by investing in modern facilities and low maintenance requirement improvements.



- 4.8 To obtain for the Council an acceptable return on capital from the smallholding portfolio by rationalising the estate as opportunities arise.
- 4.9 To encourage, support and promote environmentally sensitive practices on the farms and in the woodlands, particularly under the Countryside Stewardship Scheme.
- 4.10 To protect and enhance the smallholding estate's most important physical features such as lakes, rivers, listed buildings, Sites of Special Scientific Interest (SSSI's), ancient monuments etc., and other natural habitats.
- 4.11 To encourage and promote the highest standards of animal welfare, and to ensure that these high standards are upheld.
- 4.12 To ensure that all buildings where food produced is stored or processed meet the stringent hygiene standards.
- 4.13 To encourage the use of the smallholdings estate as a corporate resource of the Council, opening woodlands to the public, farm open days etc.
- 4.14 To encourage sustainable practices across the estate in farm and woodland management.

**5. The Farms**

- 5.1 The farms should provide opportunities to build capital to progress up the farming ladder, and beyond the Council smallholding sector. This implies that the farms should be reasonably equipped, offer a variety of sizes, and be capable of allowing a tenant to make a part time, or full time living. This would be ensured by the provision of starter farms, and larger progression units, and making use of the Farm Business Tenancies Act in order to maintain a progressive flow.

**6. The Environment**

- 6.1 Council farms shall demonstrate best practice in terms of care for the environment and encourage tenants to take part in agri-environmental schemes such as the Countryside Stewardship Scheme, planting up difficult corners, re-vitalising ponds etc. The Council will take the lead as necessary. The Council in its turn will exercise care in the management of SSSI's, ancient monuments, listed buildings and woodlands under its control.

**7. Efficient Use of Resources**

- 7.1 The Estate shall be managed to achieve the best financial return to the Council within its overall aims. This will involve a continuous review of opportunities to develop or enhance land and the adoption of efficient management practices, acting within the overall policy guidelines of the Council.

**8. Valuation of the Estate**

- 8.1 The smallholdings estate is valued at £4,253,000 as at 31st March 2007.
- 8.2 The valuation of the estate is based on the instructions and guidance for valuation of rented farms as set out by the Association of Chief Estates Surveyors and follows CIPFA regulations and RICS "Red Book" Valuation Standards.

**9. Revenue Budget (2006/07)**

9.1

	<b>Actuals 2006/07</b>	<b>Budget 2007/08</b>
Employees	380.00	
Premises	268,092.57	218,630.00
Supplies & Services	<u>8,854.37</u>	<u>1,290.00</u>
Total Expenditure	<u>277,326.94</u>	<u>219,920.00</u>
Rental Income	424,050.08	398,690.00
Milk Quota	15,900.02	5,490.00
Other Fees And Charges	<u>273.50</u>	<u>0.00</u>
Total Income	<u>440,223.60</u>	<u>404,180.00</u>
Net Income	<u><u>162,896.66</u></u>	<u><u>184,260.00</u></u>

9.2 For 2006/07, this equates to a return on capital invested of 10.3% gross (3.8% net of expenditure). For 2007/08, the estimated outturn is 9.5% gross (4.3% net of expenditure).

**10. Capital Programme**

10.1 All expenditure from 1998 has come from revenue budget provision.

10.2 It has been agreed that future approved capital expenditure will be provided from receipts in excess of £1,000,000 in each year.

**Smallholdings Estate  
Management Working Practices**

In order to implement the Council's policy, the following working practices are the practices to be adopted for the Council's smallholdings estate.

1. Surrender of Holdings
  - 1.1 Tenants who wish to surrender their tenancies early to allow them to move to another holding, whether within the Smallholdings Estate or outside, should be allowed to do so with a minimum of 6 months notice.
  
2. Re-letting of Holdings
  - 2.1 Unless there is a recommendation to amalgamate, dispose of part or whole or redevelop a holding, when a holding becomes vacant, arrangements will be made to re-let. The vacant holding to be re-let will be advertised in the appropriate national and local publications. A shortlist will be drawn up and interviews will be conducted by a panel of Councillors. The Panel comprises the Cabinet Member with responsibility for smallholdings, plus a Councillor from each of the parties, chosen by the Leader of the Council, all of whom will normally have agricultural experience. The panel, which will be advised by the County Land Agent and having regard to the Council's recruitment and selection policies and practices, will make a decision as to the most appropriate candidate for the tenancy. The tenancy will be for 6 years with an option to renew for a further 12 years.
  
3. Applicants for the Tenancy
  - 3.1 Applicants will normally only be considered if they are suitably qualified in that they must:
    - i) Have spent at least 5 years in agriculture, which may included up to 3 years at an agricultural college studying for an agricultural qualification and have sound practical knowledge.
    - ii) Have sufficient capital to farm the holding, currently a minimum of £10,000. The amount will be decided from time to time by the Director of Resources.
    - iii) Except in exceptional circumstances be under the age of 40.
    - iv) Succession: where it is intended to re-let the holding and a person, who is closely related to the previous tenant and who has worked on the holding, either in a full time or part time capacity, for 5 years or more, wishes to take on the tenancy, they will be offered the opportunity to take on the tenancy, subject to being deemed suitable by the Panel of Councillors at interview. While the conditions of the tenancy will be on the current terms and conditions, the holding will not necessarily remain the same size.
  
4. Progression within the Estate
  - 4.1 Where a particular vacant holding is considered to be a progression opportunity for existing tenants, it will be advertised amongst the Council tenants before being advertised generally. If no suitable tenant applies, the holding will be advertised nationally in accordance with the paragraphs above. Where an internal tenant progresses to a larger unit, the vacated holding will be advertised nationally.
  
5. Amalgamation of Land and Holdings
  - 5.1 Where it is deemed beneficial to estate management, holdings may be reduced or increased in size or split up as opportunities present themselves. The increased

flexibility brought about by the Farm Business Tenancy will enable more efficient estate management. Where changes in terms under pre-1995 tenancy and/or conditions are sought by tenants and it is agreed that these terms and conditions may be altered, the tenancy will be changed to a Farm Business Tenancy.

6. Other Land and Occupations

6.1 Previous tenancy agreements restricted tenants from farming other land or engaging in any other occupation. In recent years this has been relaxed due to changes in agriculture, and the effect that such an onerous restriction may have at rental arbitration. Tenants will be allowed to farm up to the same area again as the holding without permission of the Council, and, in exceptional circumstances, may be allowed to farm more provided that the Council's position is not being prejudiced and it is not against the objectives of the smallholdings estate. The Council is only obliged to provide facilities for the holding it lets and not extra land.

6.2 With respect to other employment, the Council recognises that by their nature some of the farms will be part time holdings. Other employment will be allowable provided that it is flexible enough to allow for the proper management and husbandry of crops and stock and the maintenance of the holding. This will normally preclude tenants engaging in work with fixed hours.

6.3 Tenants will be encouraged to acquire other land and retirement houses in order to help their progression from Council Smallholdings.

7. Tenants Fixtures and Improvements

7.1 The Council will give consent to tenants to carry out improvements to their holdings, where these will provide long-term benefits, which the Landlord will be prepared to compensate the tenant for at the end of the tenancy. Such improvements must be of a general nature and not specialist. In other cases where consent is not granted the tenant will be allowed to remove the items or fixtures at the end of the tenancy subject to the normal legislative requirements. (It should be noted that the Council will not take to improvements that are more than are required for the area of land let.)

8. Landlord's Repairs and Improvements

8.1 The Council will endeavour to set aside 50% of the rental income for repairs and improvements across the Estate. The aim will be to spend equal amounts on routine maintenance and improvements. Where improvements are carried out they should meet the following criteria, except in exceptional circumstances:

- i) Be necessary to comply with legal/statutory requirements e.g. pollution control.
- ii) Reduce future maintenance requirements.
- iii) Result in an economic return on the investment through increased rent.
- iv) Add value to the Smallholdings.

9. Rent Reviews

9.1 Rents on all Agricultural holdings will be reviewed every three years as allowed under The Agriculture and Agricultural Holdings Acts. When farm incomes are reducing the Council will not necessarily serve the review notices, unless it is felt that a rent increase is appropriate in order to minimise the chances of the tenant taking advantage of the notice for a downward review.

- 9.2 Rents on cottages will be reviewed every year.
- 9.3 Farm Business Tenancies may be reviewed at the mid point of the six years, and every three years on 12 year Farm Business Tenancies.
10. Rent Arrears
- 10.1 A strong line will be taken with all rent arrears.
- i) For pre-1995 agreements, if the rent is not paid within one month of being demanded, a two month Notice to Pay will be issued, if payment within the two month period of the whole amount is not made then a Notice to Quit will be issued. Non-payment within two months is an irremediable breach of tenancy and the Notice to Quit cannot not be challenged, if served correctly.
  - ii) Post-1995 agreements, Farm Business Tenancies (FBT). The rent must be paid within one calendar month of being demanded and, if not, interest will be chargeable at 6% over base rate from that date. If rent is still unpaid within one month of that date, (2 months from the date of the rent being due) the tenant will be regarded as being in irremediable breach of his tenancy and a forfeiture notice will be served.
  - iii) Rent arrears are to be kept below 5% of the annual rent roll.
- 10.2 Any variation of the above working practice will have to be agreed with the Director of Resources, in writing.
11. Milk Quotas
- 11.1 Milk Quotas were introduced in 1984 and have become a tradable commodity with a value that fluctuates both for leasing and purchase. The Council as landlord has an interest in the holding and will seek to achieve the following:
- i) Agree the landlord/tenant split on all holdings. The apportionment is based on a complex formula, details of which are available from the County Land Agent.
  - ii) Normally compensate the outgoing tenant for their share of the quota in order to maintain the quota on the holding if it has been decided to keep the holding in dairy.
  - iii) The Council will sell on the open market all Milk Quota that comes in hand.
12. Cessation of Dairying
- 12.1 It is anticipated that a number of holdings will wish to give up milk production in the near future. Where a tenant wishes to give up dairy farming they will be allowed to do so on the following terms:
- i) The rent remains the same for 3 years or until it is reviewed.
  - ii) The milk quota will be taken off the farm and the Councils share of the quota sold. The tenant will sell his/her quota at the same time.
  - iii) The Council will not be obliged to provide extra buildings.

- iv) The tenant will be requested to enter into a FBT on the same terms as his present tenancy except that retirement at 65 will be compulsory, and if the tenant is over 60 the retirement age will be 5 years from that date.
13. Conservation Initiatives
- 13.1 The Council will encourage tenants to participate in the Countryside Stewardship Scheme, Farm Woodland Scheme and any other such initiatives.
  - 13.2 At a change of tenancy, the Council will arrange and pay for a report by the Farming and Wildlife Advisory Group on the conservation potential of the holding and will encourage the incomer to maximise on that potential.
  - 13.3 The Council acknowledge that this may result in lower rents.
14. Farm Record of Condition
- 14.1 A comprehensive record of condition shall be completed by the County Land Agent and agreed and signed by the tenant at the same time that the tenancy agreement is completed. All the repairing clauses, both tenants and landlords in the agreement will presume that the buildings, fences etc. are as per the record of condition so that in the case of disputes the record of condition shall be relied upon to give full details of conditions at the commencement of the tenancy. The farm buildings will be inspected annually to agree repairs.
15. Tenant Right and Tenants' Improvements
- 15.1 The incoming tenant (or their agent) will treat with the outgoing tenant (or their agent) concerning tenant right. Tenants' improvements will be agreed in writing by the tenant with the landlord, and any works not agreed or of a specialist nature will not be compensated for by the landlord but compensation may be agreed with the incoming tenant or the works removed by the outgoing tenant leaving the site in the same condition that it was before the tenant started his works.
16. Health and Safety
- 16.1 The tenant will comply with all health and safety requirements, including keeping a COSHH report for the landlord to inspect. The landlord will provide the tenant with a copy of the Asbestos reports, and electrical report.
17. Sporting and vermin control
- 17.1 The sporting rights will run with the land and vermin control will be the responsibility of the tenant.
18. Insurance
- 18.1 The landlord will insure the buildings for fire provided that their use is for agricultural purposes only. The tenant will be responsible for insuring the buildings for all other uses, as well as their live and dead stock and personal effects, and for insuring the buildings for uses other than agriculture.
19. Farm Diversification
- 19.1 The Council will encourage tenants to develop farm based alternative sources of income, such as Bed & Breakfast, added value food products, recreational pursuits, subject to these not conflicting with the main aims of the estate and being appropriate to the locality.
  - 19.2 The tenants would be responsible for obtaining all necessary consents.

- 20. Rationalisation
- 20.1 The Council will seek to rationalise the estate with judicious disposals of higher value high maintenance, redundant or surplus properties and development land investing part of those monies in land purchases or improvements to existing properties that will yield a reasonable return and or provide land for low cost housing in the future.
- 20.2 The County Land Agent will inform local members of the intention to dispose of a smallholdings asset.
  
- 21. Single Farm Payment (SFP) – compensation – tenant right
- 21.1 The capital value of the SFP to an out-goer will be compensated for by the in-goer at a value to be agreed between the in-goer and out-goer and/or their valuer/agents. If the parties fail to agree, an arbitrator from the RICS panel may be appointed or an independent valuer be appointed by the agreement of both sides to mediate.
- 21.2 The above paragraph will be inserted in the particulars of the holding.
- 21.3 The Council as landlord will only be involved where there is no in-goer and will then compensate the out-goer as appropriate.
- 21.4 In any new Farm Business Tenancies a new clause will be inserted to this effect.





Options Appraisal

The options for the management of the smallholdings estate are as follows:

- i) **Disposal of the whole estate as a single investment opportunity.**
  - ii) **Disposal of the estate as individual lots, with sitting tenants.**
  - iii) **Disposal of the estate as holdings become vacant.**
  - iv) **Structured disposal of buildings and parcels of land and reallocation of land to retained holdings.**
- i) **A single investment opportunity**
    - a) The estate is not an attractive investment opportunity consisting of 61 farms which are split up over much of the county, making management difficult, with few houses of high value and few barns for conversion where the opportunities have not already been taken to apply for planning permission.
    - b) There are 40 farms that are held under the Agricultural Holdings Act and these would be converted to succession tenancies (for 3 generations) if purchased by anyone other than a smallholding authority. Also there is a major maintenance programme required.
    - c) A likely discount for the whole estate would be in the region of between 40% and 50% of open market value.
  - ii) **Individual lots with sitting tenants**
    - a) Farms will be offered on the open market, with the existing tenancies, to individual purchasers and tenants. This will inevitably involve discounts for the various reasons given above and would lead to the fragmentation of the estate and leave the remainder of the estate more costly to run. (Shropshire is a good example where this approach was adopted and it has not been a success).
    - b). A discount would be in the region between 20% and 30% of open market value.
  - iii) **On vacancy**
    - a) Farms will be offered as soon as vacant possession can be obtained.
    - b) Younger tenants will leave the estate first as their Farm Business Tenancies expire.
    - c) There will be fragmentation of the estate but full market value will be obtained.
  - iv) **Structured disposals and reallocation of land**
    - a) This will allow for a continuous planned sale of farms, the restructuring of some farms whilst reducing the maintenance requirements and, where the land has long term other uses, development, mineral extraction etc.
    - b) It will allow the retention of some of the land as an increasingly valuable and scarce asset, a steady source of capital per annum and a source for larger capital sums when required by the Council for major projects.
    - c) Land could be made available for future Council development projects.

- d) Full value would be obtained, although the time scale for complete disposal would be considerable.

**Indicative Valuations (based on Vacant Possession)**

40 Average quality houses	@	£250,000 each	=	£10.0m
14 Semi detached	@	£250,000 each	=	£3.5m
4 Good quality houses	@	£500,000+	=	£2.0m
Land – 5,074 acres	@	£4,000 per acre	=	£20.3m
Woodland 164 acres	@	£2,700 per acre	=	£0.4m
		Total		<u>£36.2m</u>

A pragmatic Vacant Possession value of the estate is £36m.

By utilising the current policy of structured disposals and reallocation of land, which takes full advantage of selling opportunities and optimises the sale of the houses with the land etc., this value could potentially be increased by about 20% to approximately £43.2m.

Therefore based on the vacant possession value above and applying the appropriate discounts and enhancements, the various options are valued as shown below:

<b>Option 1</b>	<b>£18–£21.6m</b>
<b>Option 2</b>	<b>£25.2–£28.8m</b>
<b>Option 3</b>	<b>£36m</b>
<b>Option 4</b>	<b>£43.2m (present policy)</b>

Note: The policy for managing the estate and the planned disposal of property should be looked at in the knowledge that land prices have risen by about 20% since the last report in 2003.

During this time agriculture has been in recession. Grain prices have approximately doubled in the last year and are unlikely to fall in the foreseeable future due to increasing world wide demand for grain for food and for the new demand for bio fuels. The effect is likely to be a continued growth of land prices due to increase in returns, shortage of supply, demand for tax purposes and buyers from abroad where land is of no better quality but considerably higher value.

### Smallholdings Disposal Programme

The policy of disposals is on the basis that properties with high maintenance and management costs are disposed of whilst retaining as much land as possible.

The properties sold to date are:

<u>Apr 05 - Mar 06</u>	<u>Smallholding</u>	<u>Price (£)</u>	
May-05	Nordan (land only)	11,000	
Sep-05	Nordan Farm house	275,000	
Dec-05	Westbrook Manor	375,000	
Jan-06	Clearbrook land	80,000	sub total
			<b>£741,000</b>
<u>Apr 06 - Mar 07</u>			
Oct-06	Waygate	340,000	
Nov-06	Nieuport Gardens	255,000	
Dec-06	Lateware	450,000	
Dec-06	Parcel of land at Tow Tree farm	11,727	
Jan-07	Monkton Farm house	505,000	sub total
			<b>£1,561,727</b>
<u>Apr 07 - Mar 08</u>			
Apr-07	Parcel of land at Tow Tree	10,575	
Sep-07	Newhouse Farm, Daffaluke +25ac	887,220	sub total
			<b>£897,795</b>
		<b>Total to date</b>	<b>£3,200,522</b>

## APPENDIX 5

<u>Year</u>	<u>Proposed sales</u>	<u>Comment</u>	<u>Value</u>	
2008	Westbrook Farm buildings		£250,000	
2008	Lion Farm House		£350,000	
2008	Lion Farm buildings		£200,000	
2008	Woodcroft		£1,750,000	
2008	Middlebrook, Pembridge + 10ac	House plus 10 ac	£500,000	
		<b>Total for year 08/09</b>		<b>£3,050,000</b>
2009	Hospital farm, Burghill	Awaiting covenant to be lifted	£350,000	
2009	The Parks, Burghill	Complex of 2 cottages and redundant farm buildings with 3 acres of land	£1,000,000	
2009	Station Farm	House plus some land	£700,000	
2009	Land at Hildersley Model Farm	Employment land	£1,500,000	
2009	Newhouse Farm, Rowstone	House plus some land	£800,000	
2010	Highway Farm, Monkton	House plus some land	£500,000	
2010	Land at Hildersley Model Farm	Employment land	£1,500,000	
		<b>Total for future years</b>		<b>£6,350,000</b>
				<b>£9,400,000</b>

Other properties will become vacant during this period and will be added to the list at the appropriate time.

**The 10-year target of £10m is achievable in 6 years.**

### Notes:

Hildersley Model Farm is a phased disposal over two years.

The properties proposed for sale over the next years are those which fit in with the criteria for disposal and some opportunity sales will be added as appropriate.

The main risks and delays are in obtaining vacant possession, planning permission and a temporary fall in the market.

The figures quoted above are estimates of potential value and neither the amount nor the timing of the receipts can be guaranteed.

## HEREFORDSHIRE COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME

Report By: Director of Corporate and Customer Services

### Wards Affected

County-wide

### Purpose

1. To consider the proposed action plan to ensure that the Council, with the Primary Care Trust (PCT) and its other partners, is well-placed for the new system of Comprehensive Area Assessment (CAA).

### Financial Implications

2. The financial implications are reported in the attached Cabinet report.

### Background

3. The report considered by Cabinet on 21 February is appended. Cabinet approved the proposed action plan and agreed that it be finalised having regard to discussions with partners and consideration by Strategic Monitoring Committee (SMC); and that progress against the plan be reported to Cabinet and SMC in July and October 2008, and in January and April 2009.

### RECOMMENDATION

**THAT the Committee considers whether it wishes to submit any comments on the action plan and notes the proposed arrangements for reporting progress against the Plan.**

### BACKGROUND PAPERS

- None identified





# HEREFORDSHIRE COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME

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

**CABINET**

**21 FEBRUARY 2008**

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### **Wards Affected**

County-wide

### **Purpose**

To seek approval to the proposed action plan to ensure that the Council, with the Primary Care Trust (PCT) and its other partners, is well-placed for the new system of Comprehensive Area Assessment (CAA).

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

#### **THAT**

- (a) the proposed action plan be approved;
- (b) it be agreed that it be finalised having regard to discussions with partners and consideration by Strategic Monitoring Committee (SMC); and
- (c) it be agreed that progress against the plan be reported to Cabinet and SMC in July and October 2008, and in January and April 2009.

### **Reasons**

CAA is the new system under which, from April 2009, the performance and prospects of all local authorities, with their partner organisations, will be assessed by the Audit Commission and the other inspectorates. Good preparation is essential to the performance and reputation of the Council and its partners

### **Considerations**

1. The intention to introduce the CAA, replacing the current system of

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

Comprehensive Performance Assessment, was announced by the Government in the 2006 *Strong and Prosperous Communities White Paper*. Those aspects requiring legislation were enacted in October 2007. Implementation is now being led by the Audit Commission, working with the other inspectorates.

2. A simple summary of the proposals for the new system published by the inspectorates is at **Appendix 1**.

3. The timetable for the introduction of CAA is as follows:

**1 April 2008** – Audit Commission area leads appointed

- National mandatory local authority performance indicators come into effect

**June 2008** – new-style Local Area Agreements agreed

**Summer 2008** – Consultation on the detailed CAA arrangements

**December 2008** – Corporate Assessment, Joint Area Review and Annual Performance Assessment come to an end

**January/February 2009** – Final set of Comprehensive Performance Assessment results

- Final CAA arrangements confirmed

**1 April 2009** – CAA arrangements come into effect

**October/November 2009** – First round of CAA reports

4. National consultation has taken place on the principles of the new system. Officers have worked with the County Councils Network to press, in the spirit of the White Paper (which promised greater autonomy for authorities and a significantly lighter touch), for a simpler, less burdensome system than that being proposed. Fundamental aspects are whether there is a need for three separate forms of assessment, namely Direction of Travel, Use of Resources and area risk assessment; whether they should be annual or less frequently, at least for higher performing authorities/areas; and whether any or all of the assessments should be scored or, instead, only described.
5. Notwithstanding the uncertainties, which will not be fully resolved until only a few months before the CAA begins to operate, the drift is abundantly clear and there is an urgent need to press ahead with Herefordshire's preparations. In particular, CAA carries an expectation that the Council and its partners will have a good understanding of the needs of the county and of the different groups within it. There is a particular emphasis on understanding the needs and wishes of disadvantaged and vulnerable people, and of working with them to improve their lot.
6. This is buttressed by the coming into effect, from 1 April 2008, of the statutory duty placed on the Council and the PCT to carry out Joint Strategic Needs



Assessment (JSNA) in respect of health and social care. This requires an up-to-date understanding of the needs, perceptions and wishes of people, an appraisal of the effectiveness and efficiency of current measures to address these, and the putting into place of detailed commissioning plans to secure successful outcomes.

7. Although the statutory duty applies only to health and social care, the effect of the CAA is to require a similar approach across all aspects of people's life-chances and quality of life, including the economy and the environment. Developing an overall, prioritised programme is imperative to ensure that we and our partners use our collective capacity to focus on the right things, to fill the most important gaps (particularly as regards individual disadvantaged groups about which we currently know too little), and to avoid waste and duplication.
8. Across the whole framework is the expectation that the priorities for an area will be derived from needs assessment, that councils and their partners will have identified the main risks to the achievement of those priorities, and that they will have a good grip on how those are to be managed, together with the capacity to do so.
9. Although we already do all these things, including needs assessment, to varying degrees, and with varying degrees of thoroughness and success, CAA dictates the need for a major development programme for the Council, working with the PCT and the Herefordshire Partnership.
10. Success depends on widespread understanding and ownership, including by members, and on systematic programme management. Regular progress reports will need to be made to Cabinet, Strategic Monitoring Committee, and the Chief Executives Group and Performance Management Group of the Herefordshire Partnership.
11. The draft programme at **Appendix 2** has been drawn up with managers across the Council, taking into account the developing programmes for closer working with the PCT and partner organisations more generally. It has been considered by the Joint Council and PCT Management Board. There has not yet been detailed consultation with partners but that does now need to take place urgently.
12. Cabinet's attention is drawn particularly to the aspects concerning:
  - the objectives of the programme (on the first page of Appendix 2)
  - the elements of the programme (on page 2)
  - the new statutory duty to involve local people in decisions, which comes into effect from 1 April 2009 (section 2.1);
  - the relationship of the programme to the further strengthening of scrutiny arrangements (sections 4.12 and 4.13);
  - the proposed inclusion of CAA preparation in the *Member Development Programme* (section 4.18); and

- the proposal that some members (as well as senior managers) should gain experience through participation in peer reviews of other local authorities.
- 13. There are no immediately identifiable financial consequences from the programme, which will need to be delivered within the budgets determined for relevant services and programmes. This is likely to require some rationalisation and re-prioritisation of existing work, such as in respect of satisfaction surveys and research.
- 14. There is, however, a major concern that the arrangements put out to consultation by the inspectorates would lead to steep increases in auditors' fees. Reassurances in this regard have been sought by local authorities collectively. This danger should be reduced to the extent that the inspectorates heed local authorities' concern to see a light-touch system.

## **Risk Management**

The proposed preparation programme is the means of minimising the risks – and maximising the opportunities – of the CAA.

## **Alternative Options**

The Council has to prepare with its partners for CAA, so there are no alternative options.

## **Consultees**

The Joint Council and PCT Management Board and Council managers.

## **Appendices**

Appendix 1 – The inspectorates' easy-to-read guide to the CAA proposals

Appendix 2 – The proposed CAA preparation programme

## **Background Papers**

None identified.



## The main points about the new Comprehensive Area Assessment: What do you think?

### What is 'Comprehensive Area Assessment'?

Comprehensive Area Assessment (CAA) is a new way of finding out about how good life is for people in an area and how it can be improved.

It will tell you what is going fine and what might go wrong.

It will include looking carefully at the needs of people who are at risk of being abused or hurt and it will help to make sure people get equal chances in life.

It will check on how well big organisations work together to improve the area. The main organisations it will look at are:

- councils
- health services
- police forces
- and other organisations that run local public services

From 2009 the inspectors who check on these organisations will do this together.

Each year, they will report to local people about what is going well and what needs to get better in the places where you live and work.

If local services are improving, there might be fewer inspections. But if not, inspectors might check on services more.

The inspectors will tell local people what they find out about in a clear and straightforward way.

We are sure that this new approach will help to make life better for people and give them better value for money.

### **What will CAA include?**

Things which have to get better in the area are written about in the Local Area Agreement. Each area will have to sign a Local Area Agreement by June 2008.

CAA will check that councils and the other organisations are keeping the promises made in their Local Area Agreement.

It will also make checks on the things the council does alone or together with other organisations, including

- If they help people keep healthy and well
- If they help people keep safe
- If they are making places where people want to live and work
- If there are enough homes for people to live in
- If they make life good for children and older people.

Each year the inspectors will do some work to find out how good life is for local people and what they can expect in the future.

The area risk assessment will also say what things are likely to get better and what the problems are that might stop things from getting better.

It might say something about:

- health care
- more affordable or better homes
- less crime
- better chances to learn and train

- finding more money for creating jobs and skills
- making the area a cleaner, 'greener' place.

It will also find out if local people are asked enough about what they want or need in their area.

It will pay close attention to people who are in most need.

There will be a special inspection of services for children in care.

And there might be other inspections of services for people who might need extra help and support.

There might be a new way of scoring how good local services are.

### **So what is new?**

How well councils are doing is measured now by a **'Comprehensive Performance Assessment' or CPA for short.**

But this and other old ways of measuring how services are doing will stop.

After 2009, inspectors will know what to look at in an area by doing the risk assessment.

But they still will do some other important checks on the council and other local organisations to make sure that they get better and that their money is spent sensibly.

### **What will we do with what we find out?**

Everyone, including people who use public services, will be able to see the information from the CAA.

We will tell people how well their local services are doing and how good life is in their area.

It will help the council and the other organisations make services better.

This should make sure that local services meet the needs of everyone.

It will help people from different communities to say what they think of their local services and what else they would like from them.

Inspectors will put all the information onto a website.

The website will be easy to find and it will be simple for people to find out about the areas where they live and work.

We will look at other ways of giving people this information too.

The Government will use the information when they are talking to councils and the other organisations about what they should do.

Inspectors will use the information to decide what other checks they need to make.

### **Timetable**

We want everyone who uses public services to have their say in our plans for CAA.

Next summer, we will ask people again about CAA.

The old way of measuring how councils and other organisations will finish by the start of 2009.

The new way of measuring how well councils and other organisations are doing will start on 1 April 2009.

The first new CAA reports will appear in autumn 2009.

## **Appendix 2**

### **DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08**

#### **Herefordshire Comprehensive Area Assessment preparation programme: January 2008 to December 2009**

##### **Objectives:**

- To establish and begin to operate the essential infrastructure in 2008-09
- To be well-prepared for the full introduction of the new system from April 2009
- To be improving well/have promising prospects for improvement in the direction of travel assessment in 2009-10
- To be consistently above minimum requirements, performing well in the use of resources assessment in 2009-10

## Appendix 2

# DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### The elements of the programme:

- 1 Understanding the area and its diverse communities, with particular emphasis on the disadvantaged*
- 2 Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged*
- 3 Using this understanding, engagement and empowerment as the basis for developing the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*
- 4 Ensuring that the necessary capacity is in place, including the right skills, knowledge and behaviours, to achieve the vision, priorities and objectives*
- 5 Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives*
- 6 Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment*
- 7 Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment*
- 8 Effective communication of the programme to members, staff, partners, stakeholders and the public*



# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### 1 *Understanding the area and its diverse communities, with particular emphasis on the disadvantaged*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>1.1 Joint Strategic Needs Analysis (health and social care; statutory, comes into effect 1 April 2008 )</p> <p>Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)</p> <p>Carry out the initial programme</p>	<p>Apr 08</p> <p>Mar 09</p>	<p>In accordance with the Government guidance. Joint programme agreed by the Council and PCT</p> <p>Programme completed that provides a sound basis for setting health and social care priorities, objectives and targets, and for commissioning</p>	<p>Director of Public Health, Director of Adult and Community Services, Director of Children's Services</p> <p>(Other directors, Research, Heads of service and designated managers in Children's Services and Adult Social Care; partner organisations)</p>	<p>Existing health and social care needs analyses, including the <i>Annual report of the Director of Public Health</i> and <i>The State of Herefordshire Report</i></p>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>1.2 Needs analyses for other aspects</p> <p>Determine overall leadership</p> <p>Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)</p> <p>Carry out the programme</p>	<p>Feb 08</p> <p>Apr 08</p> <p>Mar 09</p>	<p>Clear leadership</p> <p>Joint programme agreed by the Council and PCT</p> <p>Programme completed that provides a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Director of Adult and Community Services, Director of Corporate and Customer Services</p> <p>(Other directors; Research; designated heads of service; partner organisations)</p> <p>Tony Geeson (Heads of service, performance improvement managers, Research)</p>	<p>Existing needs analyses, including <i>The State of Herefordshire Report</i></p> <p>The <i>Sub-regional Economic Assessment</i></p>
<p>1.3 Identify changes needed to data collection and analysis to provide reliable, regular data, e.g. single, shared client data-bases, setting a prioritised timetable for each element</p>	<p>Apr 08</p> <p>Mar 09</p>	<p>Prioritised timetable in place</p> <p>Desired data and analysis produced, providing a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Tony Geeson (Heads of service, performance improvement managers, Research)</p>	<p><i>Data Quality Action Plan</i></p>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
1.4 Place-based mandatory satisfaction survey	Sep 08	In accordance with the statutory requirements	Tony Cramp  (Martin Heuter, heads of service)	The Council's annual satisfaction and citizens' panel surveys, and its Community Consultation Strategy
1.5 Equalities impact assessments Current round Next round	Mar 08  Mar 09	Provide a sound basis for setting priorities, objectives and targets, and for commissioning	Carol Trachonitis  (Heads of service; Research)	The various equalities action plans

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### 2 *Engaging and empowering local citizens and service users , with particular emphasis on the disadvantaged*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>2.1 Meeting the new statutory duty to involve local people in decisions (comes into effect on 1 April 2009), including amendments to the Council's Constitution, complaints process and handling of public petitions</p> <p>Scoping what exists, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged</p> <p>Able to meet statutory duty</p>	<p>Mar 08</p> <p>Apr 09</p>	<p>Measurable improvements in services/outcomes, demonstrably related to local people's involvement</p> <p>Improved public perception ratings of the Council/PCT overall and individual services/factors</p> <p>Improved ratings in respect of the public's perception of involvement and influence</p> <p>Compliance with the statutory duty</p>	<p>Jennifer Watkins, Martin Heuter, Alan McLaughlin</p> <p>(Research, heads of service, consultation staff elsewhere in the Council and in the PCT and partner organisations)</p>	<p>Community Involvement Strategy</p> <p>PACTs, LINKs</p> <p>Public consultation team's review of involvement and consultation mechanisms in the county.</p> <p>Public consultation on the <i>Local Development Framework</i></p>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
2.2 Systematic collection and understanding of customer feedback and complaints		Measurable improvements in services/outcomes demonstrably related to feedback/complaints	Geoff Cole (Heads of service, performance improvement managers, PCT and other partner organisations)	Current review of Council customer standards
Council More generally	Mar 08 Dec 08			
2.3 Establish stronger, more effective links with neighbourhoods and parishes	Dec 08	Measurable improvements in services/outcomes demonstrably related to local people's involvement  Improved public perception ratings of the Council overall and individual services/factors  Improved ratings in respect of the public's perception of involvement and influence	Martin Heuter, Nina Bridges, Robert Blower  (Heads of service, Research, Environment)	Early wins from parish plan action plans already made available to services  PACTs, LINKs

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### *3 Using this understanding, engagement and empowerment as the basis for the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.1 New Local Area Agreement (LAA)	Jun 08	<p>Agreed priorities, outcomes, objectives and targets for Herefordshire on which all partners are agreed and working together to achieve</p> <p>Ministerial approval</p> <p>Achievement of the LAA targets</p>	<p>Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research, PCT and other partner organisations)</p>	<p>Council's Corporate Plan and the plans of the PCT and other partner organisations</p>
3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA	Mar 08	<p>Addresses the main risks to achieving SCS objectives and LAA targets</p>	<p>Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers)</p>	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.3 Review of the SCS in light of the needs analyses and other actions under sections 1 and 2 above	Apr 09	SCS reviewed to reflect the findings of the needs analyses	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>
3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09	LAA revised, as necessary, to reflect the findings of the needs analyses	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	
3.5 Council's Corporate Plan 2008-11 to deliver its lead elements of the SCS/LAA	Mar 08	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA  Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.6 Council's Corporate Plans 2010-13 to deliver its lead elements of the reviewed and rolled forward SCS/LAA	June/July 09 ?	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA  Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	Timetable to be determined in the context of decisions on the performance improvement cycle 2008-09 (scheduled for SMC and Cabinet consideration in March 08)
3.7 Determine prioritised programme of commissioning plans	Dec 08	Prioritised programme for commissioning plans in place	Director of Integrated Commissioning (PCT, other directors, heads of service, performance improvement managers)	Procurement Plan
3.8 Commissioning plans	As agreed under 3.7	Improved services and outcomes for people; and improved value for money	The designated head of service for each commissioning plan (to be agreed under 3.7)	Procurement Plan



# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### 4 Ensuring that the necessary capacity is in place to achieve the vision, priorities and objectives

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership	April 08	<p>Agreed cycle in place, operating efficiently and effectively</p> <p>Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements</p>	<p>Tony Geeson (PCT and other partner organisations, Michael Hainge, Jennifer Watkins, Sonia Rees, David Powell, performance improvement managers, Research)</p>	
4.2 Joint commissioning capacity established with the PCT, including compact principles	Dec 08	<p>Joint Council and PCT commissioning capacity in place</p> <p>Measurable improvements in services and outcomes for users; and better value for money</p>	<p>Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations)</p>	<p>Areas to be determined and prioritised under 3.7 above</p>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.3 Joint commissioning capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	Joint commissioning capacity in place across the Partnership (commissioning areas to be determined)  Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning  (Heads of service, partner organisations)	
4.4 Joint procurement capacity established with the PCT, including compact principles	Dec 08	Joint procurement capacity established  Better value for money	Dean Hogan  (PCT, Eleanor Brazil, other heads of service, the Alliance)	
4.5 Joint procurement capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	Joint procurement capacity established  Better value for money	Dean Hogan  (Partner organisations, heads of service)	
4.6 Review Council/PCT and Herefordshire Partnership organisational structures	Mar 08	Review completed and prioritised programme in place	Chris Bull, Gi Cheesman  (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)	Joint emergency planning team established  Joint communications arrangements established  Report on joint research capacity

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.7 Implement new Council/PCT and Partnership organisational structures	To be determined under 4.6	<p>New structures in place and operating effectively</p> <p>Integrated planning and performance management arrangements operating efficiently and effectively</p> <p>Efficient and effective delivery of priorities, objectives and targets</p>	<p>Jane Jones, Gi Cheeseman</p> <p>(Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	
4.8 Review Herefordshire Partnership governance arrangements	Jun 08	Review completed and action agreed	Chris Bull, Jane Jones (Partner organisations, Tony Geeson, Jennifer Watkins)	
4.9 Implement revised Herefordshire Partnership governance arrangements	Sep 08	New arrangements in place and operating effectively	Chris Bull, Jane Jones (Partner organisations, Tony Geeson, Jennifer Watkins)	
4.10 Review ICT requirements to deliver this programme	May 08	Initial review completed, early priorities agreed	Head of ICT (Heads of service, performance)	<i>Herefordshire Connects</i>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
	Sep 08	Review finalised, longer-term priorities agreed	improvement managers, PCT, other partner organisations )	
4.11 Implement the ICT requirements	To be determined under 4.10	To be determined under 4.10	Head of ICT  (Heads of service, performance improvement managers, PCT and other partner organisations)	<i>Herefordshire Connects</i>
4.12 Establish strengthened scrutiny arrangements that will make a major contribution to planning and performance management across the Council/PCT and the Herefordshire Partnership	Mar 08	Strengthened arrangements in place	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations )	The full scrutiny programme
4.13 Operate the strengthened scrutiny arrangements	Sep 08	Strengthened arrangements operating effectively	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations )	The full scrutiny programme

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.14 Council and PCT workforce development strategy to deliver the programme	Mar 08  Sep 08	Initial joint actions agreed and being implemented  Full joint strategy in place and being implemented	Gi Cheeseman	Corporate Plan and directorate/service plans  <i>Investor in People</i> accreditation  Existing Council Pay and Workforce Strategy  Joint health and adult social care and children's workforce development strategy being developed
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08  Aug 08	Initial programme agreed and in place  Medium-term programme agreed and in place (in light of SRD and other analysis)  Programmes delivered  Shared understanding of the Partnership vision, priorities and objectives  Shared understanding of each other's	Liz Wallace  (PCT, other partner organisations)	Communications strategy and action plan (see section 8 below)

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
		<p>organisations, cultures and how to work effectively together to deliver the desired improved services and outcomes</p>		
<p>4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating them to each individual's role and responsibilities</p>	<p>Mar 08</p>	<p>Induction delivered successfully</p>	<p>Liz Wallace, heads of service  (Managers, PCT, other partner organisations)</p>	
<p>4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process</p>	<p>Mar 08</p>	<p>Programme agreed and in place</p> <p>Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear</p> <p>Successful management of the identified risks</p> <p>Favourable joint annual risk assessments by the inspectorates</p>	<p>Andrew Rewell  (Tony Geeson, PCT)</p>	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.18 <i>Member Development Programme</i> to include what is needed to equip members to play a fully effective role in the CAA preparation programme	Mar 08  Dec 08 Dec 08  Mar 09	CAA elements included in the <i>Member Development Programme</i>  Programme implemented  Better mutual understanding between members, partners and stakeholders  Effective member contribution to CAA preparations	Alan McLaughlin  (Tony Geeson, PCT, other partner organisations))	<i>Member Development Programme</i> , taking account of the Crookall Report
4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA	Mar 09	Some members and senior managers participate in peer reviews of other local authorities	Tony Geeson	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### 5 Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
5.1 Establish shared strategic risk identification and management process for the Council, the PCT and their partners, integrated with performance management systems and reporting	Mar 08	Sound basis for the identification and successful management of risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear	Andrew Rewell, Weny Huxley-Marko, Tony Geeson  (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)	Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko
5.2 Documented corporate process, including named lead officers, in place and	Sep 08	Agreed process understood by key managers across the Council, PCT and principal partner organisations	Tony Geeson, Andrew Rewell, Wendy Huxley-Marko	Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell



# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
operating for the handing of the annual risk assessment and other inspections		<p>Agreed process operating effectively</p> <p>Favourable joint annual risk assessments and other judgements by the inspectorates</p>	<p>(Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)</p>	and Wendy Huxley-Marko
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	<p>Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear</p> <p>Successful management of the identified risks</p> <p>Favourable joint annual risk assessments by the inspectorates</p>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson  (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service,</p>	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
5.4 Partnership working risks identified and managed	Dec 08	<p>Risks identified in the Audit Commission's national report on partnership working managed successfully</p> <p>Annual audit letter confirms this</p> <p>Favourable joint annual risk assessments by the inspectorates</p>	<p>performance improvement managers)</p> <p>Andrew Rewell, Jennifer Watkins  (Michael Hainge, Tony Geeson, PCT, other partner organisations)</p>	Audit Commission summary report on public service trust risks (Nov 07)

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### *6 Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
6.1 Identify priority areas for improvement against the mandatory national local authority indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Priority areas identified	Kevin Lloyd  (Directors, heads of service, performance improvement managers)	For 2007-08 PIs performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008.
6.2 Identify priority areas for improvement against partner organisations' indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Priority areas identified	Chris Bucknell  (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner	Corporate Plan 2008-11  Herefordshire Sustainable Community Strategy  The new Local Area Agreement

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
6.3 Action plan for prioritised improvements in local authority indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	<p>Mar 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Feb 10</p>	<p>Action plan in place, with the relevant elements included in directorate/service plans</p> <p>Action plan implemented</p> <p>Improved performance against indicators</p> <p>Higher assessment rating</p>	<p>Kevin Lloyd (Directors, heads of service, performance improvement managers)</p>	<p>For 2007-08 PIs performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008.</p> <p>Corporate Plan 2008-11</p>
6.4 Action plan for prioritised improvements in partners' indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	<p>Mar 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Feb 10</p>	<p>Action plan in place</p> <p>Action plan implemented</p> <p>Improved performance against indicators</p> <p>Higher assessment rating</p>	<p>Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)</p>	<p>Herefordshire Sustainable Community Strategy</p> <p>The new Local Area Agreement</p>

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### 7 Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
7.1 Identify priority areas for improvement against the proposed new use of resources assessment criteria, with particular emphasis on improving value for money through improved systems and procedures	Mar 08	Priority areas identified and reflected in an updated action plan	Sonia Rees, David Powell  (Directors, Gi Cheeseman, Alan McLaughlin, other heads of service, performance improvement managers)	Medium Term Financial Management Strategy  Corporate Plan 2008-11  Action plan already in hand to improve performance in 2007-08; should improve the assessment in February 2009; being updated in the light of the latest Audit Commission criteria and common themes in the Director of Resources's special report, the <i>Crookall Report</i> and feedback from the <i>Investor in People</i> informal assessment

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
7.2 Action plan for prioritised improvements against the proposed new use of resources including milestones that could improve the Council's rating	<p>Mar 08</p> <p>Mar 09</p> <p>Feb 09 &amp; Feb 10</p> <p>Feb 09 &amp; Feb 10</p>	<p>Action plan in place</p> <p>Action plan implemented</p> <p>Improved performance against the criteria</p> <p>Assessment rating of consistently above minimum requirements, performing well</p>	<p>Sonia Rees, David Powell</p> <p>(Directors, heads of service, performance improvement managers)</p>	As for 7.1 above
7.3 Data quality policy, action plan and procedures	Mar 08	Meet a) the Audit Commission best practice criteria and b) ISO standards for data quality and security	Tony Geeson, John Pritchard (Heads of service, performance improvement managers, Anthony Sawyer)	Data sharing policy and procedures being developed by Anthony Sawyer
7.4 Rationalisation of back-office accommodation	Mar 08	Plan in place	Sonia Rees, Malcolm MacAskill	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
	Dec 10	Accommodation rationalised Measurable improvements in efficiency, effectiveness and value for money	(PCT, other partner organisations)	
7.5 Rationalisation of front and back-office functions	To be determined	Functions rationalised Measurable improvements in efficiency, effectiveness and value for money	Chris Bull	

# Appendix 2

## DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08

### *8 Effective communication of the programme to members, staff, partners, stakeholders and the public*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
8.1 Communications strategy and action plan designed and rolled out	Mar 08	Strategy and action plan in place	Robert Blower	The wider programme in respect of the Council's
	Mar 08	The programme and its constituent parts are understood by the relevant audiences	(Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)	and the <i>Herefordshire Partnership's</i> reputation management
	Sep 08	Committed and motivated members, staff and partner organisations		
	Dec 08	Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving		
	Mar 09	Improved public satisfaction rating for the Council overall		



**DRAFT CORPORATE PLAN 2008-11****Report By: Director of Corporate and Customer Services****Wards Affected**

County-wide

**Purpose**

1. For the Committee to consider a draft of the Council's Corporate Plan 2008-11; and to offer comments for Cabinet to consider.

**Financial Implications**

2. The draft Plan has been prepared so as to be in line with the agreed Medium Term Financial Management Strategy (MTFMS). The only direct costs arise from the printing of the Plan, which are not expected to be more than about £5,000.

**Background**

3. Under the Council's current Performance Improvement Framework, the corporate plan is rolled forward each year. This is done in the light of the outcomes from the Performance Improvement Cycle, reviewing performance against the existing plan, setting priorities, objectives and targets for the next three years, and specifying the timetabled key actions needed to deliver them.
4. **The draft Plan is at Appendix 1.** This is work in progress. It should therefore be noted that, until Cabinet has considered the draft Plan and the views of Strategic Monitoring Committee, and commended the draft Plan to Council for approval, the detailed content, including the inclusion or non-inclusion of specific projects, is to be regarded as provisional and subject to change.
5. The draft Plan will be considered by Cabinet on 27 March, then submitted to Council for approval in May.
6. The new Local Area Agreement (LAA) is scheduled to be signed off by Government sometime in June. The draft Plan includes the proposals for the LAA as they currently exist. The Plan will need to incorporate the agreed LAA priorities, indicators and targets in due course.
7. The draft Plan is very different in format from its predecessors. Based on best practice in high-performing authorities, it is intended to get across by means of bullet points, rather than as a narrative, both what the Council has achieved and what it is committed to doing in the future. The use of appendices makes it possible to have the best of both worlds: getting across the key points concisely for wider audiences but also providing sufficient detail to mean there isn't a need to produce something separate to manage corporate performance.
8. In particular, there is no need this time round to produce an annual operating plan as an additional document, since the draft Plan provides the targets and key actions

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

necessary for in-year performance reporting and management through the bi-monthly integrated performance and financial reports. Also, it will be possible to print different parts of the Plan separately for different audiences and purposes, including publicity. At the same time, the Plan can be maintained as one electronic document, with electronic links to other key documents, such as the MTFMS and the corporate risk register.

9. In its final form the Plan will be professionally designed and include suitable pictures to illustrate the key themes and achievements.
10. The substance of the Plan is also different in some important respects:
  - while the top priorities include those in the current (2007-10) Plan in respect of children and young people, vulnerable adults and older people and the economy, these are supplemented by *Affordable housing to meet the needs of local people* and *Better services, value for money, particularly by working in partnership with the Herefordshire Primary care Trust and other local organisations* (see page 6 of Appendix 1, which shows the relationship of the Council's top priorities and Corporate Plan themes to the Herefordshire Sustainable Community Strategy and the proposed LAA priorities)
  - it will include achievements and timetabled key actions for the public service arrangements and other developing programmes, including in respect of data quality and the rationalisation of front- and back-office functions and accommodation.
11. It will, nonetheless, need to be refreshed in due course as the new national indicators and the arrangements for the new system of Comprehensive Area Assessment become clear, together with the medium to longer-term programme of business transformation, including by means of public service arrangements.
12. Even if, as promised by Government, the new suite of national mandatory performance indicators is confirmed shortly, with clear definitions, and can be reflected in the Plan, it will take time to establish baselines for many of them against which targets can be set. Moreover, a lot of the proposed national indicators, including the substantial proportion that depends on surveying the public's perceptions, will not provide in-year information against which performance can be reported and managed.
13. This points to a conservative and precautionary approach to changing current key performance indicators and associated targets, until we know we have better ones (national and local) that we can rely upon. This approach is reflected in the Plan by including some relevant but untried and tested new indicators, but with the majority being the most suitable of those we already use.

## RECOMMENDATION

**THAT the Committee considers the draft Corporate Plan 2008-11, and agrees any comments it wishes to make for Cabinet to consider.**

## BACKGROUND PAPERS

- None identified

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



***N.B. This is work in progress. It should therefore be noted that, until Cabinet has considered the draft Plan and the views of Strategic Monitoring Committee, and commended the draft Plan to Council for approval, the detailed content, including the inclusion or non-inclusion of specific projects, is to be regarded as provisional and subject to change.***

# **CORPORATE PLAN**

## **2008-2011**

***Quality of life***

***Fairness and prosperity***

***Value for money***

If you need help understanding this document, or would like it in another format or language, please call 01432 xxxxxx or e-mail [xxxxxx@herefordshire.gov.uk](mailto:xxxxxx@herefordshire.gov.uk)

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Foreword / Introduction by the Leader of the  
Council / Chief Executive

Draft

# The vision for Herefordshire and the role of the Corporate Plan

Working together, the Council, the Primary Care Trust and our other local public, private and voluntary sector partners have agreed a vision for Herefordshire in 2020. It is that:

*Herefordshire will be a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well-being for all.*

This vision is presented in more detail in The *Herefordshire Sustainable Community Strategy*. The themes of the strategy and how these are carried through in the *Local Area Agreement* with local partners and the Government, and in the Council's own themes and priorities, are shown in the table on page 6.

This Corporate Plan sets out what the Council intends to do over the coming three years - 2008 to 2011 - to achieve the shared vision for Herefordshire.

## Themes and the Council's priorities

United by the triple goals of *improving quality of life, fairness and prosperity, and value for money*, its seven themes are:

- **Children and young people**
- **Health and well-being**
- **Older People**
- **Economic development and enterprise**
- **Safer and stronger communities**
- **Sustainable Communities**
- **Organisational improvement and greater efficiency**

Within these themes, the Council's top priorities are;

- **The best possible life for every child, safeguarding vulnerable children and improving educational attainment**
- **Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives**
- **The essential infrastructure for a successful economy, enabling sustainable prosperity for all**
- **Affordable housing to meet the needs of local people**

- Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

In pursuing these themes and priorities we will ensure that we:

- promote equality and respect diversity
- reduce inequalities
- protect and improve the welfare of rural areas

The Corporate Plan looks back at our performance over the last year, including the results of independent assessment of the Council.

Looking forward, it sets out our targets for the coming year and for the two subsequent years. It also says what our measures of success will be and what key actions we will take, by when, to achieve the targets.

### **Managing the risks to achieving the priorities**

The Council has a systematic approach to identifying the risks to achieving its priorities, including those it is pursuing with its partners, and how these will be managed.

The major risks and the measures to mitigate them are set out in the Council's regularly updated Corporate Risk Register, which is available via the following link:

*[electronic link to be added]*

The Council plays close attention to managing the financial risks to the achievement of its priorities. Its approach is set out in detail in its latest Medium Term Financial Management Strategy, which is available via the following link:

*[electronic link to be added]*

**TABLE 1: How the Council’s themes and top priorities relate to the *Herefordshire Sustainable Community Strategy (HSCS)* and the *Local Area Agreement (LAA)***

<b>HSCS themes</b>	<b>The Corporate Plan themes</b>	<b>The Council’s top priorities</b>	<b>LAA priorities</b>
<b>Children and young people</b>	<b>Children &amp; young people</b>	The best possible life for every child, safeguarding vulnerable children and improving educational attainment	<ul style="list-style-type: none"> <li>• To encourage and enable children and young people in Herefordshire to achieve their potential and participate in positive activities</li> <li>• To improve participation in, and achievement for, young people in education, employment and training post 14</li> </ul>
<b>Healthier communities and older people</b>	<b>Health and well-being</b>  <b>Older People</b>	Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives	<ul style="list-style-type: none"> <li>• Encourage and promote a healthy lifestyle with particular attention to: reducing smoking, levels of obesity and excessive consumption of alcohol</li> <li>• Help vulnerable people to live safely and independently in their own homes</li> </ul>
<b>Economic development and enterprise</b>	<b>Economic development and enterprise</b>	The essential infrastructure for a successful economy, enabling sustainable prosperity for all	<ul style="list-style-type: none"> <li>• To improve access to integrated public and community transport, reduce traffic congestion and encourage alternatives to car use</li> <li>• Increase the economic potential of the county with a particular regard to higher skilled and better paid jobs</li> <li>• Increase access to learning and development at all levels, and increase participation, in order to raise achievement, address worklessness and improve workforce skills</li> </ul>
<b>Safer and stronger communities</b>	<b>Safer &amp; Stronger communities</b>  <b>Sustainable communities</b>	Affordable housing to meet the needs of local people	<ul style="list-style-type: none"> <li>• Further reduce the low levels of crime, disorder and anti-social behaviour in the county and reduce any disproportionate fear of such.</li> <li>• Increase safety for road users in the county.</li> <li>• Increase the availability of appropriate, decent and affordable housing</li> <li>• Improve the availability of sustainable services and facilities, and access to them</li> <li>• Encourage thriving communities where people are able to influence change and take action to improve their area, regardless of their background.</li> <li>• Minimise domestic and commercial waste, and improve recycling</li> <li>• Lead a local contribution to climate change reduction</li> <li>• Enhance recovery from events that have significant and potentially long-term impacts upon the community through proactive and effective inter-agency collaboration and co-ordination</li> </ul>
	<b>Organisational improvement and greater efficiency</b>	Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations	



# THE PLANNING FRAMEWORK

Cross-cutting theme - Promote equality, respect diversity and reduce inequalities

**Council Priority** - The essential infrastructure for a successful economy, enabling sustainable prosperity for all

**Council Priority** Affordable housing to meet the needs of local people

QUALITY OF LIFE

**Council Priority**  
The best possible life for every child, safeguarding vulnerable children and improving educational attainment

**SEVEN CORPORATE PLAN THEMES**

<b>Children &amp; young people</b>	<p><i>The Herefordshire Sustainable Community Strategy vision - "Herefordshire will be a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well-being for all."</i></p>	<b>Organisational improvement &amp; greater efficiency</b>
<b>Health &amp; wellbeing</b>		<b>Sustainable Communities</b>
<b>Older People</b>		<b>Safer &amp; stronger communities</b>
		<b>Economic development &amp; enterprise</b>

**Council Priority**  
Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

FAIRNESS AND PROSPERITY

**Council Priority** - Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives

Cross-cutting theme – Protect and improve the welfare of rural areas

## VALUE FOR MONEY

# THE CORPORATE PLAN THEMES

## Theme one - Children and young people

To maximise the health, safety, economic well-being, achievements and contribution of every child, with special emphasis on sound arrangements for safeguarding vulnerable children and securing further improvements in educational attainment

**The Council, with the Primary Care Trust and its other partners in the Herefordshire Partnership have agreed that the long-term objectives for creating a great place for every child and young person to grow up are:**

- Children and young people are healthy and have healthy lifestyles
- Children and young people are safe, secure and have stability
- Children and young people achieve educational, personal, social and physical standards
- Children and young people engage in positive behaviour inside and out of school
- Children and young people engage in further education, employment and training on leaving school

### **Our key achievements during 2007-08**

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- The Tellus2 survey reported that more children and young people feel safe in Herefordshire than nationally
- There have been substantial improvements in educational standards at Key Stage 4 since 2005, with 93.4% of young people achieving 5 or more A\*-G grades at GCSE in 2007
- 31% of young people feel that Herefordshire Council gives them the opportunity to influence decision making, a significant improvement on the 19.2% who said so in 2005
- The percentage of 16-18 year olds not in education, employment or training has been reduced to below the national average
- The number of families in bed and breakfast accommodation has been reduced from 55 in 2006 to 3 in 2007

### **Our key commitments during 2008-09**

- Increase the percentage of initial assessments of children in need completed within seven days
- Improve educational attainment at Key Stages 1 and 2
- Work with schools and communities to secure the best possible sustainable school education for the future
- Implement an area-wide programme for 14-19 learning
- Implement CAFTAC (Common Assessment Framework – Team Around the Child) county-wide, in tandem with other national strategies
- Develop the Youth Service to meet the new Targeted Youth Support and Positive Activities agenda
- Further reduce the number of families in B&B/hostels

### **Our key commitments for future years - 2009-11**

- Maintain and enhance educational standards at all Key Stages
- Continue to work with schools and communities to secure the best possible sustainable school education for the future
- Implement the Primary Capital Strategy, to refurbish identified primary schools in the county
- Conclude the roll-out of children's centres and extended schools
- Embed Children's Trust arrangements, including commissioning and contract monitoring arrangements
- Implement the outcomes of schools review consultation, including primary capital strategy, Building Schools for the Future and the Academy

### **Measures of success in 2011**

- Earlier intervention and prevention services delivered through multi-agency integrated teams based in localities

- Joint commissioning of services across all Children's Trust agencies
- Improved performance at all Key Stage examinations
- Emotional health of children and young people enhanced

### Key Performance Indicators (KPIs) for Children and Young People this coming year

#### Council KPIs

- NI 59 Initial assessments for children's social care carried out within 7 working days of referral
- NI 64 Child protection plans lasting 2 years or more
- NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time
- NI 66 Looked after children cases which were reviewed within required timescales
- NI 67 Child protection cases which were reviewed within required timescales
- NI 68 Referrals to children's social care going on to initial assessment
- NI 93 – Progression by 2 levels in English between KS1 and KS2
- NI 94 – Progression by 2 levels in Maths between KS1 and KS2
- Local – County-wide implementation of CAFTAC

#### KPIs in the Local Area Agreement on which the Council leads

- NI 110 – Young people's participation in positive activities
- NI 117 – 16-18 year olds who are not in education, employment or training
- NI 91 – Participation of 17 year-olds in education, employment or training
- NI 50 - Emotional health of children
- NI 69 - Children who experienced bullying
- NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
- *Young people's perception about activities (potential local indicator)*
- NI 92 – narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage Profile and the rest
- NI 73 Key Stage 2 – to increase the proportion achieving level 4+ in both English and Maths
- NI 93 Key Stage 1-2 – to improve the proportion progressing 2 national curriculum levels in English
- NI 94 Key Stage 1-2 - to improve the proportion progressing 2 national curriculum levels in Maths
- NI 74 Key Stage 3 - to increase the proportion achieving level 5+ in both English and Maths
- NI 83 Key Stage 3 – to increase the proportion achieving level 5 in science
- NI 95 Key Stage 2-3 - to improve the proportion progressing 2 national curriculum levels in English
- NI 96 Key Stage 2-3 - to improve the proportion progressing 2 national curriculum levels in Maths
- NI 75 Key Stage 4 – to increase the proportion achieving 5 A\*-C grades at GCSE and equivalent, including GCSE English & Maths
- NI 97 Key Stage 3-4 - to improve the proportion progressing the equivalent of 2 national curriculum levels in English
- NI 98 Key Stage 3-4 - to improve the proportion progressing the equivalent of 2 national curriculum levels in Maths
- NI 87 Attendance – to reduce the number of persistent absentee pupils in secondary schools
- NI 99 Children in care – to increase the proportion achieving level 4+ in English at Key Stage 2
- NI 100 Children in care – to increase the proportion achieving level 4+ in Maths at Key Stage 2
- NI 101 Children in care – to increase the proportion achieving 5 A\*-C grades at GCSE and equivalent, including GCSE English and Maths
- NI 57 Children and young people's participation in high-quality PE and sport

#### KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 51 - Effectiveness of child and adolescent mental health (CAMHs) services – PCT lead
- NI 55 Obesity among primary school age children in Reception Year - PCT lead
- NI 56 Obesity among primary school age children in Year 6 - PCT lead

## Theme two - Health and well-being

To improve the health and well-being of all our citizens aged 18-64, reducing health inequalities and maximising the independence of disadvantaged people

**The Council and the Primary Care Trust, with their partners in the Herefordshire Partnership, have agreed that the long-term objectives to enable 18-64 year-olds to have the best possible health and well-being are:**

- healthy life-styles
- modernised health and social care services that maximise people's control and independence
- the reduction of health inequalities
- protection from abuse, exploitation and discrimination
- improved quality of life through access to leisure, social activities, life long learning and to universal services
- sufficient income and decent affordable housing

### **Our key achievements during 2007-08**

- *[Helped to live at home PIs re. mental health, learning disability and physical disability]*
- *[Supporting People programme]*
- *[Increased numbers receiving self-directed support (direct payments/individual budgets)]*
- *[Equipment delivered within x days]*
- *[Learning disability improvements – highlights as a result of the action plan]*
- Comprehensive assessments of future health and social care needs for people with physical disabilities and people with mental health problems and the patterns of service required to meet them
- Setting up of Woodside Flats as an assessment resource.
- Joint Intermediate Care post to establish integrated service across health and social care.
- Consultations held with users, carers and providers to improve day care services
- Increased numbers of people with learning disabilities receiving individual budgets
- *[Number of people receiving individual budgets?]*

### **Our key commitments during 2008-09**

- Joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning disabilities, physical disabilities
- Establish single access point intermediate care service increasing the number of intermediate care places to prevent hospital admission and secure timely discharge
- Embed the Single Assessment Process across partner organisations.
- Ensure equality of access to health services.
- Develop and implement mental health rehabilitation and recovery service.
- Ensure that users are appropriately assessed for continuing health care eligibility.
- Ensure all users feel safe.
- Extend self directed care (direct payments and individual budgets) to as many people as possible
- Increase range and availability of support to carers.
- Maximise the number of people accessing health care on a planned rather than an unplanned basis

### **Our key commitments for future years - 2009-11**

- Ensure information, advice and advocacy is available to all
- Ensure self-directed care and personalised budgets are offered to the majority of service users
- Increase range and availability of support to carers.
- Use the Transformation Grant to support effective improvement in dementia services
- All services enable older people to be treated with dignity and respect
- Extend integration of health and social care across front line services

### **Measures of success in 2011**

- Improved health and emotional well-being – more people enjoying good physical and mental health

(including protection from abuse and exploitation) with access to appropriate treatment and support in managing long-term conditions independently and opportunities for physical activity

- Improved quality of life – more people having greater access to leisure, social activities and life-long learning and to universal, public and commercial services together with increased security at home, access to transport and confidence in safety outside the home
- Making a positive contribution – ensuring that people maintain involvement in local activities and are involved in policy development and decision making
- Increased choice and control – enabling people to choose and control services and that they are helped to manage risks in personal life.
- Freedom from discrimination and harassment – people enjoy equality of access to services and are not subject to abuse.
- Economic well-being – people have access to sufficient income and resources for a good diet, accommodation, participation in family and community life and are able to meet costs arising from specific individual needs.
- Maintaining personal dignity and respect – people are kept clean and comfortable and enjoy a clean and orderly environment.

### Key Performance Indicators (KPIs) for Health and well-being this coming year

#### Council KPIs

- NI 8 Adult participation in sport
- NI 130 Social care users receiving self-directed support (direct payments and individual budgets)
- C30 Number of adults with learning difficulties helped to live at home (74HC)
- C31 Number of adults with mental health difficulties helped to live at home (74HC)
- C29 Number of adults with physical difficulties helped to live at home (74HC)
- *[Look at including a safeguarding indicator, possibly local]*
- *[Consider the existing LPSA indicators around Attendance Allowance / Pension Credit / Council Tax Benefit, if measurement can be made in-year]*
- *[Add existing PIs, such as helped to live at home and timely delivery of equipment]*

#### KPIs in the Local Area Agreement on which the Council leads

- NI 141 Number of vulnerable people achieving independent living
- NI 142 Number of vulnerable people who are supported to maintain independent living

#### KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 39 Alcohol harm related hospital emissions
  - *[Add a good measure of 'smoking' prevalence or suitable proxy indicators (potential local indicator)]*
- Are there any other health PIS in the proposed LAA?*  
*Add in something for ; Housing / homelessness – Leisure - Exercise*

# Theme three - Older People

To ensure that older people remain healthy, independent and active, continuing to live in their local communities and contribute to them.

**The Council, the Primary Care Trust and their partners in the Herefordshire Partnership have agreed that the long-term objectives for older people to live fulfilled lives are:**

- staying involved
- feeling and being safe
- having enough money and avoiding social isolation
- staying healthy and independent
- exercising individual choice and control

## **Our key achievements during 2007-08**

- 7060 items of equipment delivered to service users within 7 days. (Figure as at January 31<sup>st</sup> 2008).
- New mental health domiciliary care service in place
- Roving night service in place.
- Leadon Bank extra-care housing up and running
- 3,940 people have received support from the joint welfare benefits team, amounting to £4.2m
- 1,483 people have received almost 3000 different services to enable them to remain independent at home through the Signposting service.
- 571 people have received a Telecare service to maximise their independence
- 912 client sessions have been delivered at 167 footcare clinics to help prevent falls and maintain independence. (Figures to end 3<sup>rd</sup> quarter)
- The number of older people benefiting from direct payments has increased to 38 (as at 31<sup>st</sup> Jan)
- Village Wardens have provided 1,567 clients contacts to enable people to remain safely in their own homes – data as at 31<sup>st</sup> Aug 2007 – **to be updated.**
- A new 'Just Checking' monitoring service has been launched to monitor safety and independence at home – eight installations have been achieved since January.

## **Our key commitments during 2008-09**

- Increase options to provide support in people's homes.
- Increase the number, type and use of supported housing options.
- Extend the delivery of person centred services
- Introduce the option of self-directed care and individual budgets to older people. (This option has previously only been available to people with learning difficulties)
- Increase range and availability of support to carers.
- Increase the uptake of benefits
- Increase number of people remaining at home after an intermediate care service
- Ensure easier access to services by providing them closer to home, including more flexible GP surgery opening hours
- Tackling inequalities and causes of ill health, by developing effective prevention strategies
- Implement the Older Person's Strategy (based on Growing Older in Herefordshire) to improve quality of life for older people.

## **Our key commitments for future years 2009-11**

- Ensure information, advice and advocacy is available to all
- Ensure self-directed care and personalised budgets are offered to the majority of service users
- Increase range and availability of support to carers.
- Use the Transformation Grant to support effective improvement in dementia services
- All services enable older people to be treated with dignity and respect
- Extend integration of health and social care across front line services

## **Measures of success in 2011**

- Improved health and emotional well-being – more older people enjoying good physical and mental health (including protection from abuse and exploitation) with access to appropriate treatment and support in managing long-term conditions independently and opportunities for physical activity

- Improved quality of life – more older people having greater access to leisure, social activities and life-long learning and to universal, public and commercial services together with increased security at home, access to transport and confidence in safety outside the home
- Making a positive contribution – ensuring that older people maintain involvement in local activities and are involved in policy development and decision making
- Increased choice and control – enabling older people to choose and control services and that they are helped to manage risks in personal life.
- Freedom from discrimination and harassment – Older people enjoy equality of access to services and are not subject to abuse.
- Economic well-being – Older people have access to sufficient income and resources for a good diet, accommodation, participation in family and community life and are able to meet costs arising from specific individual needs.
- Maintaining personal dignity and respect – older people are kept clean and comfortable and enjoy a clean and orderly environment.

### **Our Key Performance Indicators (KPIs) for Older People this coming year**

#### **Council KPIs – proposed targets to be included within Appendix F**

- NI 125 Achieving independence for older people through rehabilitation/ intermediate care
- NI 130 Social care clients receiving self-directed support – to identify OP element.
- NI 131 Delayed transfers of care from hospitals
- NI 135 Carers receiving needs assessment or review and a specific service or advice and information – to identify OP element.
- NI 136 People supported to live independently through social services – to identify OP element, which will be similar to former Helped to live at home PI (C32)
- *[Benefits?] could set a people or financial figure tbc SB*
- *Add number of people using Telecare – to identify OP element*
- *Equipment received within seven days – old D54 PI – to identify OP element*
- *Safeguarding / adult protection PI – to be confirmed in March*
- *Reduction in new admissions to residential care – old C72 PI*

#### **KPIs in the Local Area Agreement on which the Council leads**

- Improving referral processes (potential local indicator) ???
- NI 125 Achieving independence for older people through rehabilitation/ intermediate care
- NI 130 Social care clients receiving self-directed support – to identify OP element.
- NI 135 Carers receiving needs assessment or review and a specific service or advice and information – to identify OP element.
- NI 136 People supported to live independently through social services (all ages)

#### **KPIs in the Local Area Agreement on which one of our partner organisations leads**

- Signposting scheme (potential local indicator)

## Theme four - Economic development & enterprise

To secure the essential infrastructure for a successful economy by improving business, learning and employment opportunities in Herefordshire, enabling sustainable prosperity for all

**The Council and its partners in the Herefordshire Partnership's have agreed that the long-term objectives for ensuring there are opportunities for all people and businesses to prosper are:**

- More and better paid employment
- A more adaptable and higher skilled workforce
- Reduced traffic congestion through access to better integrated transport provision

### **Our key achievements during 2007-08**

- Retail developer selected for the Edgar Street Grid
- Outline planning permission secured for Model Farm employment site
- Delivery of 23 Redundant Building Grants totalling over £800,000, which will ultimately create over 270 new jobs.
- New Rotherwas relief road started
- Enterprise Centre at Rotherwas started
- Funding for Rotherwas Future secured
- £291m tourism contribution to the economy

### **Our key commitments during 2008-09**

- Retail Quarter started on Edgar Street Grid
- Edgar Street Grid Urban Village partner secured
- Increase the number of bus journeys made compared to 2006-07
- Detailed planning permission secured for Model Farm, Live/Work developer appointed and Advantage West Midlands funding secured for infrastructure
- Completion of Rotherwas Relief Road
- Rotherwas Futures Phase 2 (Southern Magazine employment units) commenced
- Redundant Building Grant of over £500,000 used to complete 25 projects, creating 120 new jobs
- Inward investment strategy completed
- Continued development of home / work business support
- Commence development of Model Farm employment land
- Vision for Hereford City strategy to be produced
- Engage 1,500 residents in adult and community learning courses

### **Our key commitments for future years - 2009-11**

- Increase the proportion of all major planning applications processed within 13 weeks
- Increase the number of bus journeys made compared to 2006-07
- Construction of Model Farm employment units commenced and first units completed
- Commence construction of Retail Quarter and on- and off-site infrastructure
- Units on Rotherwas Futures phase 2 completed and site infrastructure in place
- Implement the inward investment strategy

### **Measures of success in 2011**

- Model farm business and Live/Work units available for new businesses
- Edgar Street Grid retail quarter work commenced
- Rotherwas Futures phase 2 completed and units available for rent
- Inward investment attracted



**Our Key Performance Indicators (KPIs) for *Economic development* and enterprise this coming year**

**Council KPIs**

- NI 161 Learners achieving a Level 1 qualification in literacy
- NI 162 Learners achieving an Entry Level 3 qualification in numeracy
- NI 168 Principal roads where maintenance should be considered
- NI 169 Non-principal roads where maintenance should be considered

**KPIs in the *Local Area Agreement* on which the Council leads**

- NI 13 Migrants English Language skills and knowledge
- NI 152 Working age people on out of work benefits
- NI 166 Average earnings of employees in the area
- NI 167 Congestion – average journey time per mile during the morning peak
- NI 172 VAT registered businesses in the area showing growth

**KPIs in the *Local Area Agreement* on which one of our partner organisations leads**

- NI 163 Working age population qualified to at least Level 2
- NI 164 Working age population qualified to at least Level 3
- NI 165 Working age population qualified to at least Level 4

## Theme five - Safer and stronger communities

To develop stronger, more inclusive communities and create a safer place to live, work and visit.

**The Council and its partners in the Herefordshire Partnership have agreed that the long-term objectives for developing stronger and safer communities in which to live are:**

- to reduce levels of crime, drug-misuse, anti-social behaviour and the fear of these things
- to reduce the number of road accidents
- to ensure that people have a sense of belonging and are active in their communities
- to ensure that inequalities are reduced, so that fewer are disadvantaged
- to increase access to services and facilities
- to ensure there is affordable housing for local people

### **Our key achievements during 2007-08**

- Completion of the Museum Resource Centre
- Completion of phase 2 of Aylestone Park
- New mobile library vehicles introduced, with direct link to the main library catalogue
- 79% of people said that they were satisfied with their local community as a place to live and 49% thought that people from different backgrounds got on well together
- 69% of residents were satisfied with parks and open spaces, 48% were satisfied with theatres and 46% were satisfied with museums and galleries
- Helped to resolve over 60 complaints alleging discriminatory treatment
- Hepatitis C awareness project carried out in October and highlighted nationally as best practice by the Department of Health.
- January to October 2007 responded to all the 120 referrals to the Drugs Intervention Programme.
- Christmas alcohol awareness campaign to encourage safer drinking – the campaign is currently being evaluated – results due before end April
- Sports Referral project nominated for a BBC Midlands Sports award
- *Retail radios* in shops and pubs in the market towns linked up to the main CCTV control room.
- *Herefordshire Compact* in place to promote and support partnership working between the voluntary and community sector and public bodies
- 575 grant enquiries from partners in the private, public and voluntary and community sectors responded to in 2007, resulting in £350,000 additional *[external?]* funding secured to date.

### **Our key commitments during 2008-09**

- The number of adults killed or seriously injured in road accidents to be reduced
- All pedestrian crossings in the county to have facilities for disabled people
- *Herefordshire Community Safety and Drugs Partnership Strategy 2008-11* to be launched
- Harm reduction strategy for Herefordshire to be completed and implemented
- *Hidden harm* report, looking into the risks facing children with drug-misusing parents, to be completed and implemented
- Improve the public's perception of the levels of crime, drugs anti social behaviour and safety of our roads.
- Continuing development of projects to ensure harm reduction and crime prevention messages are communicated throughout the county
- Development of codes of good practice to support the *Herefordshire Compact*
- Secure external LEADER funding for social and community priorities in rural Herefordshire
- Secure external Rural Regeneration Zone funding to support multi-use centres in Herefordshire.
- Deal positively with all complaints alleging discriminatory treatment
- Run a series of events and activities based on the National Year of Reading.
- Works with independent museums to move from registration to accreditation reflecting improved centres for local people and visitors.
- Build on the success of h.art (Herefordshire Art Week) and Hereford Contemporary Crafts Fair with increased visitor numbers / sales at both events.

### Our key commitments for future years - 2009-11

- The number of people killed or seriously injured in road accidents to be reduced
- Implementation of the *Herefordshire Community Safety and Drugs Partnership Strategy*
- Ledbury Centre to be built
- Ross on Wye library refurbished to accommodate *Info in Herefordshire*
- Deal positively with all complaints alleging discriminatory treatment
- Relocate the library in Hereford to a new multi-use customer and cultural centre on the Edgar Street Grid.
- Support Herefordshire's involvement in London 2012 Olympic Games.
- To establish a talent identification Programme in preparation for the 2012 Olympic Games.

### Measures of success in 2011

- Overall satisfaction with the local area as a place to live
- Fewer people killed or seriously injured in road accidents
- Hereford Centre built on the Edgar Street Grid
- A network of multi-use centres across Herefordshire
- Greater community cohesion
- Higher levels of satisfaction for quality of life indicators
- Increase the number of drug users in effective treatment
- Further reduction in crime levels, anti-social behaviour, drug misuse and fear of crime

### Our Key Performance Indicators (KPIs) for *Safer and stronger communities* this coming year

#### Council KPIs

- NI 5 Overall / general satisfaction with local area
- NI 7 Environment for a thriving third sector
- NI10 – Visits to museums or galleries

#### KPIs in the *Local Area Agreement* on which the Council leads

- NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area
- NI 3 Civic participation in the local area
- NI 4 Percentage of people who feel they can influence decisions in their locality
- NI 6 Participation in regular volunteering
- NI 17 Perceptions of anti-social behaviour
- NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council & police
- NI 47 People killed or seriously injured in road traffic accidents
- NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour
- NI18 Adult participation in sport
- NI19 Use of public libraries
- NI11 Engagement in the Arts

#### KPIs in the *Local Area Agreement* on which one of our partner organisations leads

- NI19 Rate of proven re-offending by young people
- NI 30 - Re-offending of prolific and priority offenders
- NI 46 - Young offenders' access to suitable accommodation
- NI 115 substance misuse by young people
- NI 143 - Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence *These are to be debated and agreed by HCSDP Strategy group on 18<sup>th</sup> Feb*

## Theme six - Sustainable Communities

To protect the environment, including producing much less waste, recycling much more of what remains and significantly reducing carbon emissions; and to provide an efficient and effective planning system that supports this objective, as well as enabling the supply of sufficient affordable housing and employment

**Protecting the environment is important for Herefordshire residents. The Council and its partners in the Herefordshire Partnership have agreed that the long-term objectives for making Herefordshire a greener and more sustainable place in which to live are:**

- To secure cleaner, greener communities
- To ensure there is affordable housing for local people
- To enable the provision of accessible, sustainable employment opportunities

### **Our key achievements during 2007-08**

- Retained the International Environmental Management Standard - ISO 14001 for the whole Council
- Received the Institution of Civil Engineers best civil engineering project in the West Midlands for the restoration of the Victoria footbridge
- The new Whitecross Eco-school received the Best Sustainable Innovation' category at the Local Authority Building Control National Built in Quality Awards.
- The amount of household waste collected has been reduced, and the proportion of that waste recycled and composted increased
- Improved the condition and cleanliness of roads and streets
- Built 150 affordable homes
- Continued to deliver good levels of planning performance

### **Our key commitments during 2008-09**

- New crematorium to come on-stream in November 2008
- Continue to reduce the amount of residual waste per household and increase the proportion of waste recycled or composted
- continue to improve street cleanliness
- Local Development Framework to be developed further
- Build nearly 300 affordable homes
- Bring nearly 40 empty properties back into use
- Maintain performance rates on planning
- Reduce the carbon emissions from our own operations

### **Our key commitments for future years - 2009-11**

- Increase the percentage of household waste recycled or composted
- Continue to reduce the amount of residual waste per household and increase the proportion of waste recycled or composted
- Continue to improve street cleanliness
- Continue to build affordable homes throughout county
- Continue to maintain performance rates on planning

### **Measures of success in 2011**

- Maintain performance in dealing with planning applications within 13 weeks
- Retain the International Environmental Management Standard - ISO 14001 - for the whole Council
- Further reductions in our own carbon emissions
- Continue to build affordable houses
- Reduced amount of residual waste per household and increased proportion of waste recycled or composted
- Improved street cleanliness

## Our Key Performance Indicators (KPIs) for *Sustainable communities* this coming year

### Council KPIs

- NI 185 CO<sub>2</sub> reduction from Local Authority operations
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- NI 192 household waste recycled and composted
- NI 193 Municipal waste landfilled

### KPIs in the Local Area Agreement on which the Council leads

- NI 37 – Awareness of civil protection arrangements in the local area
- NI186 - Per capita reduction in CO<sub>2</sub> emissions in the local authority area
- *My Herefordshire Carbon Footprinting* (potential local indicator)
- NI 154 Net additional homes provided
- NI 155 Number of affordable homes delivered (gross)
- NI 156 Number of households living in temporary accommodation
- NI 159 Supply of ready to develop housing sites
- NI 175 Access to services and facilities by public transport, walking and cycling
- NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
- NI 191 Residual household waste per head
- NI 197 Improved local biodiversity – active management of local sites

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## Theme seven - Organisational improvement and greater efficiency

To secure better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

**In order to be a consistently high performing organisation, focused on the needs of its communities, the Council has the following long-term objectives:**

- to work in an ever-closer relationship with the Herefordshire Primary Care Trust, so as to improve outcomes for users and citizens and provide better value for money for tax-payers
- to secure the highest possible levels of efficiency savings and value for money, including through better working arrangements with its key partners, so as to maximise investment in front-line services and minimise Council Tax increases
- to ensure that its essential assets, including schools, other buildings, roads and ICT, are in the right condition for the long-term, cost-effective delivery of services
- to ensure business continuity in the face of emergencies
- to better understand the needs and preferences of service users and Council Tax-payers, and to tailor services accordingly
- to recruit, retain and motivate high quality staff, ensuring that they are trained and developed so as to maximise their ability and performance
- to embed corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency
- to ensure data quality of the highest standard

### **Our key achievements during 2007-08**

- Council Tax increased by only 3.8%, well below the national average
- Front-office services for Planning and Environmental Health and Trading Services transferred to *Info* centres, and back-office services made more efficient and effective
- Established the customer call centre
- Achieved efficiency savings of £4.2 million, of which £3.5 million were cash-releasing
- Improved employee satisfaction – for example; 75% of staff agreed that the Council is good to work for, (up from 69% the previous year); and 69% of staff feel kept informed about plans, priorities and performance (up from 63% the previous year);
- Appointment of single chief executive for the Council and PCT
- Recruitment of single director for public health
- Joint emergency planning unit established with the PCT and the Herefordshire Hospitals Trust
- Joint approach to risk management established with the PCT
- Signed an information-sharing agreement between the Council and the PCT
- The Environment Directorate achieved the International Quality Management Standard ISO 9001
- Data quality policy and action plan in place, so as to achieve best practice standards
- Organisation structures of the Council, the Primary Care Trust and the *Herefordshire Partnership* reviewed

### **Our key commitments during 2008-09**

- Joint Strategic Needs Assessment for health and social care carried out with the PCT and other partners
- A more general programme of needs assessment – including the economy, the environment and communities – carried out with *Herefordshire Partnership* partners
- Joint Council and PCT health and social care commissioning plans for older people, mental health, physical disability and learning disabilities
- An information-sharing agreement between the Council and the PCT
- Appointment of a single director for commissioning
- A modern, fit-for-purpose social care ICT system that will improve the efficiency and effectiveness of services for children and adults

- Implementation of new Council, PCT and *Herefordshire Partnership* organisation structures
- Implement revised governance arrangements for the *Herefordshire Partnership*
- Cash-releasing efficiency savings of some £3 million
- Implement revised accommodation strategy to realised rationalisation of estate.
- *Investor in People* accreditation
- More efficient and effective tourist information centres
- Achieving major improvements in data quality systems
- Review and strengthen arrangements for consultation and engagement with the public and service users, focusing particularly on disadvantaged groups
- Satisfaction surveys and follow-up work to establish the reasons for dissatisfaction, so as to improve services and outcomes for people
- Continue to update Equality Impact Assessments
- Prepare effectively with partners for the new system of Comprehensive Area Assessment
- Strengthened scrutiny arrangements that make a major contribution to planning and performance management across the Council, the PCT and the *Herefordshire Partnership*

#### **Our key commitments for future years - 2009-11**

- Deeper and broader public service arrangements with the Primary Care Trust to improve outcomes for people and value for money
- Full rationalisation of front- and back-office functions
- Implement revised accommodation strategy to realised rationalisation of estate.
- Meeting the new statutory duty to involve local people in decisions, including changes to the complaints process and the handling of public petitions
- Reaching level 4 of the equality standard for local government

#### **Measures of success in 2011**

- Measurable improvements in health and social care outcomes for people
- Higher levels of public and user satisfaction
- An improved Direction of Travel assessment
- An improved Use of Resources assessment
- Demonstrable improvements in value for money across the council
- Emergencies dealt with successfully
- Maintained *Investor in People* accreditation

## Our Key Performance Indicators (KPIs) for *Organisational improvement and greater efficiency* this coming year

### Council KPIs

- Direction of Travel assessment
- 101 HC Use of Resources score
- 73 HC *Investors in people* accreditation
- BVPI 12 The number of working days/shifts lost to the Authority due to sickness absence
- BVPI 11a Percentage of top-paid 5% of staff who are women
- BVPI 11b Percentage of the top 5% of local authority staff who are from an ethnic minority
- BVPI 11c Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)
- BVPI 16 The percentage of local authority employees with a disability
- BVPI 17a The percentage of local authority employees from ethnic minority communities
- NI 14 Avoidable contact: the average number of customer contacts per received customer request
- Local Efficiency savings
- [Data quality measured in terms of the Audit Commission's four-point scale – agree with TG.]
- [Agree with DP an overall KPI for the maintenance of essential assets]

### Value for money indicators - PI = Primary Indicator, SI = Secondary Indicator

- Finance PI 1 - Total cost of the finance function as a percentage of organisational running costs (expenditure) and within this the proportionate cost of transaction processing and business decision support
- Finance PI 2 - Cycle time in working days from period-end closure to the distribution of routine financial reports to all budget managers and overseeing boards and committees
- Finance PI 3 - The percentage of variation between the forecast outturn at month 6 & the actual outturn at month 12
- Finance PI 4 - Scoring of the quality of the Board/Management/Executive reports against a good practice framework
- Finance PI 5 - Percentage of spend for which there are fully costed outputs, which are measured by key performance metrics and for which a named individual is accountable
- Finance SI 1 - Professionally qualified finance staff (FTEs) as a percentage of total finance staff (FTEs) undertaking reporting, controls and decision support processes
- Finance SI 2 – a) cycle time in working days from year-end closure to submission of audited accounts b) was the latest set of annual accounts qualified by external audit?
- Procurement PI 1 – Total cost of procurement function; a) cost of the procurement function as a percentage of organisational running costs and b) cost of procurement as a percentage of non-pay expenditure.
- Procurement PI 2 – Actual spend committed against pre-established contract arrangements as a percentage of non pay spend
- Procurement PI 3 – Percentage of non pay spend which is actively managed by procurement professionals
- Procurement SI 1 – Professionally qualified procurement employees (FTEs) as a percentage of total procurement employees (FTEs)
- Procurement SI 5 – The percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations
- Procurement SI 6 – management of supplier base; a) average spend per accredited supplier b) percentage of non-pay spend represented by the top 20 per cent of suppliers (by value) & c) percentage of suppliers on an accredited list with no orders in the previous 12 months
- Cost of the HR function:
  - a) Cost of the HR function as a percentage of organisational running costs (expenditure)
  - b) Cost of the HR function per employee
- Ratio of employees (full-time equivalents) to HR staff
- HR PI 4 - Leavers in the last year as a percentage of the average total staff
- HR PI 5 - Average working days per employee (full time equivalent) per year lost through sickness absence



- HR SI 1 - Average days per full-time employee per year invested in learning and development
- Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10
- ICT PI 1 – Cost of the ICT function as a percentage of organisational running costs
- ICT PI 2 – ICT competence of user
- ICT PI 3 – Organisational ICT spend a) as a percentage of organisational expenditure b) per user
- ICT PI 4 – Percentage of incidents resolved within agreed service levels
- ICT PI 5 – Project governance and delivery index
- ICT PI 6 – Percentage of the top five transactional based activities which are made via enabled channels
- ICT PI 7 – Commissioner and user satisfaction index
- ICT PI 8 – Management practice indicator
- ICT SI 1 – Cost of providing support a) per user & b) per workstation
- ICT SI 2 – Users per workstation
- ICT SI 3 – Unavailability of ICT services to users
- ICT SI 4 – Average number of support calls per user
- ICT SI 5 – Percentage of users who are able to access the network and systems remotely
- ICT SI 6 – Acquisition costs per workstation

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# FACTS AND FIGURES – 1

## What you need to know about Herefordshire

### Size

- Herefordshire covers 842 square miles

### Population

- The current population is 177,800 (source; Office of National Statistics (ONS) 2006 mid year estimate)
- 24% of the population is over retirement age (compared to 19% nationally) (source; ONS 2006 mid year estimate)
- In 2005 3.7% of the county's population was from an ethnic minority (compared to 15.3% nationally) (source; ONS)

### Employment

- 18% of jobs are in wholesale, retail & repair trades
- 17% of jobs are in manufacturing
- 12% of jobs are in health & social work
- 7% of jobs are in agriculture
- 7% of jobs are in tourism
- 20% of the economically active population is self-employed (12% nationally)
- 5.5% of 16-18 year olds are not in education, employment and training
- Unemployment is low - 1.6% in January 2007, compared to 3.4% for the region and 2.6% for England.

### Earnings

In 2006, average gross weekly earnings for full-time employees were;

- £390.60 for Herefordshire ● £415.50 for the West Midlands ● £453.30 for England
- On average Herefordshire's workers work longer hours: 9.3% working 60 hours or more, compared to 5.8% in the West Midlands.

### Education

- In 2006 93% of young people achieved 5 or more GCSEs at grades A\*-G (compared with 91% amongst the top performing English Authorities).
- 19% of the adult population holds qualifications at Level 4 or 5 (compared to 16% regionally)
- At the time of the 2001 Census (the most recent figures), 29% of 16-74 year old age group had no qualifications, compared to 34% regionally.

### Access to services

- Nearly 37% of households have 2 or more cars, compared to 30% regionally.
- 18% of households in Herefordshire don't have a car (comparison?)

### Leisure & culture

- An estimated 17.7% of the population volunteer
- 70% of residents find it easy to access a library
- 69% of residents find it easy to access sports and leisure centres.
- 69% of residents are satisfied with parks and open spaces

### The priorities for the people of Herefordshire –

In 2006 residents said that the most important things that needed to improve were;

- More affordable, decent housing
- Better health services
- A lower level of crime
- A reduction in traffic congestion.

### Health

- Life expectancy for males is 77.6 years (compared with 76.9 for England)

- Life expectancy for females is 82.4 years (compared with 81.1 for England)
- Three areas in Hereford City (2 within South Wye and 1 in Central Ward) are within the 25% most health deprived areas in England.

### Housing

- Average house prices are high (£215,208) compared with the region (£172,152) and England and Wales as a whole (£207,573).

### Crime & Safety

- House burglaries have reduced by 66% over the past four years
- Vehicle crimes have gone down by more than 34% over the past four years
- Number killed or seriously injured on the roads down to 133 in 2007 against 147 in 2005

### Recycling

- 521kg of household waste was collected per person per year in 2005-06 (compared to the worst 25% of all other English authorities, which collected on average 479kg)
- In 2005-06, Herefordshire land-filled 76% of all household waste - below the 70% national average

### Outstanding natural beauty

- 3,460km length of public rights of way
- 1400 open spaces owned and managed by the local authority
- 259 commons

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# FACTS AND FIGURES – 2 - Delivering against our priorities - “Performance has improved in most priority areas” (Audit Commission Comprehensive Performance Assessment scorecard 2007)

**COUNCIL PRIORITY – “The best possible life for every child, safeguarding vulnerable children and improving educational attainment”**

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- There have been substantial improvements in educational standards at Key Stage 4 since 2005, with 93.4% of young people achieving 5 or more A\*–G grades at GCSE in 2007
- (other examples to be added)

**COUNCIL PRIORITY – “Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives”**

- 7060 items of equipment delivered to service users within 7 days. (Figure as at January 31<sup>st</sup> 2008).
- New mental health domiciliary care service in place
- Roving night service in place.
- Leadon Bank extra-care housing up and running

**COUNCIL PRIORITY – “The essential infrastructure for a successful economy, enabling sustainable prosperity for all”**

- Rotherwas Relief Road on course to be completed in June 2008
- (other examples to be added)

**COUNCIL PRIORITY – “Affordable housing to meet the needs of local people”**

- 100 empty properties brought back into use during the year.
- Built 150 affordable homes

**COUNCIL PRIORITY – “Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations”**

- Appointment of single Chief Executive Officer for both the Council and the PCT
- Establishment of a joint emergency planning unit
- Reduction in sickness absence (figures to be added)

## Residents’ satisfaction

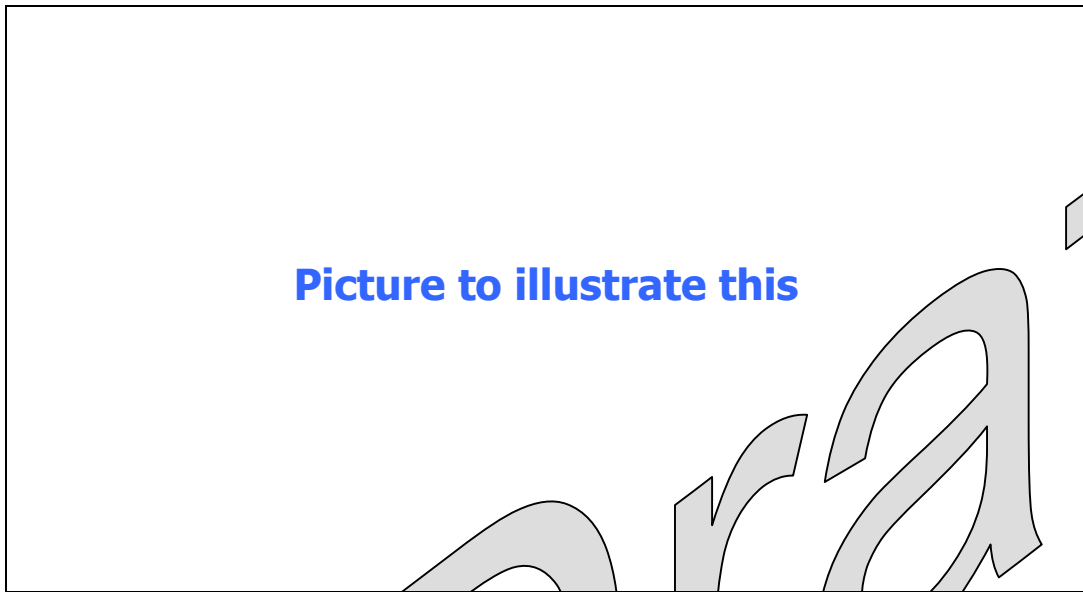
Picture

84% of users satisfied with the library service  
 88% satisfied with household waste collection - up 6%  
 84% of users were satisfied with the local authority education  
 78% of users were satisfied with parks and open spaces.

(Figures taken from the 2007 satisfaction survey)

# FACTS AND FIGURES - 3

## Awards Success



- Received Institution of Civil Engineers best civil engineering project in the West Midlands for the restoration of the Victoria footbridge
- The new Whitecross Eco-school received the Best Sustainable Innovation' category at the Local Authority Building Control National Built in Quality Awards.
- *Info in Herefordshire* and *Info by Phone* were awarded customer service excellence Charter mark award for the fifth year in succession.
- Leading Aspect Award for "Values Education"

## Independent Assessments

Audit Commission
CSCI
Ofsted

- 3 star for Cultural Services
- Adult and Community Learning graded 2 by OFsted
- *further examples to be added*

# FACTS AND FIGURES - 4

## What else have we done and how well have we done it?

### More old people living at home

- Fuel Poverty Strategy launched July 2007.

### Grants received

- Sustrans lottery funding
- £100k carbon reduction funding from Salix (see green issues)
- Business support for rural shops
- Redundant building grants

### Green issues

- 22 Eco homes built at Barton Yard, officially opened summer 2007
- £200k funding for carbon reduction works

### Success against crime

- Low levels of domestic burglaries, decreasing further still (figures to be added)
- Vehicle crime decreasing (figures to be added)
- Decrease in theft (figures to be added)

### Outstanding natural beauty

- 485,000 visits to Queenswood Country Park
- New policies to improve access along public rights of way

### Festivals and events

- Herefordshire Food Festival that had over 7,900 visitors
- Herefordshire Art Week
- Annual Walking Festival
- Annual Funding Fair
- Out in the Sticks' festival held
- Summer Reading Challenge

### Schools

- Arts Marks – 7 Golds achieved
- Arts Supermarket
- Work to prevent flooding at Holmer School
- £500,000 Artificial Turf pitch at John Kyrle High School, Ross

### Thriving leisure and arts

- Village Art markers working with 8 communities and developing a toolkit for a community project.
- opening of the Museum Resource and Learning Centre
- 201,000 tickets sold for the Courtyard Centre for the Arts

### Excellent housing

- 100 empty properties brought back into use during the year.
- Sold/Own home scheme helping people with mental health problems to buy their homes

### Major regeneration projects

- Edgar Street Grid
- Rotherwas futures
- Live / work developments

### Capital spend

- Museum Resource and Learning Centre
- Phase 1 of Alyestone Park
- Rotherwas Relief Road started - to be completed in June 2008

- £1m investment in Leisure Centres

### Good libraries

- New library at Kington.
- New mobile library vehicles with access to the library catalogue
- 97 PCs available for public use

### Community learning

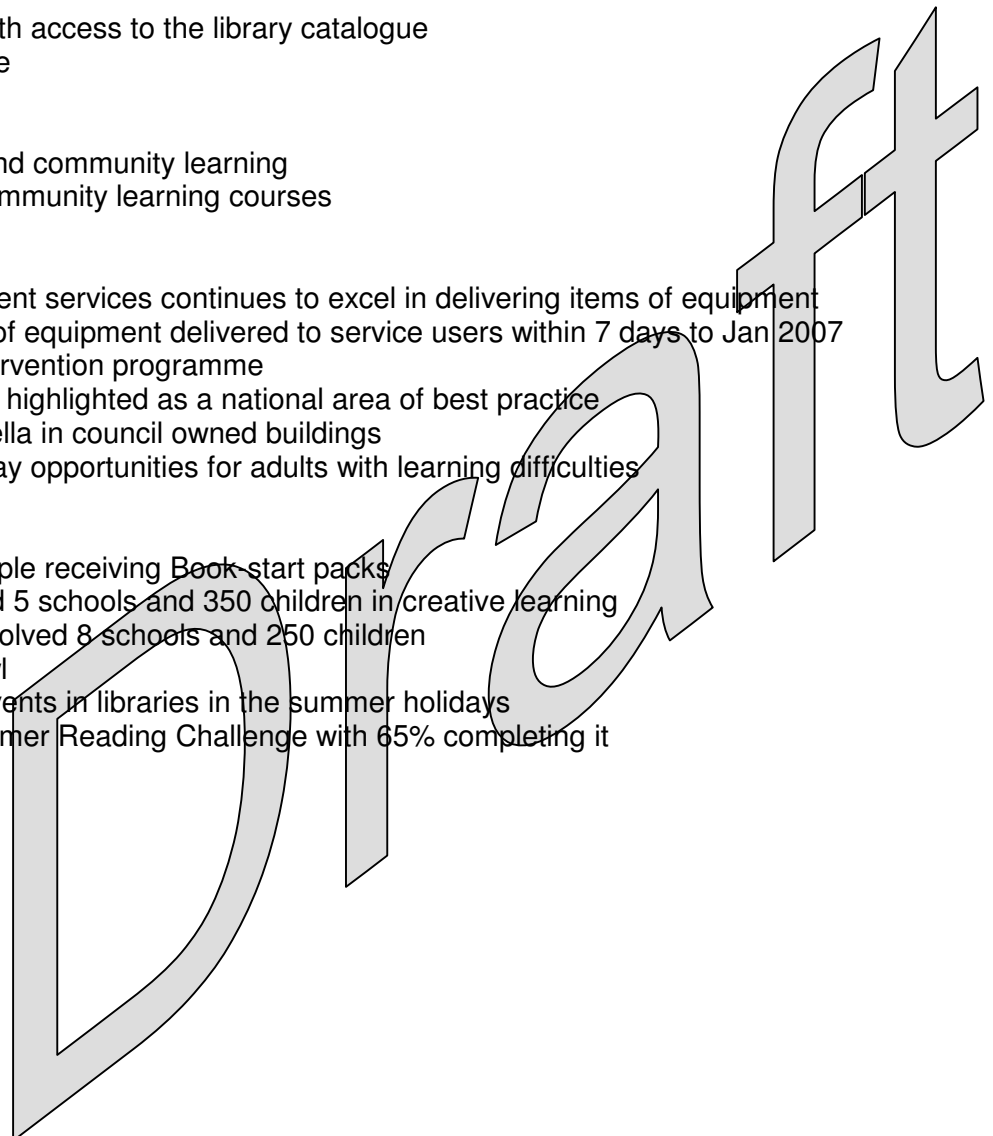
- 76.4% success rate in adult and community learning
- 1446 learners on adult and community learning courses

### Social services & Health

- Integrated community equipment services continues to excel in delivering items of equipment within seven days - 7060 items of equipment delivered to service users within 7 days to Jan 2007
- 120 referrals to the Drugs Intervention programme
- Hepatitis C awareness project highlighted as a national area of best practice
- Investment to prevent Legionella in council owned buildings
- Development of specialised day opportunities for adults with learning difficulties

### Activities for young people

- 85% of babies and young people receiving Book start packs
- Creative Partnerships involved 5 schools and 350 children in creative learning
- Write Direction film project involved 8 schools and 250 children
- 260 Babies finished Bookcrawl
- 500 children took part in 30 events in libraries in the summer holidays
- 1345 children starting the Summer Reading Challenge with 65% completing it



# Looking Forward - 1

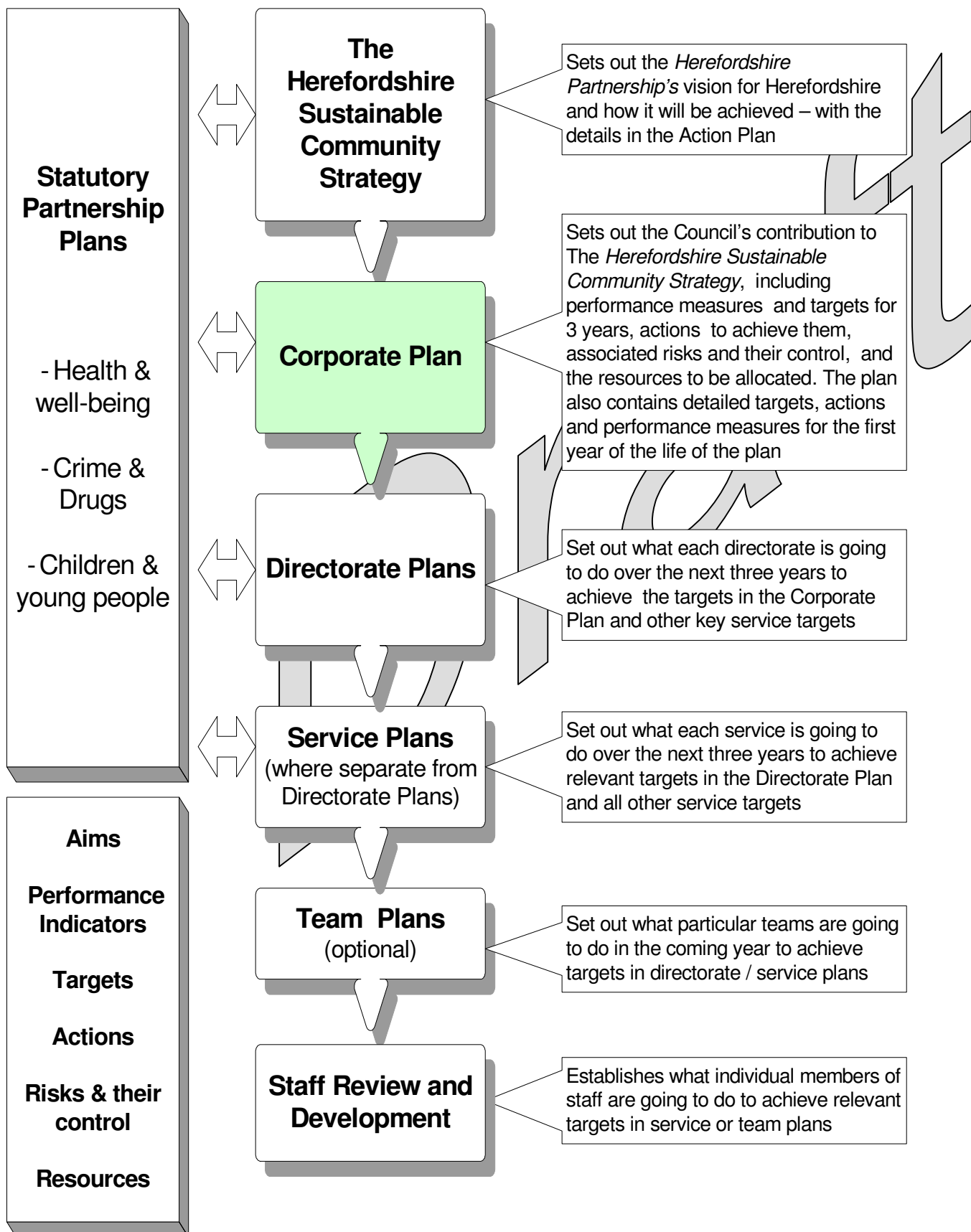
This Corporate Plan is one element of the Council's **strategic planning framework**. It takes the *Herefordshire's Sustainable Community Strategy* as its starting point and translates that into a three-year plan setting out what the Council intends to do to play its full part in making the *Strategy's* aspirations a reality. In turn, the Corporate Plan is translated into directorate and service plans across the Council, and ultimately into every member of staff's individual objectives and targets.

**The diagram on the following page** illustrates this hierarchy, and how the various plans fit together to deliver improved services, outcomes and better value for money for users and citizens.

**Ensuring it gets delivered** – The Council is continuously developing and improving its performance management system to ensure the delivery of what is promised in our plans. The *Herefordshire Partnership* and the Council's Cabinet, Scrutiny, the Corporate Management Board and senior officers regularly monitor progress to ensure that remedial action is taken where necessary.

Draft





## Looking Forward – 2

### Performance Improvement Cycle 2008-2009

<b>March 2008</b>	Corporate Plan 2008-11 commended to Council by Cabinet
	Directorate and service plans 2008-11 approved
	Council Tax & Budget set
	Annual Governance Statement
	Directors and heads of service - Staff Review & Development (SRDs)
<b>April</b>	Joint Strategic Needs Assessment statutory duty in effect
	Agreed needs assessment programme
	Month 12 Integrated Performance and Finance Review (IPFR)
	Leader and CX-led performance meetings
<b>May</b>	Corporate Plan 2008-11 approved by Council
	Staff Review & Development (SRD) - All other managers & staff
<b>June</b>	Local Area Agreement (LAA) approved
	Consultation on Comprehensive Area Assessment (CAA) details
	Statement of Accounts approved
	Month 2 IPFR & Confirmation of month 12 out-turn
<b>July</b>	Leader and Chief Executive-led performance meetings
	Employee Opinion Survey
<b>August</b>	Month 4 IPFR
	Training and Development Programme
<b>September</b>	Mandatory biennial new Place Survey
	Audit Commission Opinion on the Accounts
<b>October</b>	Issue requirements re. refreshed 2009-11 plans
	Public consultation
	Updated Medium Term Financial Management Strategy (MTFMS)
	Annual summary of accounts and performance published
	Month 6 IPFR
	Leader and CX-led performance meetings
<b>November</b>	SRD six-month reviews
	Annual Performance Assessments of Adult Social Care & Children & Young People
<b>December</b>	Confirmation of the Local Government settlement within the three year settlement framework
	Budget advice to directorates and services
	Final Comprehensive Performance Assessment published
<b>January 2009</b>	Month 8 IPFR
	Use of Resources judgement
	CAA details confirmed
	Report on the Place Survey and public consultation
	Draft 2009-10 operating statement
	First drafts of refreshed 2009-11 plans
	Local Government settlement confirmed

	Leader and Chief Executive-led performance meetings
<b>February</b>	Direction of Travel judgement CAA details confirmed Strategic options and challenge – Corporate Management Board (CMB), Cabinet, Strategic Management Committee (SMC) Updated MTFMS Month 10 IPFR
<b>March</b>	LAA 12 month review 2009-10 operating statement approved Strategic options and challenge - CMB, Cabinet, SMC Refreshed 2009-11 plans approved Council Tax & Budget set Annual Governance statement Directors and heads of service - SRDs
<b>April</b>	Agreed needs assessment programme Month 12 IPR Leader and CX-led performance meetings
<b>May</b>	CAA risk assessment of the Council and partners? Updated MTFMS (reflecting strategic options and challenge process) Staff Review & Development (SRD) - All other managers & staff
<b>June</b>	Draft Corporate Plan 2010-13 Statement of Accounts approved Month 2 IPR & Confirmation of month 12 out-turn
<b>July</b>	Leader and Chief Executive-led performance meetings Employee Opinion Survey
<b>August</b>	Month 4 IPFR Training and Development Programme
<b>September</b>	Annual local satisfaction survey? Corporate Plan 2010-13 approved Issue requirements for 2010-13 directorate and service plans Audit Commission Opinion on the Accounts
<b>October</b>	LAA 6-month review? First set of CAA results published Annual summary of accounts and performance published Month 6 IPR Leader and CX-led performance meetings SRD six-month reviews
<b>November</b>	Annual Performance Assessments of Adult Social Care & Children & Young People? Confirmation of the LG settlement within the three year settlement framework
<b>December</b>	Initial draft of 2010-11 operating statement First drafts of 2010-13 plans Budget advice to directorates and services Month 8 IPR

## Appendix A – 2007 performance

Each year the Audit Commission assesses the performance of each council in England and awards a star rating, out of 4, alongside a direction of travel judgement.

The **Comprehensive Performance Assessment (CPA)** star rating illustrates how well councils are delivering services for local people and communities. It looks at performance from a range of perspectives and combines a set of judgements to provide both a simple and easy to understand rating and a picture of where councils should focus activity to secure improvement. It brings together information from other inspectorates to form an overall view of the performance of councils.

The **Direction of Travel assessment** is intended to reflect a council's progress towards achieving improvement in the services it delivers to the public. It is reported alongside a council's CPA category to give a two-dimensional view about its performance. In summary:

- The CPA star category gives a rating about current performance
- Direction of travel provides an assessment about the direction and strength of improvement a council is showing.

In 2007 the Audit Commission assessed the Council as improving adequately and demonstrating a 2\* overall performance. The Council was also judged adequate in providing value for money and managing its finances.

The **Commission for Social Care Inspection (CSCI)** assessed the Council as maintaining a 1\* service (which equates to 2\* in the CPA service block scores), delivering adequate outcomes, with uncertain capacity for improvement.

The **Office for Standards in Education (OFSTED)** judged as satisfactory the Council's maintenance and improvement of outcomes for children and young people, its associated social care services and its capacity to improve.

The following table shows the various judgements used in CPA and compares performance with 2006:

	2006	2007
Use of Resources	3	2
Children and young people	2	2
Social care (adults)	2	2
Benefits	2	3
Culture	3	3
Environment	2	3
Housing	2	1
Corporate Assessment (protected from 2002)	3	3
<b>Overall star rating</b>	<b>3*</b>	<b>2*</b>
<b>Direction of Travel judgement</b>	<b>Improving adequately</b>	<b>Improving adequately</b>

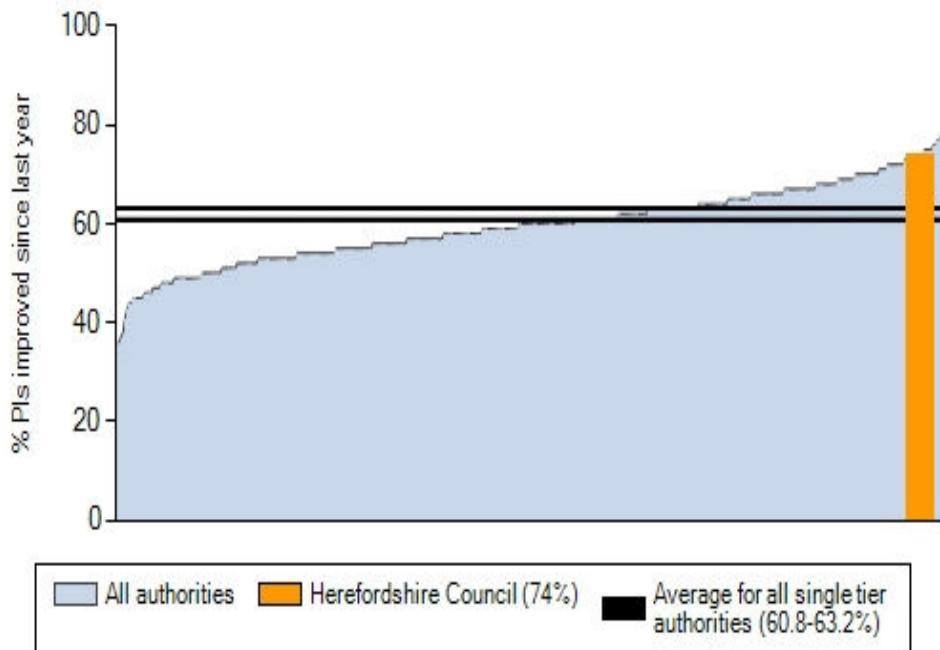
***[Brief explanation of the reason for the fall in the Housing score, despite no deterioration in performance, and that this caused the fall in the Council's overall CPA score from 3\* to 2\*]***

The Audit Commission's overall view of the Council, as contained in the Direction of Travel judgement, is that

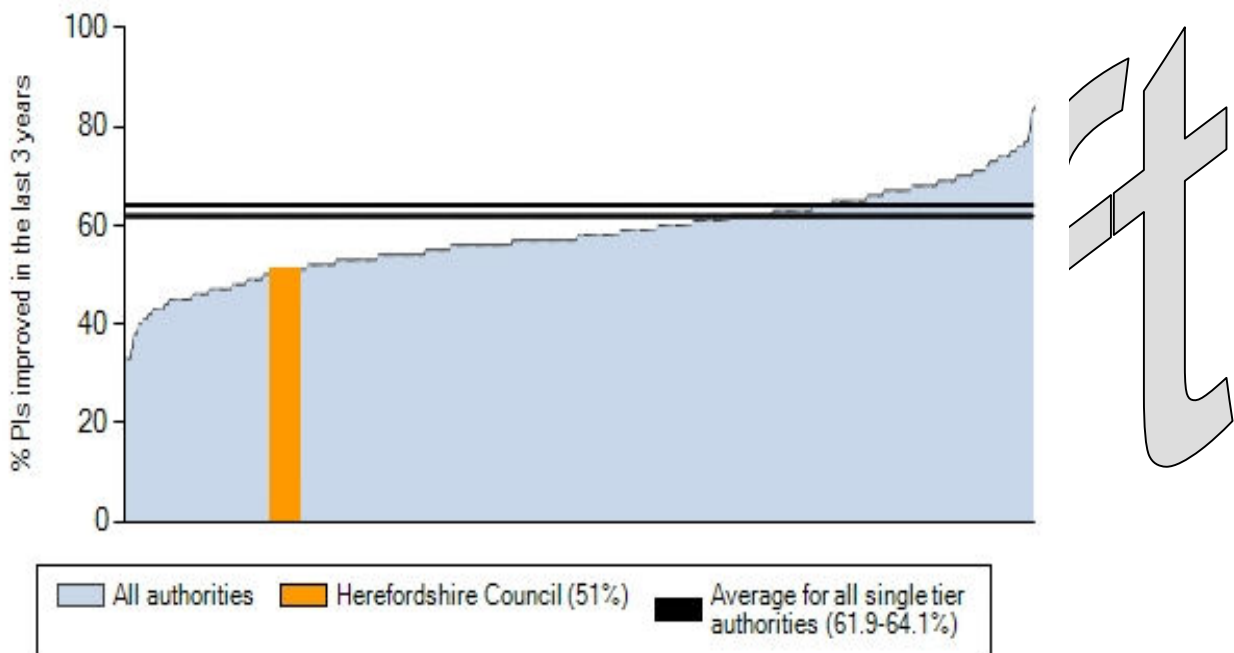
*“Herefordshire Council is improving adequately. Performance has improved in most priority areas. Children’s services remain adequate overall with some improvement in exam results and arrangements for looked after children. Progress in adult social care has been steady with more vulnerable people helped to live at home. Tax collection and benefits administration have improved, along with the speed of planning applications, street cleanliness and recycling levels. However, it costs more to collect waste and there has been limited progress on the Council’s business transformation programme. The Council continues to contribute to improvements in road safety, regeneration initiatives and better health for children and vulnerable adults through working in partnerships. Value for money is reasonable but is not measured consistently. Progress is being made on most improvement plans but the overall picture is not being reported clearly. Further improvements are expected to result from the new managers of adult social care and a single head of Human Resources with the Primary Care Trust. Some significant weaknesses in the governance of ICT have been recognised by the Council and plans agreed to address them.”*

Part of this Direction of Travel assessment was based on an analysis of the Council’s performance against the suite of performance indicators in the Audit Commission’s Performance Information Profile. The profile showed an improvement in 74% of the indicators over the previous 12 months, placing the Council 14<sup>th</sup> out of 388 authorities; however improvement over a 3-year period was 51%, placing the Council 311<sup>th</sup> out of 388 authorities.

### Proportion of indicators that have improved in the last year



**Proportion of indicators that have improved in the last three years**

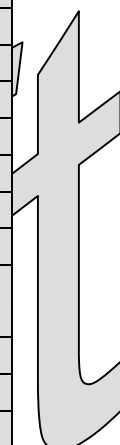


Although the Performance Information Profile illustrates the extent of improvement, the performance levels compared to other authorities are best illustrated when considering quartile performance. In 2007, the Council had 26% of its indicators in the top quartile, which is slightly below the average of all other single tier authorities.

**Percentage of indicators that are in the "best" quartile [chart to be added]**

## Appendix B – COUNCIL Budget

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<i>Adult and Community Services</i>			
<i>Children's Services (excluding DSG)</i>			
<i>Corporate and Customer Services</i>			
<i>Environment</i>			
<i>Resources</i>			
<i>Central Services and Human Resources</i>			
<i>Capital Financing Costs (net of Investment Income)</i>			
<b>Total Corporate Area budgets</b>			
<b>[These headings are from last year's plan]</b>			
<i>Social Care Contingency</i>			
<i>Herefordshire Connect - Revenue Costs</i>			
<i>Herefordshire Connect - Revenue Savings</i>			
<i>LPSA2 Reward Grant</i>			
<i>Use of existing Herefordshire Connects Reserve</i>			
<i>Transfer of part of Social Care Contingency Reserve</i>			
<i>Transfer of Budget Management Reserve</i>			
<i>Local Authority Business Growth Incentives (LABGI) Grant</i>			
<i>Increased Cash Transactions Income</i>			
<i>Balance Sheet Review</i>			
<i>Procurement and Efficiency</i>			
<i>Cover for Herefordshire Connects Savings</i>			
<i>Corporate Capacity</i>			
<i>Capacity to achieve potential Council Tax increase</i>			
<b>NET REVENUE BUDGET</b>			
<b>Note</b>			



## Appendix B (cont)

### Revenue budget

<b>Capital programme 2008-11</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children and Young Peoples Services			
Environment Services			
Corporate and Customer Services			
Resources			
Adult and Community Services			
<b>Funded by:</b>			
Capital Receipts Reserve			
Grants and Contributions			
Supported Capital Expenditure (Revenue)			
Revenue Contribution			
Prudential Borrowing – Existing allocations			
Prudential Borrowing – New bids			
Notes			



## Appendix B (cont) How each £1 is spent

### xx.x pence - Pays for Children's Services

#### Achievements in 2007-08

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- The Tellus2 survey reported that more children and young people feel safe in Herefordshire than nationally
- There have been substantial improvements in educational standards at Key Stage 4 since 2005, with 93.4% of young people achieving 5 or more A\*-G grades at GCSE in 2007
- 31% of young people feel that Herefordshire Council gives them opportunity to influence decision making, a significant improvement on the 19.2% in 2005
- The number of 16-18 year olds not in education, employment or training has been reduced to below the national average

### yy.y pence Pays for Adult social services

#### Achievements in 2007-08

- to be added
- to be added
- to be added

### zz pence Pays for running the council, and working with partners to improve local services

#### Achievements in 2007-08

- to be added
- to be added
- to be added

### a.a pence Pays for customer services

#### Achievements in 2007-08

- to be added
- to be added
- to be added

### b.b pence Pays for cleaning the streets, collecting rubbish, recycling and maintaining highways and streetlights

#### Achievements in 2007-08

- to be added
- to be added
- to be added

### c pence Pays for regeneration, housing and environmental health

#### Achievements in 2007-08

- to be added
- to be added
- to be added

**d.d pence Pays for improving transport, the built environment and developing our town centres**

**Achievements in 2007-08**

- to be added
- to be added

**q pence Pays for parks, libraries, leisure facilities and cultural events**

**Achievements in 2007-08**

- Management of 59 play areas, 1400 open spaces owned and managed, 3,460km of public rights of way and 259 commons
- Events organised including Herefordshire Art Week; Walking Festival; Food Festival; Craft Markets and Fairs, Summer Reading Challenge, Schools Library Service Book Festival,
- 15,898 users of mobile libraries with two new library vans in 2007. Cultural Passport loyalty card scheme with Libraries and Heritage – 75% of cards issued in 12 days.
- Art in a Box project to encourage schools to use art resources creatively.
- Complete of capital project for Museum Resource and Learning Centre.
- More accredited sports clubs who have achieved 'clubmark'
- Creative Hub will be created to manage £60K for arts and creativity to schools, part managed through the Learning Team

DRAFT

## Appendix C - how satisfied are our residents with what we do and what we provide?

	2006	2007	% point
<b>BV3:</b> % satisfied with the way the authority runs things overall	43%	44%	+1
How to pay bills to the Council	90%	92%	+2
How and where to register to vote	89%	90%	+1
How you can get involved in local decision making	42%	45%	+3
How to complain to the Council	44%	48%	+4
What the Council spends its money on	54%	60%	+6
What standard of service you should expect from the Council	52%	52%	---
Whether the Council is delivering on its promises	32%	34%	+2
What the Council is doing to tackle anti-social behaviour in your local area	20%	20%	---
How well the Council is performing	33%	32%	-1
Overall, how well informed do you think your Council keeps residents about the services and benefits it provides	45%	44%	-1
% contacted the authority with a complaint in the last 12 months	17%	20%	+3
% satisfied with the handling of their complaint	36%	27%	-9
How easy it was to find the right person to deal with	70%	73%	+3
The length of time it took to deal with the person you contacted	71%	70%	-1
Any information you were given	68%	66%	-2
How competent the staff were	72%	71%	-1
How helpful the staff were	74%	72%	-2
The final outcome	64%	61%	-3
% satisfied with the opportunities for participation in local decision making provided by the Council	26%	28%	+2
% agree they can influence decisions affecting the local area	29%	30%	+1
% agree they can influence decisions affecting the local community	32%	33%	+1
<b>BV103:</b> % satisfied with the provision of public transport information	48%	43%	-5
% seen or received public transport information in the last 12 months	32%	31%	-1
<b>BV103u:</b> % of USERS satisfied with the provision of public transport information	70%	71%	+1
<b>BV103nu:</b> % of NON-USERS satisfied with the provision of public transport information	32%	30%	-2
<b>BV104:</b> % satisfied with the local bus service	49%	45%	-4
% used the local bus service in the last 12 months	46%	44%	-2
<b>BV104u:</b> % of USERS satisfied with the local bus service	62%	68%	+6
<b>BV104nu:</b> % of NON-USERS satisfied with the local bus service	29%	25%	-4
<b>BV119A:</b> % satisfied with sports / leisure facilities and events	58%	56%	-2
% used sports / leisure facilities or events in the last 12 months	55%	55%	---
<b>BV119Au:</b> % of USERS satisfied with sports / leisure facilities and events	74%	72%	-2
<b>BV119Anu:</b> % of NON-USERS satisfied with sports / leisure facilities and events	36%	35%	-1
<b>BV119B:</b> % satisfied with libraries	70%	69%	-1
% used libraries in the last 12 months	59%	59%	---
<b>BV119Bu:</b> % of USERS satisfied with libraries	84%	84%	---
<b>BV119Bnu:</b> % of NON-USERS satisfied with libraries	47%	46%	-1
<b>BV119C:</b> % satisfied with museums and galleries	45%	46%	+1
% used museums or galleries in the last 12 months	39%	40%	+1
<b>BV119Cu:</b> % of USERS satisfied with museums and galleries	67%	68%	+1
<b>BV119Cnu:</b> % of NON-USERS satisfied with museums and galleries	31%	31%	---
<b>BV119D:</b> % satisfied with theatres / concert halls	48%	48%	---

% used theatres or concert halls in the last 12 months	48%	51%	+3
<b>BV119Du</b> : % of USERS satisfied with theatres / concert halls	68%	65%	-3
<b>BV119Dnu</b> : % of NON-USERS satisfied with theatres / concert halls	27%	29%	+2
<b>BV119E</b> : % satisfied with parks and open spaces	69%	69%	----
% used parks or open spaces in the last 12 months	76%	76%	----
<b>BV119Eu</b> : % of USERS satisfied with parks and open spaces	77%	78%	+1
<b>BV119Enu</b> : % of NON-USERS satisfied with parks and open spaces	35%	32%	-3
<b>BV89</b> : % satisfied with litter clearance	66%	63%	-3
<b>BV90A</b> : % satisfied with the household waste collection	82%	88%	+6
<b>BV90B1</b> : % satisfied with local recycling facilities	70%	71%	+1
<b>BV90B2</b> : % satisfied with the doorstep recycling collection	69%	63%	-6
<b>BV90C</b> : % satisfied with the local tip / household waste recycling centre	87%	79%	-8

Draft



## Appendix D – Update on our commitments in the 2007-10 Corporate Plan

<b>Children and young people - To maximise the health, safety, economic well-being, achievements and contribution of every child, with special emphasis on sound arrangements for safeguarding vulnerable children and sustained improvements in educational attainment</b>		
<b>Our Commitment</b>	<b>Status</b> R A G As at 31/3/08*	<b>Progress to 31/03/08 *(unless otherwise stated)</b>
<b>BE HEALTHY</b>		
We aim to have all schools accredited as Healthy Schools by 2010	G	On target to achieve this – 71 schools accredited as at Q3
Increase from 33% in 2004-05 to 40% in 2007-08 the proportion of babies born in the South Wye area who are breastfeeding at six weeks (21b HCS)	-	Q2 data – 29.5%. Awaiting further data.
Increase from 21% in 2004-05 to 30% in 2007-08 the proportion of babies born to teenage mothers in the county who are breastfeeding at six weeks (21a HCS)	-	Q2 data – 12.73%. Awaiting further data.
Increase the percentage of all babies in the county breastfeeding at six weeks (20 HCS) Target to be set	-	Target is 43%. Q2 data – 33.06%. Awaiting further data.
Taking actions to reduce the percentages who smoke, and who are obese, as well as reducing the rates of alcohol consumption and drug use.	A	Actions in place to address this. Perceptions to be tested out again in 2009 Youth Survey
Taking actions to increase the percentage participating in sport or other physical activities	A	Actions in place to address this. Perceptions to be tested out again in 2009 Youth Survey
Increasing the percentage of young people eating five portions of fruit and vegetables a day.	A	Actions in place to address this. Perceptions to be tested out again in 2009 Youth Survey
Continuing to reduce the number of sexually transmitted infections in young people by at least 1% a year against the 2004 baseline figure of 278 cases (23 HCS)	-	Awaiting data
<b>STAY SAFE</b>		
We will improve performance with the intention that we are in the top quartile of authorities for staying safe outcomes and will aspire to level 3 in 2007 Annual Performance Assessment	R	Level 2 achieved in 2007 Annual Performance Assessment. APA noted that the council has maintained the improved safeguarding arrangements identified in the previous APA and that there are some good features.

<p>By working closely with schools, requiring the recording of incidents and action to deal with bullying, we aim to reduce the percentage of 11-15 year-olds who say they have been bullied in the last twelve months (28 HCS) Target to be set.</p>	<p><b>A</b></p>	<p>The baseline has been set in the 2007 Youth Survey at 24%. Given the sensitivity of this area, further monitoring will take place of the logging of incidents before any targets are set following the 2009 Youth Survey.</p>
<p><b>ENJOY and ACHIEVE</b></p>		
<p>We will continue to ensure that at least 85% of three year-olds have access to good quality early years education</p>	<p><b>G</b></p>	<p>99.2% in Q3</p>
<p>We will work with schools to raise to even higher levels performance in the top GCSE grades, in particular increasing the proportion of pupils in schools maintained by the Council achieving 5 A* - C GCSEs, or the equivalent, including English and Maths</p>	<p><b>G</b></p>	<p>52.3% achievement in 2007 exams, an improvement from 48.2% in 2006 exams</p>
<p>By working in partnership with schools to tackle disaffection by means of the Behaviour Support Plan and the Behaviour Support Policy produced by each school, we aim to reduce school absences in 2007/08:</p> <ul style="list-style-type: none"> <li>• in secondary schools maintained by the Council, from 7.4% to 6% of half-day sessions (34 HCS)</li> <li>• in primary schools maintained by the Council, from 4.9% to 4% of half-day sessions (33 HCS)</li> <li>• the number of children looked after by the Council continuously for at least 12 months, who missed at least 25 days of schooling during the previous school year, to fall from 14 in 2004 to no more than 7 in 2008 (35a HCS)</li> <li>• the number of half day sessions missed by looked after children as a percentage of the total number of sessions in primary schools to fall from 4.65% in 2005/06 to 4.25% in 2007/08 (35b HCS)</li> <li>• the number of half day sessions missed by looked after children as a percentage of the total number of sessions in secondary schools to fall from 7.6% in 2005/06 to 7% in 2007/08 (35c HCS)</li> </ul>	<p><b>A</b></p> <p><b>A</b></p> <p><b>R</b></p> <p><b>G</b></p> <p><b>R</b></p>	<p>Data available at year end</p> <p>Data available at year end</p> <p>The number of children looked after by the Council continuously for at least 12 months, who missed at least 25 days of schooling during the previous school year was 16.</p> <p>4.24%</p> <p>9.68%</p>
<p>We aim to reduce by 2008-09 the conception rate of under 18s by 40% (national target) from a baseline of 37.2 per 1000 (85 HCS)</p>	<p><b>A</b></p>	<p>Data provided annually by national Teenage Pregnancy Unit. Although we are unlikely to meet the national target because we started from a very low base, GOVERNMENT OFFICE has given us an amber/green rating</p>
<p>We aim to increase adults' perceptions of improvement in:</p> <ul style="list-style-type: none"> <li>• activities for teenagers (60a HCS) - improve adult perception by 28 percentage points by 2010</li> <li>• facilities for young children (90 HC) - improve adult perception by 1</li> </ul>	<p><b>G</b></p> <p><b>G</b></p>	<p>Both measures improved in the 2007 satisfaction survey. Outturn - 31 percentage points for HCS60a and 2 percentage points for HC 90</p>

percentage points by 2010		
<b>POSITIVE CONTRIBUTION</b>		
Working with them, we aim to ensure that 100% of schools have a functioning school council	<b>R</b>	78% expected to be achieved at year end
By encouraging Duke of Edinburgh Awards and other initiatives we aim to increase the number of 11-15 year-olds volunteering (37 HCS)	<b>A</b>	35% is baseline set in 2006 Teenage Lifestyle survey – to be tested again in 2009 Youth Survey
Through the implementation of our <i>Community Involvement Action Plan for Young People</i> and by progressively embedding the Hear by Rights Standards by 2010, we will develop and maintain a good understanding of the needs and wishes of children and young people. The key measures of our success will be to increase the percentage of young people who feel that they can influence decisions affecting important local services (38 HCS)	<b>A</b>	The baseline was set in the 2007 Youth Survey of 31%. Based on this, the target for 2008/2009 has been set at 35% It will be measured in the 2009 youth survey
<b>ECONOMIC WELL-BEING</b>		
Working with schools and the Learning and Skills Council (LSC), we aim to reduce to less than 4.8% the proportion of 16-18 year-olds not in education, employment or training (40 HCS)	<b>R</b>	Provisional figure from Connexions is 5.4% Still awaiting ratification by DCSF
We aim to increase from 12 to 46 the number of young people engaged in education, training or employment at the age of 19 who had been looked after by the Council in their 17 <sup>th</sup> year who are engaged in education, training or employment at the age of 19 (41 HCS).	<b>A</b>	Annual data – calculated in March – Aftercare team reports that good performance is being maintained with further work being undertaken with agencies to enhance training and employment opportunities for the hardest to place young people. Data to be reported at year end.
By working with schools, the LSC and further education colleges to broaden the range and flexibility of the curriculum and available qualifications, including increased vocational options, we aim to increase from 92.9% to 96.5% in 2008/09 the proportion of pupils in schools maintained by the Council achieving 5 or more A* - G grades at GCSE, or the equivalent (30 HCS)	<b>R</b>	93.4% in the 2007 exams
By implementing our <i>Homelessness Strategy</i> and by securing, with partners, an increase in the supply of both temporary and settled housing, we aim to eliminate the need for the use of bed and breakfast accommodation for households with children	<b>R</b>	Target of 0 will not be met for 07/08. As at Q3, figure was <b>5 (3?)</b> households in B&B



**Health and well-being** - To improve the health and well-being of all our citizens aged 18-64, reducing health inequalities and promoting the maximum possible control and independence for disadvantaged groups

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
Increase the number of people with physical disabilities per 1,000 population aged 18-64 helped to live at home from 4.8 to 5.2	G	2007 forecast outturn is 6 against 6 in 2006
Increase the number of people with learning disabilities per 1,000 population aged 18-64 helped to live at home from 2.5 to <b>3.5</b>	R	2007 forecast outturn is 3 against 2.8 in 2006
Increase the number of people with mental health problems per 1,000 population aged 18-64 helped to live at home from 3.7 to 5.1	R	2007 forecast outturn is 4.4 against 4.1 in 2006
Working with partners, we will before the end of 2007 establish the future needs of 18-64 year-olds with mental health problems or physical disabilities; and have a clear understanding of the services and support programmes needed to meet them cost effectively.	G	Reports completed and independently assured
Reduce the mortality rate from cancer for people under 75 from 96 in 2006 to 93 in 2007 – (8 HCS)	-	These figures to be supplied by the PCT
Reduce the mortality rate from circulatory diseases for people under 75 from 79 in 2006 to 77 in 2007 – (9 HCS)	-	These figures to be supplied by the PCT
Reduce the number of deaths per annum from chronic diseases from 595 (based on a three year running average from 2004 to 2006) to 590 (based on a three year running average from 2005 to 2007) (10 HCS)	-	These figures to be supplied by the PCT
Reduce the mortality rate from accidents. Baseline data and target to be set (53 HCS)	-	These figures to be supplied by the PCT
Reduce the number of all causes standardised mortality rate (SMR) for deprived areas of Herefordshire from 24% (based on a three year running average from 2004 to 2006) to 20% (based on a three year running average from 2005 to 2007) (11 HCS)	-	These figures to be supplied by the PCT
By the same means the Council, working with the PCT, aims to improve the healthy lifestyles of residents by: <ul style="list-style-type: none"> <li>- Increasing the number of adults who quit smoking from 1,100 a year in 2006 to 1,200 a year in 2007. (12a HCS)</li> <li>- Reducing the percentage of adults who consume more than</li> </ul>	-	

the recommended intake of alcohol per week from the 2006-07 baseline figure of 17% (12b HCS)

- Reducing the percentage of adults eating fewer than five portions of fruit and vegetables on a typical day from the 2006-07 baseline figure of 34% (12c HCS)
- Increasing the percentage of adults undertaking thirty minutes or more of moderate physical activity at least three days per week from 22% in 2006 to 23% (12d HCS)

These figures to be supplied by the PCT

Draft

**Older People** - To ensure that older people remain healthy, independent and active, continuing to live in, and contribute to, their local communities.

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
Increase the number of people of 65 or over helped to live at home per 1,000 population from 82.9 to 83 in 2007-08 and 100 in 2009-10	A	83 against last year at 81
Reduce to 31,222 by 2007-08 the number of emergency unscheduled acute hospital bed-days in NHS hospitals occupied by a person aged 75 or more	-	These figures to be supplied by the PCT
Increase the satisfaction of people over 65 using home care services provided through Herefordshire Social Care or directly purchasing services using direct payments from 58% in 2006 to 66% in 2009.	R	Out-turn at 56%
We aim to have in place by October 2007 a comprehensive Older People's Strategy, with clear targets and actions for improvement.		The "Growing older in Herefordshire" strategy was published in August 2007 (JG follow up with GH)
Increase the number of people in receipt of Pension Credit from 7,722 in 2006-07 to 8,554	A	LPSA target is 8138 – performance at 8,100 in Nov
Increase the number of people aged 60 or over in receipt of Council Tax benefit from 7,751 in 2006-07 to 8,300 in 2009-10	R	Latest at 7,653 against target of 8,061
Increase the number of people in receipt Attendance Allowance from 6,470 in 2006-07 to 6,934 in 2009-10	G	Latest = 6,830 against target of 6,700
Reduce waiting times for assessment and care packages - Improvements are in relation to: D55 start of assessment with 48hrs and completion within 28 days D56 arrangement of services within 28 days of completion of assessment.	G A	D55 – assessment forecast = 90. 83.6 in 2006 D56 – care packages forecast <85 against 76 last year
Increase the number of individuals receiving non-care managed packages	G	1450 for year
Map, co-ordinate and develop a range of rehabilitation, prevention and independent living services;	G	New MH domiciliary care service. Just checking service. Roving night service. New Extra Care services opened at Leaddon Bank.
Establish community wardens across the county;		Current data being chased by AH

Expand the <i>Signposting Scheme</i> ; piloting a local care sitter service;		Current data being chased by AH
Expanding the provision of Supporting People Services;		Current data being chased by AH
Target further sites with Fire Service outreach workers;		Current data being chased by AH
Continue the Trading Standards <i>Doorstep Crime Campaign</i> ;		Current data being chased by AH
Increase significantly the number of older people receiving direct payments to purchase social care.	A	38 as at 31 <sup>st</sup> Jan compared with 36 as at end of year 2006-07

Draft

**Economic development and enterprise** - To secure the essential infrastructure for a successful economy by improving business, learning and employment opportunities in Herefordshire, enabling sustainable prosperity for all

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
Tender for the development partner for the retail element of the Edgar Street Grid and to have a preferred development partner in place by early 2008.	G	Preferred retail partner in place
By December 2007, to undertake a feasibility study for the inclusion and development of a library as part of the scheme.	A	Feasibility work tendered in September 2007 and completed in March in relation for a new multi-use centre on the ESG to incorporating a new library
Open the Rotherwas access road by June 2008.	G	On target
Begin phase two of <i>Rotherwas Futures</i> , tendering for construction by January 2008.	A	Deadline for tendering has slipped as awaiting archaeological, ecological and environmental reports
Complete and handover the Learning & Resource Centre and Work Skill Centre within the <i>Learning Village</i> in Hereford City by December 2007.	A	Museum Resource and Learning Centre completed in December Learning village build expected to be completed in April 2008
Increase the number of VAT-registered businesses each year by at least 1.3% (HCS 2).	G	Increase in 2006 was 4.1% (latest available figure)
Establish a new grant scheme to encourage employers and run a support programme of seminars and events to increase the number of people employed in technology and knowledge intensive industries from 9,500 in 2006-07 to 10,286 in 2007-08 (HCS 3)	A	Progress to be reported at year end
a Level 2 qualification, excluding manufacturing and engineering, from 1,738 to 1,872 (4c HCS)	A	2006/07 data due in March 2008.
a Level 2 qualification in engineering and manufacturing to 57 (4b HCS)	A	2006/07 data due in March 2008.
a Level 3 qualification, excluding manufacturing and engineering, from 825 to 878 (4e HSC)	A	2006/07 data due in March 2008.
a Level 3 qualification in manufacturing and engineering from 26 to 44 (4d HSC)	A	2006/07 data due in March 2008.
31 skills for life qualifications gained through Train to Gain in 2007-08 (5 HCS)	A	Data to be reported at year end

An increase in the percentage of the working age population qualified to at least Level 3 (4ai HCS) [Note; Target to be set]	A	The increase in 2006 was 47%
An increase in the percentage of the working age population qualified to at least level 4 (4aii HCS) [Note; Target to be set]	A	The increase in 2006 was 29%

Draft

**Safer & stronger communities** – To develop stronger, more inclusive communities and create a safer place to live, work and visit.

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
Decrease from 416 to 140 the number of people accepted as homeless during a year in respect of whom the Council has a full statutory duty (14 HCS)	A	Progress to date - 81
Increase the proportion of adult residents who feel they can influence decisions affecting their local community from 35% in 2005-06 to 40% by 2008 and to 43% by 2009-10 (61a HCS)	R	Progress to date - 33%
Increase the percentage of adult residents who feel the Council does enough to give them the opportunity to influence important decisions about local services from 23% in 2005-06 to 28% in 2009-10 (70 HC)	G	The 2007 User Satisfaction Survey asked a similar question "Satisfaction with the opportunities for participation in local decision making provided by the Council". The result was 28%.
Increase the proportion of adult residents who feel they can influence decisions affecting their local area (61b HCS) (target to be set)	N/A	Note – the indicator that has been measured is <i>Increase the proportion of adult residents who feel they can influence decisions affecting their local community</i> (not area). The score for this indicator was 33%.
Increase the proportion of adult residents reporting that they have engaged in formal volunteering of an average of two or more hours a week from 17% in 2005-06 to 22% in 2007 to 25% in 2009-10. (62 HCS)	R	Progress to date - 17%
Reduce the number of violent crimes from 2,844 in 2003/04 to 2,553 by 2008 (45 HCS)	R	Progress to date - 1,558 (Figure from IPFR September 2007)
Reduce the number of criminal damage incidents from 2,524 in 2003/04 to 2,101 by 2008 (42b HCS)	R	Progress to date - 1,408 (Figure from IPFR September 2007)
For there to have been a fall of at least 5% by 2008 against the 2005 baseline figures the proportion of people who think that the following things are a problem: (43 HCS) Speeding traffic - 81% to 76% Vandalism, graffiti and other deliberate damage to property or vehicles - 60% to 55% People using drugs - 60% to 55% People dealing drugs - 53% to 48%	A	These figures will come from the annual West Mercia Joint Local Crime and Safety Survey . Progress to date from results of 2007 survey: Speeding traffic - 74% = no significant change Vandalism, graffiti and other deliberate damage to property or vehicles - 61% = rating has increased People using drugs - 61% = no significant change People dealing drugs - 55% = no significant change

People being drunk or rowdy in public places - 53% to 48%		People being drunk or rowdy in public places - 54% = no significant change
We aim to maintain the proportions of survey respondents who find it easy to access the following key local services using their normal form of transport; <ul style="list-style-type: none"> <li>●A doctor (59a HCS) (79% in 2006)</li> <li>●A local hospital (59b HCS) (57% in 2006)</li> <li>●A library (59c HCS) (70% in 2006)</li> <li>●A sports or leisure centre (59d HCS) (69% in 2006)</li> <li>●A cultural or recreational facility (59e HCS) (55% in 2006)</li> </ul>	<ul style="list-style-type: none"> <li>G Doctor 79%</li> <li>G Local hospital 59%</li> <li>G Library 70%</li> <li>G Sports or leisure centre 69%</li> <li>R A cultural or recreational facility 52%</li> </ul>	
<i>We aim to increase by 2010 the percentage of adults who use:</i>		<i>Figures from the 2007 User Satisfaction Survey;</i>
Sports and leisure facilities at least once a month; from 25% in 2005 to 31% (65a HCS)	A	30%
Parks, open spaces, play areas and other recreational facilities at least once a month; from 41% in 2005 to 48% (65e HCS)	G	50%
Libraries at least once a month; from 32% in 2005 to 36% (65b HCS)	R	29%
Museums or galleries at least once every six months; from 19% in 2005 to 22% (65cHCS)	G	23%
Theatres or concert halls at least once every six months; from 32% in 2005 to 37% (65d HCS)	R	31%
We will also aim to increase, by at least 5 percentage points by 2010, the adult public's perceptions of improvement in the following quality of life indicators; <ul style="list-style-type: none"> <li>●Affordable decent housing (60b HCS)</li> <li>●Public transport (97h HC)</li> <li>●The level of traffic congestion (60e HCS)</li> <li>●Wage levels and the local cost of living (60f HCS)</li> </ul>	<ul style="list-style-type: none"> <li>R</li> <li>G</li> <li>G</li> <li>R</li> </ul>	<i>Figures from the 2007 User Satisfaction Survey;</i> <ul style="list-style-type: none"> <li>●Affordable decent housing - Score = minus 7 percentage points</li> <li>●Public transport - Score = plus 6 percentage points</li> <li>●The level of traffic congestion - Score = plus 7 percentage points</li> <li>●Wage levels &amp; local cost of living - Score = minus 8 percentage points</li> </ul>
The remaining indicators did not change by plus or minus 5 percentage points since 2006 <ul style="list-style-type: none"> <li>●Access to nature (97a HC)</li> <li>●Activities for teenagers (60a HCS)</li> <li>●Clean streets (97b HC)</li> <li>●Community activities (97c HC)</li> <li>●Cultural facilities (97d HC)</li> <li>●Education provision (97e HC)</li> <li>●Facilities for young children (90 HC)</li> <li>●Health services (97f HC)</li> <li>●Job prospects (60c HCS)</li> <li>●Parks and open spaces (97g HC)</li> <li>●Race relations (97i HC)</li> <li>●Road and pavement repairs (97j HC)</li> <li>●Shopping facilities (97k HC)</li> <li>●Sports and leisure facilities (97l HC)</li> <li>●The level of crime (60d HCS)</li> <li>●The level of pollution (97m HC)</li> <li>●Public rights of way (97n HC)</li> </ul>		
We aim to increase;		



<ul style="list-style-type: none"> <li>• The satisfaction of adult residents with their local community as a place to live from 80% in 2005 to 87% in 2008 (64 HCS)</li> </ul>	R	79% (Figure taken from 2007 User Satisfaction Survey)
<ul style="list-style-type: none"> <li>•The percentage of people who feel that Herefordshire is a place where people from different backgrounds can get on together (63 HCS)</li> </ul>	G	2006 = 74% 2007 = 76% (Figures taken from 2007 User Satisfaction Survey)
<ul style="list-style-type: none"> <li>•The percentage of people who feel that people in their area treat them with respect and consideration. (87 HCS)</li> </ul>	-	This question was not asked in the 2007 survey
<ul style="list-style-type: none"> <li>•The percentage of people who feel informed about what is being done to tackle anti-social behaviour in the local area. (98 HC)</li> </ul>	A	2006 = 20% 2007 = 20% (Figures taken from 2007 User Satisfaction Survey)
<ul style="list-style-type: none"> <li>•The percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children. (86 HCS)</li> </ul>	A	The User Satisfaction Survey asked a similar question "Parents not being made to take responsibility for the behaviour of their children". The result in 2006 was 65%. The result for 2007 was 65%
Reduce from 141 in 2004 to 116 the number of people killed or seriously injured in road traffic accidents in a year (52 HCS)	A	Progress to date – 95 (Figure from IPFR November 2007) Total figure for calendar year 2007 = 133 (Figure from H&T February 2008). Annual figures are confirmed in February each year. Please note the target of 116 is not an HCSDP target, the HCSDP target as identified in the 1005-08 strategy is to confine the number of those killed or seriously injured in accidents to 157 in Herefordshire by 2008.
Reduce the number of people slightly injured in road traffic accidents (99 HC) to 769 in Herefordshire.	R	Total figure for 2007 = 713 (Figure from H&T February 2008 ). Annual figures are confirmed in February each year.
Improve the condition of principal roads so that only 5% fall below an acceptable threshold compared to 21% in 2005-06 (83a HC)	A	Progress to be reported at year end
Improve the condition of non-principal roads so that only 14% fall below an acceptable threshold (83b HC)	A	Progress to be reported at year end
Reduce all recorded crime (overall crime rate) by 15% (42c HCS)- 3-year target to 31 <sup>st</sup> March 2008 from a baseline of 12,034 in 2004/05 (reduce to 10,229).	R	Progress to date – 8,774 (Figure to 31 <sup>st</sup> December from HCSDP PMF 2007)
Reduce the number of young people aged under 25 who are victims of crime in Herefordshire by 6% (25 HCS) – 3-year target to 31 <sup>st</sup> March 2008 from a revised baseline of 6567 in 2004/05 (reduce to 6173)	N/A	Progress to date – 4859 (Figure to 31 <sup>st</sup> December from HCSDP PMF 2007) Note: recording methods have changed, original baseline and annual targets have increased.
Reduce re-offending by young people in Herefordshire by a further 2.5% by 2008 (measured in calendar years against the 2006 baseline) (36 HCS)	A	Progress to be reported at year end

Reduce by 15% the proportion of prolific and other priority offenders (PPOs) who re-offend. (48 HCS)	A	Progress to be reported at year end
Reduce British Crime Survey comparator crimes by 15%, - target to 31 <sup>st</sup> March 2008 from the 2003-04 baseline figure of 6909 (reduce to 5872) (42a HCS)	R	Progress to date – 4,877 (Figure to 31 <sup>st</sup> December from HCSDP PMF 2007)
No more than 600 recorded domestic burglaries per year (49a HCS)	G	Progress to date – 136 (Figure from IPFR September 2007)
No more than 1,086 recorded vehicle crimes per year (49b HSC)	G	Progress to date - 422 (Figure from IPFR September 2007)
Increase the number of Class A drug supply offences brought to justice by 25% - a 3-year target from a 2004/05 baseline of 22 (increase to 28) (50 HCS)	G	Progress to date – 28 (Figure to 31 <sup>st</sup> December from HCSDP PMF 2007)
Increase the numbers of drug users in treatment to 720 (46 HCS)	A	Progress to date - 551 (Figure from IPFR September 2007)
Reduce the offending behaviour of individuals engaged in the Drugs Intervention Programme (47 HCS). Targets for 2007/08 are; KPI1 60%, KPI2 85%, KPI3 95%.	A	KPI 1 = 93% KPI 2 = 100% KPI 3) = 105% (central performance data to October)
Increase the number of calls to the Herefordshire Women's Aid helpline by 10%, a 3-year target from a 2004/05 baseline of 594 (increase to 654) (51a HCS)	A	Progress to date – 489 (Figure to 31 <sup>st</sup> December 2007 from HCSDP PMF 2007)
Increase the number of domestic violence offences (previously incidents) reported by 10% - 3-year target from a 2005/05 baseline of 414 (51b HCS)	N/A	Progress to date – 870 (Figure to 31 <sup>st</sup> December 2007 from HCSDP PMF 2007) Note: recording methods have changed, therefore comparisons with targets
Increase the number of arrests for domestic violence by 10% - 3-year target from a 2004/05 baseline of 92 (increase to 101) (51c HCS)	N/A	Progress to date – 372 (Figure to 31 <sup>st</sup> December 2007 from HCSDP PMF 2007). Changes to recording methods mean comparisons cannot be made.
Increase the number of sanction detections for domestic violence incidents by 5% (51d HCS)	N/A	Progress to date – 372 (Figure to 31 <sup>st</sup> December 2007 from HCSDP PMF 2007). Changes to recording methods mean comparisons cannot be made
Reduce by 4% against the 2006 baseline, the proportion of adults worried about crime or anti-social behaviour (44 HCS)	A	Progress to be reported at year end

**Sustainable Communities** -To protect the environment, including producing much less waste, recycling much more of what remains and significantly reducing carbon emissions; and to provide an efficient and effective planning system that supports this objective, as well as enabling the supply of sufficient affordable housing and employment

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
Reduce from 18% in 2005-06 to 13% the proportion of relevant land and highways that fall below an acceptable level (54 HCS)	G	Progress to date – 14% (Figure from IPFR November 2007)
Reduce from 3% in 2005-06 to 1% the proportion of relevant land and highways from which unacceptable levels of graffiti are visible (92 HC)	G	Progress to date – 2% (Figure from IPFR November 2007)
Reduce from 2% to 1% the proportion of land and highways from which unacceptable levels of fly-posting are visible (93 HC)	G	Progress to date – 0% (Figure from IPFR November 2007)
Maintain our current grade of 1 (very effective) for the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' (94 HC)	R	Progress to date – Grade 3 (Figure from IPFR November 2007)
Increase by at least 4% over three years the percentage of people satisfied with the cleanliness standard in their area* (95 HC) (*for this indicator there will be a three-year target against which we will monitor progress annually through the Annual Satisfaction Survey)	N/A	The 2007 User Satisfaction Survey asked the following question "How satisfied or dissatisfied are you that Herefordshire Council has kept (this land) clear of litter and refuse?" in relation to BVPI 89. The result was 63% compared to 66% in 2006.
Increase from 90% in 2005-06 to 100% the percentage of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle (96 HC)	R	Progress to date – 97.67% (Figure from IPFR November 2007)
We aim by 2009-10 to increase from 2.59% to 3.4% the proportion of Council-owned or managed land, without a nature conservation designation that is managed for biodiversity (67 HC)	A	Progress to be reported at year end
We aim to increase from the proportion of land designated as a Site of Special Scientific Interest within the local authority area that is in favourable condition. (55 HCS) Target to be set	A	Progress to be reported at year end
We aim to increase the numbers of key species (57 HCS) Target to be set	N/A	This target has now been superseded by the new National Indicator – target for which to be set.
Reduce the amount of household waste collected per head in a year to 510	A	Progress to date – 299.92kg (Figure from IPFR November 2007)

kilograms (compared to the 2005-06 baseline of 521.7 kilograms) (56a HCS)		
Reduce from 78.2% to 65% the proportion of household waste that is land filled (56b HCS)	A	Progress to date – 69.62% (Figure from IPFR November 2007)
Maintaining the % of municipal waste arisings (excluding household waste) which have been sent by the Local Authority for recycling (56c HCS)	G	Progress to date – 0% (Figure from IPFR November 2007)
Maintaining the % of municipal waste (excluding household waste) land filled (56d HCS)	G	Progress to date – 100% (Figure from IPFR November 2007)
Increase the proportion of household waste recycled from 17.46% in 2005-06 to 28% (56e HCS)	A	Progress to date – 20.54% (Figure from IPFR November 2007)
Through the implementation of <i>The Herefordshire Partnership's Carbon Management Action Plan</i> , we aspire to see a reduction in carbon emissions per head of the population (58 HCS) [Target to be set]	A	Progress to be reported at year end Target will be set for National Indicator 186 as part of the LAA by April 2008.
We will continue to seek improvements in the energy efficiency of domestic dwellings required under the Home Energy Conservation Act through the provision of grants and advice and by implementing an Affordable Warmth Strategy with the aim of reducing energy consumption by at least 4.4% against the 2006 baseline.	A	Report and outcome not due until February 2009.  Note - The baseline year should, in fact be 1996 and the cumulative position to the end of 06/07 is 17.95% with a national target of achieving 30% by 2011.
We will achieve a 10% reduction in Council carbon dioxide equivalent emissions by 2010. (102 HC)	N/A	This target has been superseded by the new National Indicator - NI 185 – target to be set.
Reduce the percentage of adult residents in Herefordshire who usually travel to work for their main job by driving a car or van on their own. (6 HCS) [Target to be set]	N/A	This target has now been superseded by the new National Indicator NI 176 – target to be set.
Control the increase of annual average traffic volumes to no more than 8% compared with 2003-04 (7a HCS & 7b HCS)	A	Progress to be reported at year end
Increase from 3,248,935 to 4,032,000 (24%) the number of passenger bus journeys a year (76 HC)	A	Progress to be reported at year end
We will measure people's perceptions of traffic congestion (60e HCS) (Three-year target to be set. Progress will be reported on annually through the Annual Satisfaction Survey)	N/A	This aim has been superseded by the new National Indicator NI 167 – target for be set.
Increase by 18% the number of cycling trips in a year compared with 2003-04 (72 HCS)	A	Progress to be reported at year end

**Organisational improvement and greater efficiency - To secure better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations**

Our Commitment	Status R A G As at 31/3/08*	Progress to 31/03/08 *(unless otherwise stated)
We will implement the <i>Herefordshire Connects</i> programme	R	Currently subject to review <i>[to be updated in light of the review]</i>
We will rationalise our front and back office functions	G	Achieved in respect of planning, environmental health and trading standards, where front-office functions are being undertaken by the <i>Info by Phone</i> customer call centre.
We will continue to improve the value for money we get from procuring goods and services. In the first year of this plan we will achieve an additional saving of £250,000 through improved procurement procedures.	G	£200k savings were produced from the new arrangements for temporary staff. Full year savings from the contract will be £250,000 as planned. Further savings expected include £70k from postal services review and £70k from review of West Mercia Stationery Supplies contract.
We will review our <i>Accommodation Strategy</i> by June 2007, including the disposal of properties, the cessation of leases and the relocation of staff in the light of future needs for office accommodation.	A	A review of the options has taken place and detailed work continues. A final decision is scheduled for July 2008.
By disposing of some dilapidated property and bringing up to standard the buildings we retain following the review of our <i>Accommodation Strategy</i> , we will raise the proportion of the gross internal floor space in ODPM categories A and B to at least 95% by 2009-10	A	The Council has changed the method by which properties within its portfolio are assessed to ensure that it measures not just their physical condition but rather their suitability to deliver appropriate modern services. A base assessment for this will be carried out in 2008/09 and target set accordingly.
In the light of the outcomes of the review of our <i>Accommodation Strategy</i> , we will complete our new ICT network during 2007-08 to make our operations more efficient and effective, with the network available for at least 98.5% of the time	A	The work to install the new network as per the original specification was completed during 2007-08, although not all council offices are on it.
By embedding our business continuity plans for all parts of the Council's activities and services through an annual programme of risk assessment and business continuity management, we will ensure that we comply with the <i>Civil Contingencies Act 2004</i> , in particular so as to safeguard the most vulnerable people in the county (79 HC)	A	Compliant, but business continuity plans not yet consistently embedded across the Council.
We will embed risk management across all aspects of the Council's work and	R	The overall Use of Resources assessment is made up of 5 themes.

take all other measures necessary to raise our <i>Use of Resources</i> score from 3 to 4 (the highest possible). (101 HC)		The Audit Commission made judgements based on their own assessment criteria. It found that the council's performance had decreased in the areas of: Value for Money, Internal Control & the Management of it's Asset Base. The commission also found significant improvements in many areas, but based on the balanced assessment overall the Council's score fell from 3 to 2
To attain Level 3 of the <i>Local Authority Equality Standard</i> by March 2008. (80 HC)	G	Achieved (to be ratified by external assessors Summer 2008)
We will ensure that all directorates and Human Resources have Equality Impact Action plans that are realistic and achievable and which are monitored and reported against every six months.	A	Partially achieved – programme to implement plans underway.
We will review and roll forward our statutory <i>Race Equality Scheme</i> , by April 2008, and our <i>Disability Equality Scheme</i> by December 2009	G	On track
Increase from 0.89% in 2005-06 to 2.8% in 2009-10 the percentage of employees from black and ethnic minorities (100a HC)	R	Progress to date – 0.61% (Figure from IPFR November 2007)
Increase from 1.89% in 2005-06 to 3.5% in 2009-10 the percentage of employees from black and ethnic minorities who are amongst the top 5% of wage earners (100b HC)	A	Progress to date – 2.73% (Figure from IPFR November 2007)
Increase from 0.39% in 2005-06 to 3.75% in 2009-10 the percentage of employees declaring a disability (100c HC)	A	Progress to date – 0.86% (Figure from IPFR November 2007)
Through the oversight of its independently chaired <i>Standards Committee</i> and the <i>Monitoring Officer</i> , uphold in its affairs the highest standards of corporate governance, propriety, integrity and impartiality	G	The Code of Conduct for members was reviewed and adopted by the Council on the 27/07/07 in line with Standards Board for England guidance and changes in legislation
Through the work of the Audit and Corporate Governance Committee and the Finance Officer, discharge its financial and audit duties to ensure good financial management and governance	A	The Audit Commission found good progress in areas of financial management, financial reporting, financial standing, internal control and value for money. However some significant weaknesses in the governance of ICT were identified by the Council, which commissioned an independent review. An action plan is being implemented to address the weaknesses.
Ensure it is accessible and responsive, seeking to avoid findings of maladministration against the Council being issued by the Local Government Ombudsman	A	Despite a 50% increase in complaints referred by the Ombudsman, improved the average response time from 40 days in 2005/06 to 29 days in 2006/07. This places the Council in the second quartile of performance. The Council hopes to achieve the

		top quartile for 07/08. This will be determined in the Ombudsman's report due in July 2008.
Ensure that all members have the opportunity to receive full induction training on the responsibilities of being a Councillor, Cabinet Member, Committee Member and Scrutiny member	G	Following the elections in May 2007 all new members received full induction training
Ensure that all agendas for meetings are made available on our website at least five working days before meetings and that Council and Committee minutes, as well as Cabinet decision notices, are published on the Council website within two working days of being approved.	G	Achieved.
Work with the <i>Herefordshire Association of Local Councils (Halc)</i> , to provide training and support that enable the county's town and parish councils to demonstrate best practice and be at the forefront of national developments	G	Two training courses on the code of conduct provided for Halc A training strategy regarding the code has been agreed with Halc for 2008/09 and the Council has assisted Halc with publishing the code and advising on its' adoption for parish councillors. The Council is also reviewing its Parish Charter with Halc.
By April 2007, construct and communicate an interim high-level model that clearly identifies how the Council intends to assess and measure its level of performance and rate of improvement;	G	Achieved and incorporated in the revised performance improvement framework in March 2007.
From April 2007, develop and begin to implement a more consistent, strategic approach to embedding a performance management culture across the Council;	G	Achieved: performance improvement cycle revised and operated; all performance improvement managers in post, with the performance improvement network meeting regularly; training programme implemented.
Ensure the fullest possible integration between the Council's planning and performance management arrangements and those of the Herefordshire Partnership; with a detailed implementation plan to be in place by December 2007 and the new arrangements operating from April 2008	G	Achieved so far as is currently possible, focusing on the performance indicators and targets in the new Local Area Agreement (LAA), in respect of which an action plan will be in place by April 2008. Partners have agreed to include relevant targets and actions in their own business plans and performance management arrangements, also with effect from April 2008 (subject to the LAA being signed off). All will be monitored and reported by the Council.
Ensure that members are integrated into the Council's performance management arrangements, measured by an annual review of the operation of the performance management framework in October each year	G	Achieved, including better reporting in response to members' suggestions; regular progress reports on detailed improvement plans; member development, including visits to high-performing authorities; and annual reports by lead Cabinet members to subject scrutiny committees.
Produce regular, high-level strategic assessments of performance trends	G	Achieved in the bi-monthly integrated performance and financial

for senior management, Cabinet and scrutiny, identifying barriers and levers to raising performance and delivering the Council's priorities. A format for this will be agreed by CMB and Cabinet in April, and operate from June 2007.		reports submitted to Cabinet and Strategic Monitoring Committee.
Improve the quality of the staff review and development (SRD) process to ensure that all individuals' targets are linked to corporate and service targets	A	SRD training programme delivered. Quality assurance audit of 2007 SRDs showed that links between the Council's priorities, objectives and targets were not always made clear.
We will begin the performance improvement cycle in April, so as to provide a sound basis for systematically achieving value for money across all services	R	The performance improvement cycle has not yet secured a systematic approach to the achievement of value for money across all parts of the Council, although overall value for money has been confirmed by the Audit Commission to be good.
We will embed the performance management improvements being developed for children and young people's services and for adult social care and consider their potential value for the Council more generally	A	Two cohorts of managers in children's services have completed external performance management training; and some are working for an accredited certificate. Regular adult social care team performance appraisals and clinics. Case studies in successful performance management shared across the Council.
We will, as part of the <i>Herefordshire Connects</i> programme, develop a corporate ICT-based system to make much easier and faster the collection and analysis of all performance information for the Council and its strategic partners	R	The <i>Connects</i> programme generally is under review. <i>[To be updated in light of decisions on the programme]</i>
In recognition of its being fundamental to improved service delivery, the Council will reinforce its commitment to data quality by producing an action plan based on the standards set out in the Audit Commission's key lines of enquiry. The action plan will be developed by the end of May.	G	Data policy and action plan in place and being implemented. <i>[Note - Assumes that these will be approved before the end of March 2008]</i>
By means of our action plan to ensure robust auditable data, we aim to retain the unqualified status of our Best Value Performance Plan (78 HC) and ensure that none of our individual performance indicators is qualified (81 HC)	-	<i>To be confirmed by the Audit Commission at beginning of March</i>
The operation of the whole Performance Management Framework will be audited as part of Internal Audit's annual review of the Council's key processes, providing a sound basis for continuous improvement (82 HC)	A	Proposal currently being developed



## Appendix E Corporate Plan – Key Actions & timetables

Children and young people Our key commitments during 2008-09	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> <li>● Increase the percentage of initial assessments completed in timescale</li> </ul>	<ul style="list-style-type: none"> <li>● Implement action plan arising from audit</li> <li>● Implement service improvements identified from benchmarking exercise</li> <li>● Recruit and retain staff to target establishment</li> </ul>	April 2008 June 2008  March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>● Improve educational attainment at Key Stages 1 and 2</li> </ul>	<ul style="list-style-type: none"> <li>● Implement Primary Strategy</li> <li>● Implement support and intervention model</li> <li>● Follow annual cycle through SIP programme of target setting with schools</li> <li>● Analyse and interpret individual school and pupil related performance data</li> <li>● Identify and provide targeted support for schools with low or declining performance</li> </ul>	March 2009 March 2009 March 2009  September 2008 December 2008	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>● Implement an area-wide programme for 14-19 learning</li> </ul>	<ul style="list-style-type: none"> <li>● Develop the 14-19 curriculum to include more vocational and applied learning, including the roll out of the Diploma strategy</li> <li>● Ensure impartial and appropriate information, advice and guidance is available to all learners at key transition points</li> <li>● Work effectively with the Learning and Skills Council in the transfer of funding for post-16 courses to the local authority</li> <li>● Ensure that the needs of all disaffected young people and learners are being met through engagement programmes and NEET strategy</li> <li>● Engage employers effectively in 14-19 activity</li> </ul>	March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>● Develop the Youth Service to meet the new Targeted Youth Support and (TYS) Positive Activities agenda</li> </ul>	<ul style="list-style-type: none"> <li>● Develop TYS alongside CAFTAC (Common Assessment Framework – Team Around the Child)</li> <li>● Develop and promote positive activities</li> </ul>	March 2009	Children & Young People	Director of Children's Services

<ul style="list-style-type: none"> <li>● Implement CAFTAC county-wide in tandem with other national strategies</li> </ul>	<ul style="list-style-type: none"> <li>● Identify and provide for the training needs of all staff involved in the framework implementation</li> <li>● Prepare and implement a single information sharing protocol for practitioners across all agencies</li> <li>● Develop intensive family support services including systems for early identification of children of all ages at risk</li> <li>● Ensure alignment with implementation of other national strategies</li> </ul>	<p>July 2008</p> <p>September 2008</p> <p>March 2009</p> <p>March 2009</p>	<p>Children &amp; Young People</p>	<p>Director of Children's Services</p>
<ul style="list-style-type: none"> <li>● Work with schools and communities to secure the best possible sustainable school education for the future</li> </ul>	<p><i>Actions to be supplied</i></p>			
<ul style="list-style-type: none"> <li>● Further reduce the number of families in B&amp;B/hostels</li> </ul>	<p><i>Actions to be supplied</i></p>			

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Our key commitments for future years, 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> <li>Maintain and enhance educational standards at all Key Stages</li> </ul>	<ul style="list-style-type: none"> <li>Implement Primary Strategy</li> <li>Implement Secondary Strategy</li> <li>Analyse and interpret individual school and pupil related performance data</li> <li>Identify and provide targeted support for schools with low or declining performance</li> </ul>	March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>Implement the outcomes of schools review consultation, including primary capital strategy, Building Schools for the Future and the Academy</li> </ul>	<ul style="list-style-type: none"> <li>Implement agreed outcomes of review</li> <li>Implement vision and strategy for primary capital build</li> </ul>	Autumn 2008 September 2010	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>Implement the Primary Capital Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Identify schools requiring refurbishment in line with the vision and strategy</li> <li>Carry out feasibility work</li> <li>Undertake works to identified schools</li> </ul>	March 2011	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>Conclude Children's Centres and Extended Schools roll out plans</li> </ul>	<ul style="list-style-type: none"> <li>Implement Children's Centres roll out plan</li> <li>Implement Extended Schools roll out plan</li> </ul>	March 2010 March 2010	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>Embed Children's Trust arrangements, including commissioning and contract monitoring arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Establish a joint commissioning unit as part of the arrangements with the PCT</li> <li>Monitor implementation of Children and Young People's Delivery Plan</li> </ul>	March 2009 March 2011	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> <li>Work with schools and communities to obtain the best possible sustainable school education in the future</li> </ul>	<ul style="list-style-type: none"> <li>Discussions with schools and communities</li> <li>Undertake statutory consultation</li> </ul>	Spring / Summer 2009	Children & Young People	Director of Children's Services

Health and well-being Our key commitments during 2008-09		KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> <li>Joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning disabilities, physical disabilities</li> </ul>	<i>Actions to be supplied by AH</i>		<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>Establish Integrated Intermediate care service. To increase the number of Intermediate Care places to prevent hospital admission and facilitate timely discharge</li> </ul>	<ul style="list-style-type: none"> <li>Establish single line-management of intermediate care.</li> <li>Re-design care pathways for intermediate care.</li> <li>Integrate community intermediate care teams across Herefordshire with single access point.</li> </ul>	<ul style="list-style-type: none"> <li>April 2008</li> <li>May 2008</li> <li>Sept 2008</li> </ul>	Adult Social Care and Strategic Housing	Director Adult & Community	
<ul style="list-style-type: none"> <li>Embed the Single Assessment Process across partner organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise a common and consistent approach to assessment and documentation.</li> <li>Deliver a training programme to all operational staff across relevant partner organisations.</li> <li>Consider options for developing an ICT interface between ASC and Health.</li> </ul>	<ul style="list-style-type: none"> <li>July 2008</li> <li>Sept 2008</li> <li>Sept 2008</li> </ul>	Adult Social Care and Strategic Housing	Director Adult & Community	
<ul style="list-style-type: none"> <li>Ensure Equality of Access to Health Services.</li> </ul>	<i>Actions to be supplied by AH</i>	Sept 2008	Adult Social Care and Strategic Housing	Director Adult & Community	
<ul style="list-style-type: none"> <li>Develop and implement mental health rehabilitation and recovery Service.</li> </ul>	<i>Actions to be supplied by AH</i>	<ul style="list-style-type: none"> <li>April 2008</li> <li>June 2008</li> </ul>	Adult Social Care & Strategic Housing	Director Adult & Community	
<ul style="list-style-type: none"> <li>Ensure that users are appropriately assessed for Continuing Health Care (CHC) eligibility.</li> </ul>	<ul style="list-style-type: none"> <li>Implement clear protocol with PCT.</li> <li>Hold workshop for key multi-agency staff.</li> <li>Review existing users where CHC may be appropriate.</li> <li>Implement Target Operating Model.</li> </ul>	<ul style="list-style-type: none"> <li>April 2008</li> <li>April 2008</li> <li>June 2008</li> <li>June 2008</li> </ul>	Adult Social Care and Strategic Housing	Director Adult & Community	
<ul style="list-style-type: none"> <li>Ensure all users feel Safe</li> </ul>	<ul style="list-style-type: none"> <li>All staff to be appropriately trained in</li> </ul>	July 2008	Adult Social	Director Adult &	

	<p>protection of vulnerable adults (POVA) and dementia awareness.</p> <ul style="list-style-type: none"> <li>• Ensure clear, easily accessible POVA policy and guidance.</li> <li>• The Safeguarding Board meet quarterly with sub-groups established.</li> <li>• Improve communication through News and Views, team meetings etc.</li> </ul>	<p>July 2008</p> <p>March 2008</p> <p>April 2008</p>	Care and Strategic Housing	Community
<ul style="list-style-type: none"> <li>• Extend self directed care (direct payments and individual budgets) to as many people as possible</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Increase range and availability of support to carers.</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Maximise the number of people accessing health care on a planned rather than an unplanned basis</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		

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Our key commitments for future years, 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> <li>Ensure information, advice and advocacy is available to all</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>Ensure self-directed care and personalised budgets are offered to the majority of service users</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>Increase range and availability of support to carers</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>All services enable people to be treated with dignity and respect</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>Extend integration of health and social care across front line services</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		

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<b>Older People</b> <b>Our key commitments during 2008-09</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>• Increase options to provide support in people's homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Telecare and Community Equipment Services.</li> <li>• Extend the Just Checking scheme.</li> <li>• Expand Sign-posting Scheme + other Prevention/ Non Care Managed options.</li> </ul>	April 2008 April 2008 Sept 2008	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Increase the number, type and usage of supported housing options.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Disraeli Court as 'Half-way House, Step-down' units.</li> <li>• Ensure smooth transition for residents moving from Elmhurst and Orchard House into Rose Gardens extra care service.</li> <li>• Ensure take up of Leadon Bank Extra Care.</li> </ul>	Oct 2008 Aug 2008 April 2008	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Extend the delivery of person centred services</li> </ul>	<ul style="list-style-type: none"> <li>• Review current Assessment and Care Management practice and update.</li> <li>• Implement Target Operating Model.</li> <li>• Develop a range of services to meet identified needs.</li> </ul>	April 2008 June 2008 April 2008	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Extend Self-directed Care and Personalised budgets across all client groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of internal business processes to deliver Personalisation including equality of access.</li> <li>• Appropriate Resource Allocation System agreed, ensuring equity across each of the client groups and Carers.</li> <li>• Work with key providers to develop independent brokerage as part of a range of support options for Personalisation</li> </ul>	April 2008 April 2008 Between April 08 and March 09	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Increase range and availability of support to Carers.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a carers' hub and forum.</li> <li>• Re-commission short-breaks.</li> <li>• Increase support for engagement with carers of LD / MH services.</li> </ul>	April 2008 Oct 2008 April 2008	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Increase the take up of benefits</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		

<ul style="list-style-type: none"> <li>• Increase number of people remaining at home after an intermediate care service</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Ensure easier access to services by providing them closer to home, including more flexible GP surgery opening hours</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Tackling inequalities and causes of ill health, by developing effective prevention strategies</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Implement the older persons strategy (based on Growing Older in Herefordshire) to improve quality of life for older people</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		

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<b>Our key commitments for future years, 2009-11</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>• Ensure information, advice and advocacy is available to all</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>	Adult Social Care & Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Ensure self-directed care and personalised budgets are offered to the majority of service users</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of self-directed care option and sustain support mechanisms.</li> <li>• Continue to support independent brokerage approach</li> </ul>	<i>Dates TBC</i>	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Increase range and availability of support to carers</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>	Adult Social Care and Strategic Housing	Director Adult & Community
<ul style="list-style-type: none"> <li>• Use the Transformation Grant to support effective improvement in dementia services</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• All services enable older people to be treated with dignity and respect</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		
<ul style="list-style-type: none"> <li>• Extend integration of health and social care across front lien services</li> </ul>	<i>Actions to be supplied by AH</i>	<i>Dates TBC</i>		



<b>Economic development and enterprise - Our key commitments during 2008-09</b>				
	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>Retail Quarter started on ESG</li> </ul>	<ul style="list-style-type: none"> <li>Flood Mitigation planning application</li> <li>Development agreement signed</li> <li>Retail Quarter planning application submitted</li> <li>Planning application considered</li> </ul>	June 08 Sept 08 Dec 08 March 09	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Edgar Street Grid Urban Village partner secured</li> </ul>	<ul style="list-style-type: none"> <li>Development partner selected</li> <li>Development agreement signed</li> </ul>	June 08 Dec 08	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Increase the number of bus journeys made compared to 2006-07</li> </ul>	<ul style="list-style-type: none"> <li>Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services with low floor buses to attract and retain passengers</li> <li>Provide comprehensive public transport information</li> </ul>	March 2009  March 2009	Highways & Transportation	Director Adult & Community
<ul style="list-style-type: none"> <li>Detailed planning permission secured for Model Farm, Live/Work developer appointed and Advantage West Midlands funding secured for infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Issue Pre Qualification Questionnaire to prospective live/work developers</li> <li>Hold tender selection for live/work developer and appoint</li> <li>Agree infrastructure</li> </ul>	April 08  October 08  August 08	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Completion of Rotherwas Relief Road</li> </ul>	<ul style="list-style-type: none"> <li>Road open</li> </ul>	April 08	Highways and Transportation	Director of Environment
<ul style="list-style-type: none"> <li>Rotherwas Futures Phase 2 (Southern Magazine employment units) commenced</li> </ul>	<ul style="list-style-type: none"> <li>Marketing started</li> <li>Planning application submitted</li> <li>Infrastructure contract awarded</li> <li>Infrastructure work started</li> </ul>	April 08 July 08 Nov. 08 Jan 09	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Redundant Building Grant completing 25 projects creating 120 new jobs, with a total spend of over £560k. <i>(Note - this line to be moved to appendix F)</i></li> </ul>	<ul style="list-style-type: none"> <li>Present application recommendations to 10 Steering Group meetings</li> <li>Monitor contractual agreements with individual projects</li> <li>Deliver programme targets for spend &amp; outputs</li> </ul>	1 <sup>st</sup> Wed of each month  March 09	Economic Development & Community Services	Director Adult & Community

	according to profile	March 09		
<ul style="list-style-type: none"> <li>Inward investment strategy completed</li> </ul>	<ul style="list-style-type: none"> <li>Draft Strategy</li> <li>Consultation</li> <li>Finalised Strategy</li> </ul>	June 08 30.09.08 31.12.08	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Continued development of Home work business support</li> </ul>	<ul style="list-style-type: none"> <li>Commencement of research into amount of home working</li> <li>Research project finished</li> <li>Support programme draw up and rolled out</li> </ul>	April 08  Sept 08 Dec 08	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Commence development of Model Farm employment land</li> </ul>	<i>Actions to be supplied</i>			
<ul style="list-style-type: none"> <li>Strategic Aim for Hereford City to be produced</li> </ul>	<ul style="list-style-type: none"> <li>Hold programme of stakeholder consultation events and public meeting, leading to agreement of strategic aim.</li> </ul>	June 08	Economic Development & Community Services	Director Adult & Community
<ul style="list-style-type: none"> <li>Engage 1500 residents in Adult and Community Learning Courses</li> </ul>	<ul style="list-style-type: none"> <li>Engage with reps of community and voluntary sector to identify opportunities for learners</li> <li>Develop curriculum</li> <li>Advertise courses in local media</li> </ul>	July 08  Aug-Sept 08 Sept 08	Economic Development & Community Services	Director Adult & Community

<b>Our key commitments for future years, 2009-11</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>Maintain performance on processing major planning applications within 13 weeks</li> </ul>	<i>Actions to be supplied by JE</i>	<i>Dates TBC</i>	Highways & Transportation	Director of Environment
<ul style="list-style-type: none"> <li>Increase the number of bus journeys made compared to 2006-07</li> </ul>	<ul style="list-style-type: none"> <li>Secure planning permission for first permanent park and ride site and deliver it</li> <li>Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services with low floor buses to attract and retain passengers</li> <li>Provide comprehensive public transport information</li> </ul>	30-Dec-09  March 2010 & 2011  March 2010 & 2011	Highways & Transportation	Director Adult & Community

<ul style="list-style-type: none"> <li>• Construction of Model Farm employment units commenced and first units completed</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure servicing completed for first phase</li> <li>• Disposal arrangements for plots agreed</li> </ul>	<p>Dec 09 March 09</p>	<p>Economic Development &amp; Community Services</p>	<p>Director Adult &amp; Community</p>
<ul style="list-style-type: none"> <li>• Construction of Retail Quarter commenced; on and off site infrastructure commenced</li> </ul>	<ul style="list-style-type: none"> <li>• Flood Mitigation construction commenced.</li> <li>• Completion of new livestock market</li> <li>• Closure of old livestock market and transfer of market to new site</li> <li>• Delivery of vacant possession to developer</li> <li>• Link Road construction commenced</li> <li>• Commencement on site</li> <li>• Flood Mitigation constructed</li> <li>• Link Road constructed</li> <li>• Retail Quarter open</li> </ul>	<p>April 09 Sept 09 Dec 09</p> <p>Jan 10 March 10 March 10 April 10 April 11 2012</p>	<p>Economic Development &amp; Community Services</p>	<p>Director Adult &amp; Community</p>
<ul style="list-style-type: none"> <li>• Units on Rotherwas Futures phase 2 completed and site infrastructure in place</li> </ul>	<ul style="list-style-type: none"> <li>• All units will be built by owner-occupiers or developers. First units complete</li> </ul>	<p>Aug. 09</p>	<p>Economic Development &amp; Community Services</p>	<p>Director Adult &amp; Community</p>
<ul style="list-style-type: none"> <li>• Inward investment strategy being implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy Launch</li> <li>• Marketing Campaign</li> <li>• Implementation of new initiatives</li> </ul>	<p>31.03.09 30.09.09 31.12.09</p>	<p>Economic Development &amp; Community Services</p>	

<b>Safer and stronger communities</b>				
<b>Our key commitments during 2008-09</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member leads</b>	<b>Strategic leads</b>
<ul style="list-style-type: none"> <li>The number of adults killed or seriously injured in road accidents to be reduced</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of programme of road safety education, training and publicity in accordance with the LTP strategy</li> <li>Work in partnership with Highways Agency to ensure they contribute to meeting Herefordshire casualty reduction targets by action on trunk roads within the County</li> </ul>	March 2009	Highways and Transportation & Environment and Strategic Housing	Director Adult & Community & Director Environment HCSDP also have responsibilities here
<ul style="list-style-type: none"> <li>All pedestrian crossings in the county to have facilities for the disabled</li> </ul>	<ul style="list-style-type: none"> <li>Identify Crossings that are not up to standard June</li> <li>Programme work for remainder of year</li> <li>Bring remaining crossing to standard</li> </ul>	June 2008 July 2008 March 2009	Highways & Transportation	Director of Environment
<ul style="list-style-type: none"> <li>Work with our partners to reduce the impact of crime, drugs and antisocial behaviour on the people who live work and visit Herefordshire through the implementation of <i>Herefordshire Community Safety and Drugs Partnership strategy 2008-11</i></li> </ul>	<ul style="list-style-type: none"> <li>Strategy to be launched</li> <li>Deliver against action plans (currently being developed)</li> </ul>	01.04.08 On-going through out year	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>Reduce the impact of drug related harm to drug users and the wider community through the delivery of the <i>Harm Reduction Strategy</i> for Herefordshire</li> </ul>	<ul style="list-style-type: none"> <li>Roll out pharmacy needle exchange</li> <li>Improve workforce development through ensuring all staff working with drug users are adequately trained</li> <li>Implementation of user and carer action plans</li> </ul>	April 08 September 08 On-going through 08/9	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>Reduce the impact of parental substance misuse on the children of users through the delivery of the <i>Hidden Harm Action Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>Develop clear care pathways</li> <li>Promote and increase the take up of related training</li> <li>Raise awareness of services available for parents and pregnant drug/alcohol service users</li> </ul>	October 2008 April 2008  October 2008	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>Improve the public's perception of the levels of crime, drugs anti social behaviour and safety of our</li> </ul>	<ul style="list-style-type: none"> <li>Deliver communication campaigns throughout the year providing key crime prevention and harm</li> </ul>		Economic and Community	Director Adult & Community

roads.	<ul style="list-style-type: none"> <li>minimisation messages. To include: <ul style="list-style-type: none"> <li>• Garden Crime campaign</li> <li>• Road safety week</li> <li>• White Ribbon Day</li> <li>• Campaign to highlight Anti-social Behaviour</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>April 2008</li> <li>Nov 08</li> <li>Nov 08</li> <li>Summer 08</li> </ul>		
<ul style="list-style-type: none"> <li>• Development of Codes of Good Practice to support the Herefordshire Compact</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation on Volunteering Code</li> <li>• Code on Volunteering agreed</li> <li>• Consultation on Funding and Procurement Code</li> </ul>	<ul style="list-style-type: none"> <li>July 2008</li> <li>Nov 08</li> <li>January 09</li> </ul>	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Secure external LEADER funding for social and community priorities in rural Herefordshire</li> </ul>	<ul style="list-style-type: none"> <li>• Local Development Strategy approved by Advantage West Midlands</li> </ul>	<ul style="list-style-type: none"> <li>August 08</li> </ul>	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Secure external Rural Regeneration Zone funding to support multi-use centres in Herefordshire.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding secured for 2 multi-use centres</li> </ul>	<ul style="list-style-type: none"> <li>Jan 09</li> </ul>	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Deal positively with all complaints of a discriminatory nature submitted to the Council</li> </ul>	<ul style="list-style-type: none"> <li>• All complaints of a discriminatory nature to result in further action</li> </ul>	<ul style="list-style-type: none"> <li>2008 onwards</li> </ul>		Director Corporate & Customer
<ul style="list-style-type: none"> <li>• Run a series of events and activities based on the National Year of Reading.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly events to take place in libraries and other community venues.</li> </ul>	<ul style="list-style-type: none"> <li>December 2008</li> </ul>	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Works with independent museums to move from registration to accreditation reflecting improved centres for local people and visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of museums eligible to more to accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>March 2009</li> </ul>	Economic and Community	
<ul style="list-style-type: none"> <li>• Build on the success of h.art (Herefordshire Art Week) and Hereford Contemporary Crafts Fair with increased visitor numbers / sales at both events.</li> </ul>	<ul style="list-style-type: none"> <li>• H.art week each September</li> <li>• Hereford Contemporary Crafts Fair each November</li> </ul>	<ul style="list-style-type: none"> <li>Sep 2008</li> <li>Nov 2008</li> </ul>	Economic and Community	Director Adult & Community

<b>Our key commitments for future years, 2009-11</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic leads</b>
<ul style="list-style-type: none"> <li>• The number of adults killed or seriously injured in road accidents to be reduced</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of programme of road safety education, training and publicity in accordance with the LTP strategy</li> <li>• Work in partnership with Highways Agency to ensure they contribute to meeting Herefordshire casualty reduction targets by action on trunk roads within the County</li> </ul>	<ul style="list-style-type: none"> <li>March 2011</li> </ul>	Highways and Transportation & Environment and Strategic Housing	Director Adult & Community & Director Environment HCSDP also have responsibilities

<ul style="list-style-type: none"> <li>• Ledbury Centre to be built to incorporate a range of services and functions in one facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Establish local action group to forward the scheme</li> <li>• Access funding for the scheme</li> <li>• Commission architectural drawings</li> </ul>	2010	Economic and Community	here Director Adult & Community
<ul style="list-style-type: none"> <li>• Continue to work with our partners to reduce the impact of crime, drugs and antisocial behaviour on the people who live work and visit Herefordshire through the implementation of Herefordshire Community Safety and Drugs Partnership strategy 2008-11</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver against action plans (currently being developed)</li> </ul>	Strategy to be completed by 2011	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Support Herefordshire's involvement in London 2012 Olympic Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract a country /sport team to use Hereford as a Pre Game Training Camp</li> <li>• Promote opportunities for the county, its residents, organisations and its businesses to benefit from London 2012</li> <li>• Support 2010 Blind Football World Championships</li> </ul>	2010-2012	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Establish a talent identification Programme in preparation for the 2012 Olympic Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with schools and clubs to identify talent leading up to the 2012 Olympic Games in London.</li> </ul>	September 2009	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Relocate the library in Hereford to a new multi-use customer and cultural centre on the Edgar Street Grid.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish best site for the Centre</li> <li>• Raise funding for the scheme</li> <li>• Relocate to new site</li> </ul>	2009-12	Economic and Community	Director Adult & Community
<ul style="list-style-type: none"> <li>• Deal positively with all complaints alleging discriminatory treatment</li> </ul>	<ul style="list-style-type: none"> <li>• All complaints of a discriminatory nature to result in further action</li> </ul>	2009 onwards	Corporate Customer Services & HR	Director Corporate & Customer

<b>Sustainable communities</b>				
<b>Our key commitments during 2008-09</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic leads</b>
<ul style="list-style-type: none"> <li>• Improve the carbon footprint of operational buildings</li> </ul>	<ul style="list-style-type: none"> <li>• New crematorium to come on-stream in 2008</li> </ul>	Nov 2008	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>• Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted</li> </ul>	<ul style="list-style-type: none"> <li>• Complete consultation on future arrangements for the collection and disposal of waste</li> <li>• Invite tenders for new waste collection contract</li> <li>• Let contract for waste collection contract</li> </ul>	April 2008 June 2008 Sept 2008	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>• Improve street cleanliness</li> </ul>	<ul style="list-style-type: none"> <li>• Complete review of service delivery arrangements and implement</li> </ul>	Starting July 2008	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>• Develop the Local Development Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing to partial reviews of Regional spatial strategy RSS.</li> <li>• Preparation of evidence base for the Local Development Framework, including management of continuing consultancy work and procurement of additional necessary studies.</li> <li>• Preparation of Core Strategy Options Paper and associated consultation exercise.</li> <li>• Preparation of Core Strategy Preferred Options and associated consultation.</li> <li>• Preparation of sustainability appraisals for Local Development Documents (including 'Appropriate Assessment').</li> <li>• Commencement of work on the Hereford Area Action Plan.</li> <li>• Annual Monitoring Report 2008/9</li> <li>• Planning policy advice</li> </ul>	Dec 2008 March 2009  March/April 2008 Sept/Oct 2008 As required by LDD timetables March 2009  Oct 2008 April/May/ Oct/ Dec 08	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>• Build 298 affordable homes</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure affordable homes are included within plans and proposals</li> <li>• Work with developers to build affordable homes</li> </ul>	By March 2009	Environment and Strategic Housing	Director Adult & Community & Director

				Environment
<ul style="list-style-type: none"> <li>Bring nearly 40 empty properties back into use</li> <li>Maintain levels of planning performance</li> </ul>	<b>Actions?</b> <ul style="list-style-type: none"> <li>Introduction of national planning application form (1-APP)</li> <li>Development of local indicator set to recognise issues of local importance</li> </ul>	April 2008 October 2008.	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>Carbon emissions</li> </ul>	<i>Actions to be supplied by JE</i>	<i>Dates TBC</i>		

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<b>Our key commitments for future years, 2009-11</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>Increase the percentage of household waste recycled or composted</li> </ul>	<ul style="list-style-type: none"> <li>Implement new waste collection contract</li> <li>Implement the new Joint Municipal Waste Management Strategy</li> </ul>	August 2009 March 2011	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted</li> </ul>	<ul style="list-style-type: none"> <li>Implement new waste collection contract</li> <li>Implement the new Joint Municipal Waste Management Strategy</li> </ul>	August 2009 March 2011	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>Improve street cleanliness</li> </ul>	<i>Actions to be supplied by JE</i>	<i>Dates TBC</i>	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>Ensure continuing build of affordable houses</li> </ul>	<ul style="list-style-type: none"> <li>Ensure affordable homes are included within plans and proposals</li> <li>Work with developers to build affordable homes</li> </ul>	On going to 2011	Environment and Strategic Housing	Director Environment
<ul style="list-style-type: none"> <li>Maintain levels of planning performance</li> </ul>	<i>Actions to be confirmed</i>	<i>Dates TBC</i>	Environment and Strategic Housing	Director Environment



<b>Organisational improvement and greater efficiency</b> <b>Our key commitments during 2008-09</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>More effective, efficient and integrated business systems e.g. corporate and social care ICT-based systems</li> </ul>	<ul style="list-style-type: none"> <li>Phase One of the Adults and Children Social care ICT based system to go live</li> <li>Phase Two to integrate this to the financial system</li> </ul>	October 08  Date TBC	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>Implement information-sharing agreement between the Council and the PCT</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective implementation of the Council / PCT Information Sharing Agreement - including awareness raising and staff training</li> </ul>	End Dec 2008	Children's Services; Social Care Adults and Health	Director of Children and Young People's Services; Director of Adult and Community Services
<ul style="list-style-type: none"> <li>Cash-releasing efficiency savings of £3m</li> </ul>	<ul style="list-style-type: none"> <li>Efficiencies identified and savings implemented</li> </ul>	March 2009	Resources	Director of Resources
<ul style="list-style-type: none"> <li>Accommodation Strategy</li> </ul> <p>RBP to follow up with MMac</p>	<ul style="list-style-type: none"> <li>Report on Accommodation strategy to be completed</li> <li>Base assessment on suitability of all Council owned property to be carried out</li> </ul>	July 2008  By March 2009	Resources	Director of Resources
<ul style="list-style-type: none"> <li>Continue to work towards <i>Investor in People</i> accreditation</li> </ul>	<p><i>Actions to be confirmed</i></p>	<p><i>Dates TBC</i></p>	Corporate Customer Services & HR	Head of Human resources
<ul style="list-style-type: none"> <li>Remodelling of Tourist Information Centre (TIC)</li> </ul>	<ul style="list-style-type: none"> <li>Ledbury TIC moving to the Masters House</li> <li>Further work to assess further changes to other TIC offices</li> </ul>	April 2008 Summer 2008	Economic Development & Community services; Corporate Customer Services & HR	Director of Adult and Community Services; Director of Corporate & Customer Services
<ul style="list-style-type: none"> <li>Ensure that Equality Impact Assessments are up to date and completed.</li> </ul>	<ul style="list-style-type: none"> <li>Impact Assessments focusing on the Environment, Corporate and Customers services and Resources directorate.</li> </ul>	January 2009	Corporate Customer Services &	Director for Corporate & Customer

<ul style="list-style-type: none"> <li>Joint Strategic Needs Assessment for health and social care carried out with the PCT and other partners</li> </ul>	<ul style="list-style-type: none"> <li>Initial analysis and prioritised programme for further assessment</li> </ul>	April 2008	HR Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>A more general programme of needs assessment – including the economy, the environment and communities – carried out with <i>Herefordshire Partnership</i> partners</li> </ul>	<ul style="list-style-type: none"> <li>Initial analysis and prioritised programme for further assessment</li> </ul>	April 2008	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>Joint Council and PCT health and social care commissioning plans for older people, mental health, physical disability and learning disabilities</li> </ul>	<i>Actions to be confirmed by EB</i>	<i>Dates TBC</i>	Social Care Adults and Health	Director of Adult and Community Services
<ul style="list-style-type: none"> <li>Appointment of a single director for commissioning</li> </ul>	Appointee in post	Oct 2008	Corporate Customer Services & HR	Chief Executive
<ul style="list-style-type: none"> <li>Implementation of new Council, PCT and <i>Herefordshire Partnership</i> organisation structures</li> </ul>	<i>[TBD in light of review, which is scheduled to be completed in March 2008]</i>		Corporate Strategy and Finance	Chief Executive
<ul style="list-style-type: none"> <li>Implement revised governance arrangements for the <i>Herefordshire Partnership</i></li> </ul>	<ul style="list-style-type: none"> <li>Review completed and action agreed</li> <li>New arrangements in place</li> </ul>	June 2008 Sept 2008	Corporate Strategy and Finance	Chief Executive
<ul style="list-style-type: none"> <li>Achieving major improvements in data quality systems</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of data quality action plan with quarterly reports on progress</li> </ul>	Quarterly reports	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>Review and strengthen arrangements for consultation and engagement with the public and service users, focusing particularly on disadvantaged groups</li> </ul>	<ul style="list-style-type: none"> <li>Confirm with stakeholders appropriateness of electronic consultation arrangements</li> <li>Review effectiveness of PACTs arrangements to consult with groups</li> <li>Hold consultations with specific groups</li> <li>Hold staff training events on consultation arrangements</li> </ul>	May 2008 On going On going Summer 2008	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>Satisfaction surveys and follow-up work to</li> </ul>	<ul style="list-style-type: none"> <li>Conduct New Place Survey in compliance with</li> </ul>	Sept - Dec	Corporate	Director for Corporate

establish the reasons for dissatisfaction, so as to improve services and outcomes for people	statutory requirements <ul style="list-style-type: none"> <li>• Publish basic results of New Place Survey</li> <li>• Publish full report on results of New Place Survey - <i>The above subject to confirmation by CLG</i></li> <li>• Conduct and report a minimum of two Herefordshire Voice surveys</li> </ul>	2008 Jan 2009 Mar 2009  Apr 08 to Mar 09	Customer Services & HR	& Customer
<ul style="list-style-type: none"> <li>• Prepare effectively with partners for the new system of Comprehensive Area Assessment</li> </ul>	Implement the Comprehensive Area Assessment preparation plan	Quarterly progress reports to be produced	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>• Strengthened scrutiny arrangements that make a major contribution to planning and performance management across the Council, the PCT and the <i>Herefordshire Partnership</i></li> </ul>	Strengthened arrangements in place and operating effectively  <i>TG to confirm</i>	Sept 2008	Corporate Customer Services & HR	Director for Corporate & Customer

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<b>Our key commitments for future years, 2009-11</b>	<b>KEY ACTIONS</b>	<b>Completion date</b>	<b>Cabinet Member lead</b>	<b>Strategic lead</b>
<ul style="list-style-type: none"> <li>• Other joint goals/structures agreed between the Council and PCT</li> </ul>	<i>Actions to be confirmed</i>	<i>Dates TBC</i>	Corporate Strategy and Finance	Chief Executive
<ul style="list-style-type: none"> <li>• Accommodation rationalisation</li> </ul>	<i>Actions to be confirmed</i>	<i>Dates TBC</i>	Resources	Director of Resources
<ul style="list-style-type: none"> <li>• Ensuring the council is fully prepared to meet the challenges in the Local Government &amp; Public Involvement in Health Act 2007</li> </ul>	<i>Actions to be confirmed by AMc</i>	<i>Dates TBC</i>	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>• Reaching level 4 of the equality standard for local government</li> </ul>	<i>Actions to be confirmed by CT &amp; RBP</i>	<i>Dates TBC</i>	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>• Complete roll out of Impact Assessment Plans across all directorates</li> </ul>	<ul style="list-style-type: none"> <li>• All directorate plans to include Impact Assessments</li> </ul>	March 2011	Corporate Customer Services & HR	Director for Corporate & Customer
<ul style="list-style-type: none"> <li>• Gender Equality Scheme will be fully reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme to be reviewed and updated as</li> </ul>	April 2010	Corporate	Director of

	required		Customer Services & HR	Corporate & Customer Services
<ul style="list-style-type: none"> <li>Joint Strategic Needs Analysis for health and social care carried out with the PCT</li> </ul>	<ul style="list-style-type: none"> <li>Completion of prioritised programme, leading to updated commissioning plans</li> </ul>	April 2009	Children's Services; Social Care Adults and Health	Director of Public Health; Director of Children and Young People's Services; Director of Adult and Community Services
<ul style="list-style-type: none"> <li>More general programme of needs assessment carried out with <i>Herefordshire Partnership</i> partners</li> </ul>	<ul style="list-style-type: none"> <li>Completion of prioritised programme, leading to updated commissioning plans</li> </ul>	April 2009	Corporate and Customer Services & HR	Director of Corporate & Customer Services

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## Appendix F Corporate Plan – Details of targets for 2008-11 – To follow

Actual targets for the next three years, to be shown via a web link

[A printed version of this results table can be added to the final version of the Corporate Plan]

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## PERFORMANCE IMPROVEMENT FRAMEWORK AND CYCLE

**Report By: Director of Corporate and Customer Services**

### Wards Affected

County-wide

### Purpose

1. For the Committee to consider a draft updated performance improvement framework for the Council, together with an associated two-year performance improvement cycle; and to offer comments for Cabinet to consider.

### Financial Implications

2. Public consultation yielding statistically reliable results might be expected, depending on its precise nature and extent, to involve expenditure of £15,000 - £25,000. Some of this should be offset if the consultation were to be carried out with partner organisations. There are no other financial implications.

### Background

3. The Council's **performance improvement framework** was last updated in March 2007. Developments since then, particularly the intensive programme to assure data quality, the tightening of the performance management arrangements for the *Herefordshire Partnership* and the new *Local Area Agreement*, and the emerging public service arrangements between the Council and the Primary Care Trust (PCT), mean that it is now out-of-date.
4. The **proposed revised performance improvement framework at Appendix 1 to this paper** reflects these developments. The opportunity has also been taken to clarify the definitions of roles and responsibilities (pages 20 to 22 and Appendix 5b of the proposed framework) and to improve the clarity of the text and diagrams more generally.
5. Most of the framework concerns operational and management matters that are the responsibility of the Chief Executive as Head of Paid Service. Cabinet will therefore be asked to approve only those elements relating to its own role and those of the Leader, lead Cabinet members and the scrutiny function.
6. The Committee may wish particularly to consider the elements that touch directly on the scrutiny function: in respect of performance monitoring and management on page 10; roles and responsibilities on page 21; and the diagrams at appendices 5A and 5B.
7. The suggested **introduction by the Leader and Chief Executive** (page 3) explains the purpose of the framework. It also sets the scene for crucial future developments, namely the introduction of the new system of *Comprehensive Area Assessment (CAA)* and the step-by-step development of public service arrangements with the PCT, both of which will necessitate further updating of the framework during 2008.

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

8. Good governance and management of the Council dictate that the updating that is possible now should not be postponed pending those further developments. It is worth bearing in mind that the overall arrangements for *CAA* will not be confirmed before the Summer and that the details will not be settled before February 2009.
9. The framework has to be given effect by means of a **performance improvement cycle** that meets current and foreseeable needs and circumstances. These include:
  - (i) taking account of the emerging arrangements for public service arrangements between the Council and the PCT;
  - (ii) planning and carrying out the systematic programme of needs assessment required by law in respect of health and social care and, more generally, by *CAA* to inform future plans and budgets
  - (iii) the emerging arrangements for *CAA* as a whole;
  - (iv) the possibility of the Council (or the Council and the PCT, or the *Herefordshire Partnership* as a whole) conducting public consultation during 2008 to inform future priorities, plans and budgets; this has not happened with Council Tax-payers and citizens generally since late 2004;
  - (v) the importance of getting strategic priorities and plans settled much earlier in the cycle than we have managed hitherto; specifically to have the corporate plan approved well before directorate, service and other operational plans have to be produced and *detailed* budget decisions made.
10. These considerations cannot be accommodated within the current Council *annual* performance improvement cycle.
11. **Appendix 2 to this paper sets out a possible cycle that would accommodate the considerations set out in paragraph 9 above.** It would run through the rest of this year and throughout 2009, leading to the key operational elements being settled, as usual, before the end of March 2010.
12. The proposed cycle provides for the forthcoming Council Corporate Plan 2008-11 (the draft of which is before the Committee at this meeting) to be supplemented during 2008 as some of the current uncertainties are clarified; for operational plans to be refreshed for 2009-11; and for the subsequent corporate plan – which would be for 2010 -13 - to be prepared in the Spring of 2009, taking account of the decisions taken following public consultation and the new, statutory *Place Survey*, which will measure the public's perceptions of the quality of life and other aspects of living in Herefordshire.
13. The bottom line in Appendix 2 to this paper sets out the relevant elements in the PCT's performance cycle. While it isn't possible to achieve the full integration of the Council and PCT cycles (not least because of the elements of PCT cycle that are dictated by the Department of Health and the Strategic Health Authority), there is a need to make sure that the necessary connections are made as part of the development of public service arrangements. These will be particularly important in respect of the preparation of future plans, including those for joint commissioning, and associated decisions regarding pooled and other relevant budgets.



## RECOMMENDATION

**THAT the Committee considers the draft performance improvement framework and the associated two-year performance improvement cycle, and agrees any comments it wishes to make for Cabinet to consider.**

## BACKGROUND PAPERS

- None identified



# Performance Improvement Framework for the Council and developing public service arrangements

Draft Performance Improvement Framework for  
consideration by Strategic Monitoring Committee  
10 03 08

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## Introduction

The Council's prime purpose is to improve the quality of life, fairness and prosperity for all the people of Herefordshire, at the same time as providing good value for money for tax-payers. A robust performance improvement framework is essential to achieving these things. Increasingly, the Council will do so by developing ever-closer public service arrangements with the *Herefordshire Primary Care Trust (PCT)* and the *Herefordshire Partnership* more generally.

That's why at the heart of this framework is the delivery of the *Herefordshire Sustainable Community Strategy* and the associated *Local Area Agreement (LAA)*.

The advent of *Comprehensive Area Assessment (CAA)* from 2009 means that all local public bodies must be able together to demonstrate a good understanding of the needs of their local communities, and those of the different groups of people who live in them, and that they are able to secure high quality, value for money services to meet these needs.

The Council and the *PCT* are committed to working together to improve outcomes for people, with a particular focus on reducing inequalities by improving outcomes for disadvantaged groups. To achieve this, the top priority is to have in place really effective joint commissioning plans for health and social care, as well as shared emergency planning and the management of the risks that could frustrate our common ambitions. Further improvements will follow step-by-step, for instance in respect of public health and by streamlining management, administration, accommodation and systems, so that more resources can be directed into front-line services.

This framework will be updated during 2008 to reflect these and other developments, including those involving the wider *Herefordshire Partnership*.

The Council aims for continuous improvements in services and outcomes that will lead to improved *Direction of Travel* and *Use of Resources* assessments from the Audit Commission – respectively, improving strongly and performing well - in time for *CAA* in 2009.

Achieving these things is everybody's business: elected members, Cabinet, Scrutiny, the Corporate Management Board and the Joint Management Board with the PCT, heads of service, managers and their teams across the Council. It also depends on the contributions of our PCT colleagues and other partners. All managers and their staff must have a good understanding of the Council's objectives, including those shared with the PCT and other partners working in public service arrangements. They must also have the skills and confidence to deliver them. Our commitment to achieving *Investor in People* accreditation will help make sure we do this.

***Councillor Roger Phillips***  
**Leader of the Council**

***Chris Bull***  
**Chief Executive**

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## Section 1 - Principles

### The Framework: -

- 1.1 Is about achieving the Council's and its partners' shared prime objectives, which are an improved quality of life, fairness and prosperity for people throughout Herefordshire, and the best possible value for money
- 1.2 Establishes an overall corporate planning and performance improvement cycle that integrates all aspects of corporate, directorate, service, financial and workforce planning
- 1.3 Establishes the link between the ambitions set out in the higher level plans (The *Herefordshire Sustainable Community Strategy* and the Council's Corporate Plan) and the service objectives and actions to deliver those ambitions as set out in directorate, service and other more detailed plans
- 1.4 Requires directorate and service plans to be of three-year duration, reflecting the lifespan of the Corporate Plan, and to meet the requirements of annually updated guidance
- 1.5 Establishes the links between corporate and service objectives and the work of individual employees, through the *Staff Review and Development (SRD)* process
- 1.6 Holds Cabinet members, directors, heads of service and other managers to account for the performance of the services for which they are responsible
- 1.7 Ensures that the actual performance of services compared to targets, milestones and budgets is reviewed through regular integrated performance and financial reporting to the Cabinet, lead Cabinet members, scrutiny committees, Corporate Management Board, the Senior Management Team and directorate management teams
- 1.8 Requires the development of improved systems to ensure accurate, valid, reliable, timely and secure data and intelligence, including a detailed action plan to achieve the standards set out in the Audit Commission's key lines of enquiry for data quality

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- 1.9 Ensures that risk management is integrated into corporate, workforce and service planning, and performance monitoring and management, at all levels
- 1.10 Requires a commitment to improved performance in all we do, through self-assessment, including comparator and benchmarking data, and the outcomes of peer review and external inspections
- 1.11 Requires the engagement of staff at all levels, including through the use of staff surveys
- 1.12 Is overseen by;
  - 1.12.1 - a Council Corporate Management Board, comprising the Chief Executive, directors and the Head of Human Resources, with a focus on strategic leadership
  - 1.12.2 - a Council and PCT Joint Management Board, comprising the Chief Executive, directors from both organisations and the Head of Human Resources
  - 1.12.3 - a Head of Policy and Performance
  - 1.12.4 - dedicated performance improvement managers across the Council, accountable to the Head of Policy and Performance
- 1.13 Provides the platform from which we will develop a wider performance improvement framework for the public service arrangements we are developing with the PCT and other partners

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## Section 2 - Plans

2.1 The hierarchy of plans, including the links between the *Herefordshire Community Strategy*, the associated *Local Area Agreement (LAA)*, the Council's Corporate Plan, directorate and service plans and the *Staff Review and Development (SRD)* process, is shown in the diagram at **Appendix 1**.

2.2 **The Corporate Plan** sets out, at a strategic level, what the Council intends to achieve over the next three years to improve outcomes for people and value for money. It expresses this in terms of priorities, objectives, SMART targets, the associated resources and the management of risks. It includes the objectives and targets from the *Community Strategy* and the *LAA*, and the joint objectives, targets and key actions being pursued by the Council and the *PCT*. The Corporate Plan is reviewed and rolled forward regularly. The overall performance of the Council is monitored and managed against the Corporate Plan.

2.3 **Appendix 2** shows how the Council's Corporate Plan themes and priorities relate to the *Community Strategy* and the *LAA* priorities.

2.4 **Directorate, service and other detailed plans** are the basis for ensuring that the Corporate Plan will be delivered in terms of improved outcomes for people and value for money, across all that the Council does itself and in partnership with the *PCT* and other organisations. They do this by making clear:

2.4.1 - what has been achieved so far

2.4.2 - what will be done to fulfil the Corporate Plan in terms of priorities, objectives, SMART targets and associated resources

2.4.3 - how this will be done, including identification of the major risks and how they will be managed

2.5 Once approved, they become the basis for monitoring and managing the performance of the individual directorates and services. They are also the basis for ensuring that the objectives of the *Herefordshire Partnership* and the Council, including its joint work with the *PCT*, are delivered through the work of teams and individuals: the service plan being the basis for the performance targets and development plans set out in an individual's *SRD*.

2.6 Directorate and service plans look forward 3 years. They are reviewed and rolled forward annually. At their core must be the objectives and SMART targets in the Corporate Plan, including those in the *LAA*, the joint work programme with the *PCT* and what is to be achieved by means of statutory and partnership plans.



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2.7 This means that they should not only address the directorate's or service's immediate functional responsibilities but also its contribution to delivering the Council's objectives and priorities as a whole. In particular, they must say explicitly how equality will be promoted and diversity respected; how inequalities will be reduced; and how the welfare of rural areas will be protected and improved.

2.8 They must also show how the directorate will meet the requirements of the *Investor in People* standard to ensure that staff are enabled to improve performance.

2.9 Directorate and service plans must be drawn up having regard to, amongst other things:

2.9.1 - benchmarking data, including performance compared with broadly comparable authorities/statistical neighbours

2.9.2 - the results of surveys, including the *Annual Satisfaction Survey*, and other means of understanding customers' needs and wishes

2.9.3 - the results of the annual *Staff Opinion Survey* and other means of understanding the views of staff

2.10 Managers and staff must be involved in the development of the plans, not least as regards the setting of targets they will be required to deliver. This is the responsibility of directors and heads of service.

2.11 The plans must be in place and approved before the first operating year to which they relate.

2.12 **Directorate plans** are the responsibility of directors. They are approved by the lead Cabinet member, subject to the Head of Policy and Performance having certified that they meet the published requirements.

2.13 **Service plans** are the responsibility of heads of service. They are approved by the relevant director (or, in the case of Human Resources, the Chief Executive) and the lead Cabinet member. Again, this is to be subject to the Head of Policy and Performance having certified that they meet the published requirements.

2.14 It is open to directors to decide not to have service plans but, instead, to meet the requirements for directorate and service plans in directorate plans.

2.15 Plans must be maintained in-year as living documents, being reviewed and updated to reflect changing needs and circumstances, so as to continue to provide a sound basis for performance management.

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2.16 The detailed requirements in respect of directorate and service plans are updated annually as part of the performance improvement cycle.

## **Team plans**

2.17 It is for managers, with their line managers, to decide whether a team plan should be prepared to clarify or promote objectives arising from directorate or service plans and to manage team performance. Where they are produced, it is the responsibility of managers to involve their teams in the development of the plans.

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## **Section 3 - Performance monitoring and management**

3.1 Performance is monitored and managed at a level, and in a manner, appropriate to the individual committee, board, team, manager and member of staff.

### **Integrated performance and financial reports**

3.2 Integrated performance and financial reports (IPFRs) are the highest level Council performance reports. They are the principal means of reporting strategically to the Cabinet, Strategic Monitoring Committee (SMC), Corporate Management Board (CMB) and Senior Management Team (SMT).

3.3 IPFRs present hard (quantitative) and soft (qualitative) performance information on the full range of the Council's responsibilities and functions in terms of:

3.3.1 - the in-year targets, milestones and key actions shown in the Corporate Plan, including those in the *LAA*;

3.3.2 - the high-level picture in terms of the baskets of indicators that are the primary determinants of the Council's individual service block and overall *Comprehensive Performance Assessment (CPA)* scores and *Direction of Travel* assessment;

3.3.3 - the full suite of national mandatory performance indicators;

3.3.4 - the in-year targets, milestones and key actions being pursued jointly by the Council and the *PCT*

3.3.5 - the results of significant internal and external reviews and inspections;

3.3.6 - revenue and capital budgets;

3.3.7 - major workforce issues, including diversity;

3.3.8 - identified corporate risks.

3.4 They focus attention on the key issues, highlighting achievements as well as shortfalls by exception. In particular, they provide regular, high-level assessments of performance trends, identifying barriers and levers to performance improvement, so as to provide a spur for better performance.

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3.5 The IPFRs are supplemented by the reporting of performance management information associated with key corporate work-streams, such as major programmes, and controls assurance and audit matters considered by the Audit and Corporate Governance Committee.

SMC determines whether any matters in IPFRs should be referred to individual scrutiny committees for their consideration.

3.6 IPFRs use a red/amber/green (RAG) traffic-light system to identify what's going well, as well as areas of concern, i.e. those where we are performing below target or at risk of doing so. This system applies to all levels of the performance improvement framework.

### **Timetable**

3.7 The timetable for IPFRs is:

3.7.1 - to Cabinet and CMB - months 2,4,6,8,10 and 12, with a strategic assessment of end-year out-turn (and further detail, as necessary) reported in June.

3.7.2 - to SMC - the latest available report under a), if necessary supplemented with an up-date on subsequent developments.

### **Reports to subject scrutiny committees**

3.8 Subject scrutiny committees receive:

3.8.1 - an annual presentation by the relevant lead Cabinet member(s) on performance over the previous operating year against the objectives, targets, milestones and budgets in the previous year's plans and on issues for the current year and beyond

3.8.2 - in good time for the operating year to which they relate, relevant directorate and service plans

3.8.3 - at least quarterly, reports on progress against the objectives, targets, milestones, budgets and risks in relevant directorate and service plans

3.8.4 - such other reports as they may require, following consultation with the relevant lead Cabinet member(s) and the relevant director(s)/Head of Human Resources

### **The Leader and the Chief Executive**

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3.9 The Leader and the Chief Executive receive from each director/the Head of Human Resources, in terms agreed with the Head of Policy and Performance:

3.9.1 - a quarterly (January, April, July and October), report on progress against the objectives, targets, milestones, budgets and risks in relevant plans, on the basis of which a minuted meeting takes place between the Leader, the lead Cabinet member, the Chief Executive and each individual director/the Head of Human Resources, together with the Head of Policy and Performance and/or a member of his staff, to discuss the report

3.9.2 - such other reports as they may require.

### **Lead Cabinet members**

3.10 Lead Cabinet members receive from the relevant directors/the Head of Human Resources:

3.10.1 - monthly exceptions reports against the objectives, targets, milestones, budgets and risks in relevant directorate and service plans

3.10.2 - such other reports as they may require, following consultation with the relevant director(s)/Head of Human Resources

3.11 These reports are discussed at a monthly, minuted, meeting between the lead member and the relevant director(s)/Head of Human Resources.

### **Directors**

3.12 Directors receive from each of their heads of service:

3.12.1 - in preparation for each of their quarterly meetings with the Leader, the lead Cabinet member and Chief Executive, a report on progress against the objectives, targets, milestones, budgets and risks in the relevant service plan, on the basis of which a minuted meeting takes place between the director and the head of service to discuss the report

3.12.2 - such other reports as they may require.

3.13 Directors and heads of service are required to ensure that there is an effective cascade for discussion and follow-up of performance issues from their performance meetings with the Leader, the lead Cabinet member and the Chief Executive, and the other high-level reporting mechanisms, at meetings of directorate management and other teams.

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## **Team meetings**

3.14 It is the responsibility of all managers to hold regular team meetings to discuss performance, exchange information, identify actual or potential performance shortfalls against plans, recognise individual and team achievement, and enable improvement. Where appropriate, this can be coupled with the meetings arranged to discuss *News and Views*.

## **Partnership reporting**

3.15 Performance management for the *Sustainable Community Strategy*, the *LAA* and *Local Public Service Agreement 2* is the responsibility, with the Council, of the *Herefordshire Partnership*, which is the county's *Local Strategic Partnership*.

3.16 The *Herefordshire Partnership* performance management process mirrors that of *Herefordshire Council* in that it uses the same templates, a RAG traffic-light system and timescales. Progress is reported bi-monthly, by exception, to the *Herefordshire Partnership Performance Management Group*, which initiates action, as required. In turn, the *Performance Management Group* reports to the *Herefordshire Partnership Chief Executives Group*, by exception, which initiates action, as required.

3.17 Performance information considered by the *Performance Management Group* and the *Group's* views are incorporated in the earliest possible Council IPFR.

**Appendix 3** shows how the *Partnership* arrangements are structured.

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## **Section 4 - Improving performance through people**

4.1 The *Investor in People (IIP)* standard to which the Council aspires provides the framework for improving performance through people. Key principles are:

- 4.1.1 - developing strategies to improve performance
- 4.1.2 - taking action to improve performance
- 4.1.3 - evaluating the impact on performance

### **Individual performance - *Staff Review and Development (SRD)***

4.2 It is the Council's policy that a formal review of every employee's performance and development is held at least annually (except for those employed in a teaching capacity in schools). This annual *SRD* is supplemented by a six-monthly review of progress. The review and development discussion is conducted between an appropriate manager or supervisor and the individual jobholder.

4.3 The purpose of the *SRD* discussion is to:

- 4.3.1 - improve the individual's, team's and service's performance;
- 4.3.2 - review and provide feedback on performance over the last year;
- 4.3.3 - ensure employees are clear about what they are required to achieve in the coming year (in line with service/team plan objectives and targets for performance);
- 4.3.4 - plan how to gain any additional skills and knowledge needed to do this, and agree who will take agreed actions;
- 4.3.5 - inform succession planning;
- 4.3.6 - support and identify individual's development potential and career objectives; and
- 4.3.7 - agree how progress against an individual's *SRD* objectives will be monitored and supported.

### **Timings**

4.4 To ensure direct links between service objectives and targets and those of individuals:

- 4.4.1 - *SRDs* of Directors and Heads of Service must be completed before the end of March each year;
- 4.4.2 - *SRDs* of all other managers and staff must be completed before the end of May each year.

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4.5 Directors and heads of service are required to have in place auditable systems to ensure that all *SRDs* are completed by these deadlines to a satisfactory and consistent standard. In particular, they must ensure that they include objectives and targets, based on the relevant directorate/service/team plan, that are appropriate to the individual member of staff.

4.6 Full guidance and pro formas for the conduct of *SRDs* are on the Council Intranet under: *Info library* → *personnel* → *personnel* → *staff review and development* [Click here to access.](#)

## **Six-monthly *SRD* review**

4.7 This discussion affords the opportunity to review progress against objectives and up-date actions, including in respect of the individual's training and development.

## **1-2-1s / supervision**

4.8 Regular 1-2-1s (or supervision sessions for employees in social work/care services), at a minimum of six-weekly intervals, are necessary to underpin the annual *SRD* discussion and to ensure that progress, objectives and targets are regularly reviewed, monitored and, where necessary, amended.



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## Section 5 - Performance improvement cycle

5.1 The performance improvement cycle (PIC) binds together operationally all the individual elements in this framework. Through a process of constructive challenge by managers and members, it enables the Council to:

5.1.1 - link directly, at all stages of planning and performance management, the allocation of resources with the delivery of the Council's and *Partnership* priorities, in terms of measurably improved outputs and outcomes for people

5.1.2 - achieve the best possible value for money, both overall and in respect of individual services

5.1.3 - make informed choices about the trade-offs between investment in different services

5.1.4 - address successfully cross-cutting objectives, such as diversity, equalities and rural issues

5.1.5 - develop improved services by means of workforce planning and recruitment and retention strategies

5.1.6 - make cash-releasing and non-cash-releasing savings to meet Government requirements and deliver service improvements in priority areas

5.1.7 - drive continuous improvement that secures better customer services and outcomes for people across the Council and with the PCT and other partner organisations

5.1.8 - make clear what senior managers', managers' and employees' responsibilities are in implementing the performance improvement framework

5.1.9 - ensure that effective commissioning and procurement procedures are in place

5.2 To these ends, the processes for corporate, service and financial planning are fully integrated in the cycle.

5.3 The core elements are shown in **Appendix 4**: The Performance Improvement Cycle 2008-09

***[N.B. Appendix 4 will be added once Cabinet has taken decisions on the proposed two-year cycle, which is Appendix 2 to the SMC paper ]***

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## Section 6 - Managing Risk

***[N.B – A single Risk Management Strategy for the Council and the PCT is currently being developed; it is expected to be completed and signed off by March 2008, at which point this section will need to be updated. The following is taken from the Council current arrangements.]***

6.1 The basis for continuous improvement in services and outcomes for people is a sound understanding of the needs and wishes of people and communities throughout the county, with a particular focus on improving the life-chances of vulnerable and disadvantaged groups.

6.2 On its own, this won't deliver the desired improvements. That depends on identifying the main risks to success and then managing them successfully.

6.3 Conscious, controlled risk-taking is therefore at the heart of effective performance management.

6.4 Effective risk management at all levels will improve performance against objectives by contributing to:

6.4.1 - better service delivery

6.4.2 - better outcomes for people

6.4.3 - fewer shocks and unwelcome surprises, with a

reduction in management time spent fire-fighting

6.4.4 - change programmes being achieved

6.4.5 - more focus on doing the right things and doing them properly

6.4.6 - a better basis for setting strategy

6.4.7 - reduced fraud

6.4.8 - more innovation

6.4.9 - a suitably qualified and trained workforce to commission and deliver services

6.4.10 - more efficient use of resources

6.5 To achieve a consistent approach to managing risk throughout the Council, it is imperative that all managers follow the agreed policy and tool-kit as provided by the Corporate Risk Manager. The tool-kit provides a step-by-step guide to identifying and managing risks and the formats for the risk register action plan.

6.6 The policy and tool-kit can be found using the following links:

Click here to access the [Risk Management Tool-Kit 2007](#)

Click here to access the [Risk Management Policy 2007](#)

Click here to access the [Risk Management Strategy 2007](#)

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## Section 7 - Self-assessment for improvement

7.1 Self-assessment for improvement is integral to the performance improvement cycle (PIC). All managers and their teams must strive actively to understand what they are achieving in terms of improved outcomes for people and better value for money; and to identify the key levers that will secure further improvements. Some of the tools to help do this are:

7.1.1 - the challenge process that runs through the PIC

7.1.2 - the analysis of performance against KPIs, both corporately and in directorates and services, is central to targeted programmes of improvement

7.1.3 - annual self-assessment for the *Direction of Travel* and *Use of Resources* assessments

7.1.4 - self-assessment in advance of periodic external inspections of specific services, including Corporate Policy and Performance “critical friend” involvement

7.1.5 - assessment as an integral part of the Council’s *Business Transformation Programme* to improve customer services and deliver the financial capacity needed to invest in key priorities for the future.

7.2 Further details are included in the *Driving greater efficiency* section that follows.

7.2.1 - Internal Audit work and reports make a vital contribution

7.2.2 - the results of external inspections and reviews, including the *Annual Audit Letter*, are taken into account in all planning and performance management, alongside self-assessment

7.3 During 2008-09, the Council will review how its assessment capacity could be further improved. This will take account of developments in the public service arrangements.

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## Section 8 - Driving greater efficiency

8.1 The Council's success depends on continued improvement in the productivity of all available resources: people, land, property, ICT and cash.

8.2 Our strategy is to improve services to secure outcomes valued by our users and the people of Herefordshire generally. We aim to get more from the same amount of resources, or achieve the same with less, targeting the capacity released to achieve our highest priorities. As part of this the Council and the PCT are working together to reduce management overheads and maximise the resources available for front-line services. We plan to extend this approach as we develop public service arrangements with partners more generally.

8.3 We intend to deliver cumulative, cashable and recurrent efficiency savings of 3% per annum over the coming three years. This target is at the heart of the performance improvement cycle.

8.4 Complementary measures that will drive potentially additional efficiency savings include:

8.4.1 - whenever there is staff turnover, the appropriate way of delivering the relevant elements of service is reviewed; this may include not replacing the member of staff, reallocating the duties to others or changing the way the service is provided;

8.4.2 - service managers are empowered to transfer certain amounts and types of budget between items, so that they have flexibility, within approved aggregate budgets, to react to changing needs and circumstances and improve the delivery of services to customers  
***[electronic link to the Financial Procedures Manual]***

8.4.3 - directorate and service plans set out the changes to services that are planned over the coming years to achieve improved performance within constrained budgets

8.4.4 - task and finish scrutiny teams carry out best value reviews of service areas the Council wishes to develop

### Providing value for money

8.5 Value for Money (VfM) has assumed enormous importance in the public sector and in the assessment of performance. The Council is required to deliver best value in the provision of services and to demonstrate its ability to achieve improved VfM, which is assessed through the *Comprehensive Performance Assessment (CPA)*, including the *Use of Resources* assessment, and annual audit and inspection letters. These disciplines are

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expected to become even more demanding under the new system of *Comprehensive Performance Assessment (CAA)*.

8.6 Council plans must show how VfM will be achieved. Plans therefore need to demonstrate:

8.6.1 that the Council currently achieves good VfM -

8.6.1.1 - do costs compare well with others allowing for external factors?

8.6.1.2 - are costs commensurate with service delivery, performance and outcomes achieved?

8.6.1.3 - do costs reflect Council priorities?

8.6.2 that the Council manages and improves VfM -

8.6.2.1 - do services monitor and review VfM?

8.6.2.2 - have services improved VfM and achieved efficiency gains?

8.6.2.3 - do procurement and other spending decisions take account of full long-term costs and benefits?

8.7 The key principles that underpin the approach to VfM are, where possible, to:

8.7.1 - take a community-wide perspective rather than that of individual service users;

8.7.2 - look at gross costs, as net costs can mask high spending if income is high;

8.7.3 - take account of local context and quality of service;

8.7.4 - take account of long-term costs and benefits, including the wider social and environmental impact;

8.7.5 - ensure equity of access to services;

8.7.6 - use data on costs and performance to provide a starting point for questions;

8.7.7 - allow for local policy choices within the context of national policies, priorities and specified standards of service;

8.7.8 - review current performance in achieving VfM and how VfM has improved over time, for example, using trend analysis; and

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8.7.9 - rely on evidence of outcomes achieved and the effectiveness of activity to improve VfM.

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## Section 9 - Roles and responsibilities

9.1 The current planning and performance relationship between the *Herefordshire Partnership*, the Council, and the Council and PCT's developing public service arrangements are illustrated in **Appendix 5a**.

9.2 Planning and performance roles and responsibilities within the Council are illustrated in **Appendix 5b**. (Headline roles and responsibilities in respect of data quality are described in section 10 below.)

9.3 The Council's role takes into account its direct service contribution to the *Herefordshire Sustainable Community Strategy (HSCS)* and *Local Area Agreement (LAA)*, as well as its community leadership role in ensuring that these strategies meet the needs of the county and are delivered successfully.

Headline roles and responsibilities within the Council are:

9.4 **Cabinet-** Cabinet has *collective overall accountability* for the effective operation of the Council, discharging its responsibility by:

9.4.1 - with the approval of the Council, setting the Council's overall aims, objectives and priorities, including those delivered with the *Herefordshire Partnership* and under public service arrangements with the PCT

9.4.2 - setting the broad performance improvement and management framework for the Council, defining high-level performance indicators

9.4.3 - ensuring that it receives all the necessary information to enable it to interrogate the critical success areas and key performance indicators, so as to inform decision-making

9.4.4 - ensuring there is an appropriate link between agreed performance targets and actual delivery

9.4.5 - identifying appropriate actions required where there are positive or negative variances from projected performance

9.4.6 - identifying an appropriate individual member of the Cabinet or of the Corporate Management Board to be responsible for each performance area

9.5 **The Leader** – *overall leadership and drive*, ensuring that the *Partnership's* and the Council's policies and priorities, including those being pursued jointly with the *PCT* under public service arrangements, are clear and are being communicated and implemented successfully.

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**9.6 Individual Cabinet members** – *overall leadership in their respective lead areas*, ensuring with the relevant directors/Head of Human Resources that plans reflect the Council's and *Partnership* priorities and are being implemented successfully, including under public service arrangements.

**9.7 Scrutiny** – *testing* the robustness of plans and the effectiveness of performance management to deliver the Council's and *Partnership* priorities, including under public service arrangements.

**9.8 The Chief Executive** – *leadership of the executive staff*, ensuring that the Council's and *Partnership* plans and priorities and associated systems are soundly based, communicated clearly to all staff and partner organisations and implemented successfully, including under public service arrangements.

**9.9 Corporate Management Board** – *collective responsibility* for the robustness of the Council's plans and systems to deliver the Council's and *Partnership* priorities, including under public service arrangements, the alignment of resources to implement them successfully, and the effectiveness of their communication and performance management.

9.10 There is also a developing role for the **Council and PCT Joint Management Board** in respect of the establishment of public service arrangements between the two organisations. This and other aspects of the governance, leadership and management of the public service arrangements will be further developed in the months ahead.

**9.11 Individual directors** – *strategic leadership and management of the staff in their directorates*, ensuring that their plans reflect the Council's and the *Partnership's* policies and priorities, as set out in the Corporate Plan, in terms of their direct functional responsibilities, public service arrangements and cross-cutting objectives, such as equalities and sustainability; that they are understood by all their managers and staff, and delivered successfully within approved budgets; and that performance information and analysis are presented clearly and accurately in accordance with the Council's timetable and other requirements.

**9.12 Heads of service** – *operational leadership and management of the staff in their services*, ensuring that their plans reflect the Council's and *Partnership* policies and priorities as set out in the Corporate Plan, in terms of their direct functional responsibilities, public service arrangements and cross-cutting objectives, such as equalities and sustainability; that they are understood by all their managers and staff, and delivered successfully within approved budgets; and that performance information and analysis are presented clearly and accurately in accordance with the Council's timetable and other requirements.

**9.13 Head of Policy and Performance** – *ensuring* that the Council has sound planning and performance management systems and that they are operating



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so as to deliver successfully its policies and priorities, including those of the *Partnership* and under public service arrangements.

**9.14 Performance improvement managers** – *ensuring* that the Head of Policy and Performance is able to discharge his responsibilities within their respective directorates and services; in particular by supporting their director(s) and heads of service to produce plans and to operate efficient and effective systems for performance management and reporting, all so as to enable them to deliver the Council's and *Partnership* policies and priorities, including under public service arrangements, within approved budgets.

**9.15 All individual managers** – *ensuring* that they and their staff contribute to the development of the relevant directorate/service and other plans, and understand their contribution to delivering the Council's and *Partnership* priorities, including under public service arrangements; that the objectives and targets of all teams and individuals for whom they are responsible reflect accurately what they are required to deliver to help achieve the policies and priorities; and that their team's approved objectives and targets are delivered within approved budgets.

**9.16 All individual members of staff** – *ensuring* that they understand what their contribution is to delivering the Council's and *Partnership* policies and priorities, including under public service arrangements, that they become actively involved in service and team planning activities instituted by managers, and that their individual objectives and targets are delivered within approved budgets.

**9.17 Research** – Advising on the selection of indicators; and overall *State of Herefordshire* reporting (Council, *Partnership* and under public service arrangements)

**9.18 Internal Audit** – assuring that the performance improvement framework as a whole is operating effectively.

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## Section 10 - Verification and quality assurance systems

10.1 The main verification and quality assurance systems for this framework are as follows:

10.1.1 - a corporate pro forma for all national and local performance indicators (PIs), including the definition, method of calculation, management and responsibility for each

10.1.2 - the early production of quality-assured PI information at year-end

10.1.3 - Internal Audit focus on any qualified or new performance indicators and support to any managers with concerns or uncertainties in this area

10.1.4 - targeted Internal Audit work on LAA PIs

10.1.5 - a template that has to be completed and regularly updated for each of the individual strategic PIs that are in the Corporate Plan (amongst which are all those selected for the *Herefordshire Sustainable Community Strategy*, including the LAA); this is quality assured jointly by Corporate Policy and Research and the Partnership support team; it provides the basis for the compilation of the IPFRs

10.1.6 - advice and support from the Research Team in respect of the design and selection of all strategic PIs and the setting of appropriate targets

10.1.7 - continuing work within directorates and services, under the overall direction of the Head of Policy and Performance and delivered by the performance improvement managers, to ensure that data is accurate, valid, reliable, timely, secure and collected and presented clearly to enable effective decision-making.

10.1.8 - targeted and, where necessary, mandatory corporate programme of training for managers on planning and performance improvement, including risk management

10.1.9 - commitment from directors and heads of service to ensure that the work is driven, supported and prioritised within their services

10.1.10 - closer working with District Audit, including joint set-up and feedback sessions with performance improvement managers

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10.1.11 - the quality assurance of directorate and service plans under the direction of the Head of Policy and Performance

10.1.12 - annual internal audit of the operation of this framework, which follows as a consequence of its having been identified as one of the Council's critical systems

10.1.13 - a *Data Quality Action Plan* to ensure that the Council progressively improves its performance in this respect in accordance with the Audit Commission's guidance on best practice

10.1.14 - continuous assessment against the *Investor in People* standard

## Data Quality

10.2 The Council has a *Data Quality Policy*, within which five core areas have been identified to provide a common approach to the collection, recording, analysis and reporting of data across the authority. The five areas are:

### Responsibility and accountability

10.3 *Overall responsibility and accountability* for data quality rests, on behalf of the Council and Cabinet, with the Leader and, on behalf of the Corporate Management Board, the Chief Executive.

10.4 *Strategic responsibility and accountability* is vested in the lead member for Corporate and Customer Services and Human Resources, and the Director of Corporate and Customer Services.

10.5 *Operational responsibility and accountability* is vested corporately in the Head of Policy and Performance and, for their respective services, the heads of services.

10.6 They are supported in the discharge of these duties by designated performance improvement managers. Each performance improvement manager has a *personal responsibility*, in respect of which they account to the Head of Policy and Performance, for ensuring in his or her respective areas that data quality protocols, procedures and systems are in place and operating efficiently and effectively.

10.7 The Council and *Herefordshire Partnership* Research Team is responsible for advising on and quality-assuring the analysis, interpretation and presentation of data.

10.8 All managers and staff have a *personal responsibility and accountability* for the accuracy and sound presentation of data, and for observing associated

# Draft Performance Improvement Framework for consideration by Strategic Monitoring Committee

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protocols, procedures and systems that apply to their designated areas of work.

## **Principles governing data quality**

10.9 Data quality is an integral part of all Council business and performance management. Data used to inform plans and decision-making, including resource allocation, must be right first time and fit for purpose. Data quality is the responsibility of all who contribute to it, directly or indirectly, whether they are producers of data or users of it

## **Key requirements for assuring data quality**

10.10 All staff must be aware of the importance of data quality and take responsibility for securing it.

10.11 Up-to-date arrangements and control procedures must be documented and in operation for the ownership, security, collection, recording, collation, analysis and reporting of data.

10.12 Staff must be equipped with the knowledge, understanding, skills and tools necessary to maximise the quality of data and their effective use.

10.13 Clear performance management arrangements must be in place across the organisation to ensure that data are used appropriately to inform decision-making, including resource allocation.

10.14 Data quality must be assured through routine reporting of errors and performance reviews.

10.15 All out-turn data and collection processes must be subject to periodic audit and review.

10.16 Business continuity and security arrangements must be in place for all data and information systems.

10.17 In furtherance of the Council's commitment to working with the PCT and other partners to deliver the *Herefordshire Sustainable Community Strategy*, including through public service arrangements, protocols agreed with partners and any relevant third parties must be in place to ensure that fit-for purpose data can be shared in compliance with legal and confidentiality standards.

10.18 A documented validation process must be in operation for all data provided by partners or third parties

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## **Securing a data quality culture**

10.19 The Council is determined to embed a culture of data quality across the organisation. Elected members, managers and staff alike must act at all times with an awareness of the importance of data quality and of accuracy and integrity in the use of data. It is therefore imperative that all receive the training or development appropriate for their particular roles, responsibilities and accountabilities; and that this is reviewed and refreshed over time to meet changing requirements, needs and circumstances.

## **Monitoring and review**

10.20 Progress in giving effect to this policy, through the associated operational arrangements and the *Data Quality Action Plan*, will be monitored regularly. The Head of Policy and Performance will report on it quarterly to the lead Cabinet member and Corporate Management Board, and six-monthly to the Cabinet and the Audit and Corporate Governance Committee.

10.21 The Chief Internal Auditor will present an annual data quality audit assurance report to the lead Cabinet member and director. This will also be reported to the Audit and Corporate Governance Committee and the Corporate Management Board. It will form the basis for continuous improvements in data quality.

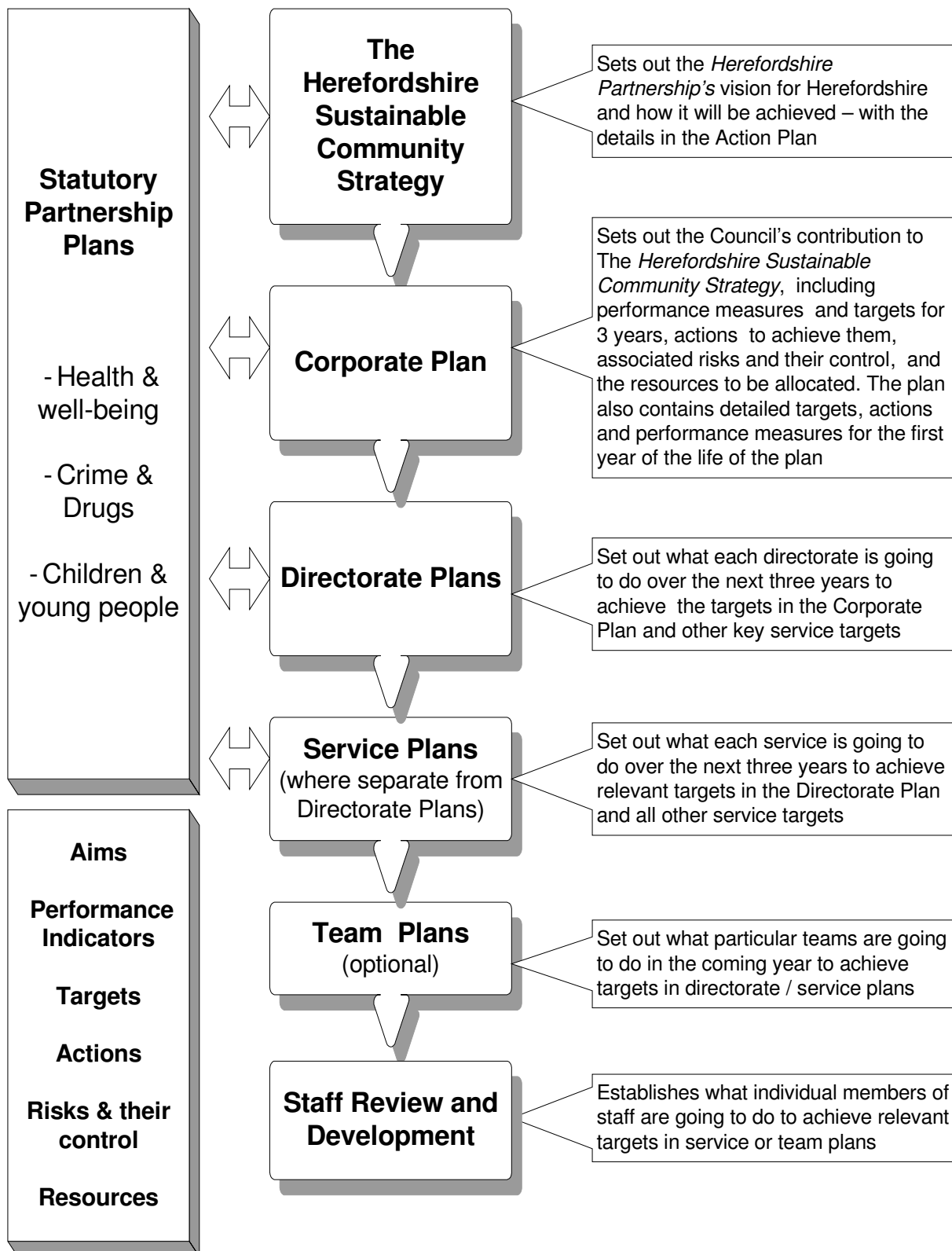
10.22 The *Data Quality Policy* and its associated operational arrangements and *Action Plan* will be reviewed and reported by the Head of Policy and Performance alongside the annual data quality audit assurance report.

# Draft Performance Improvement Framework for consideration by Strategic Monitoring Committee

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## The Corporate Planning Process

## Appendix 1



# Draft Performance Improvement Framework for consideration by Strategic Monitoring Committee

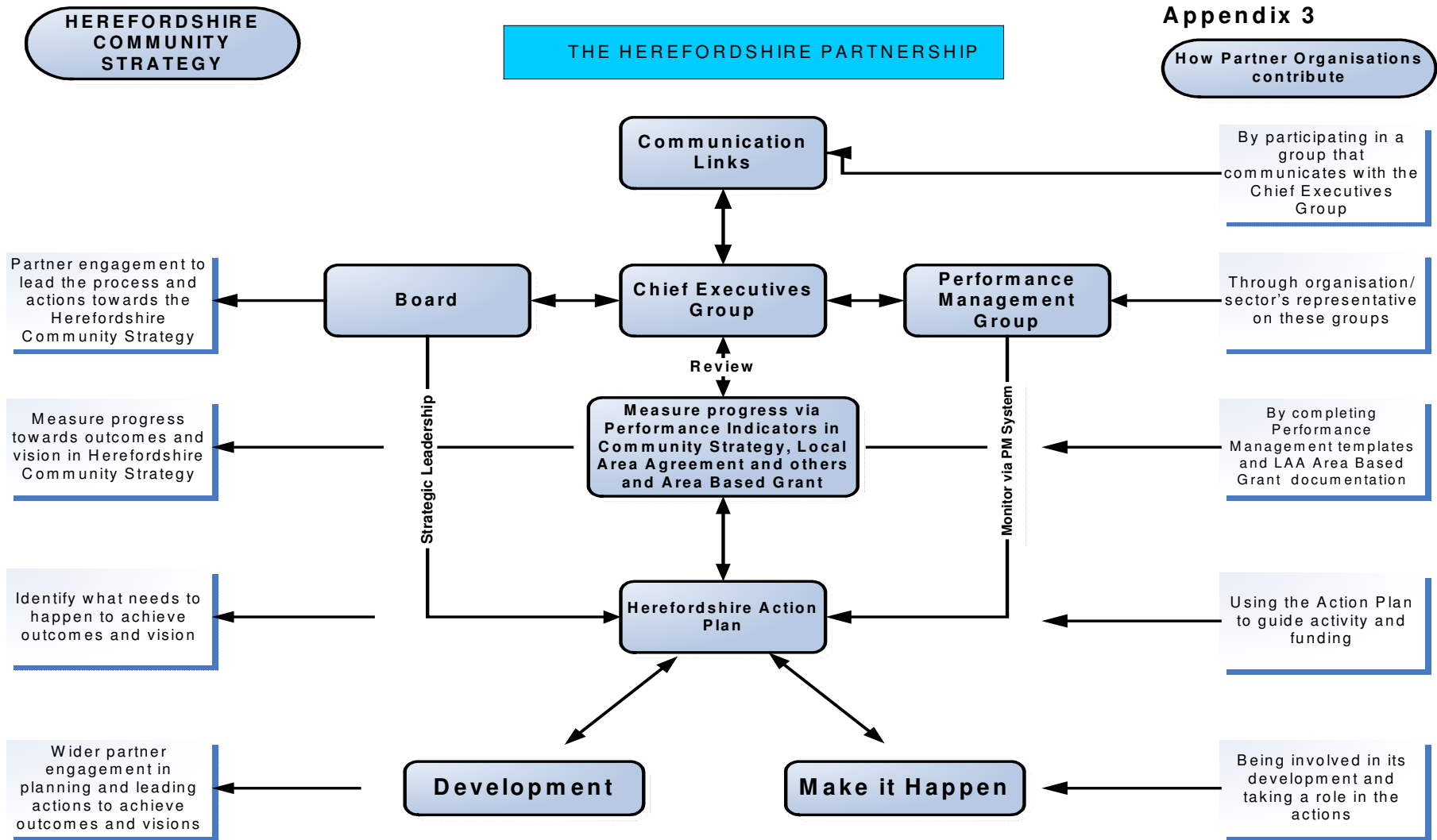
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How the Council's themes & top priorities relate to the Herefordshire Sustainable Community Strategy (HSCS)

Appendix 2

HSCS themes	The Corporate Plan themes	The Council's top priorities	LAA priorities
Children and young People	Children & young people	The best possible life for every child, safeguarding vulnerable children and improving educational attainment	<ul style="list-style-type: none"> <li>To encourage and enable children and young people in Herefordshire to achieve their potential and participate in positive activities</li> <li>To improve participation in, and achievement for, young people in education, employment and training post 14</li> </ul>
Healthier communities and older people	Health and well-being  Older People	Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives	<ul style="list-style-type: none"> <li>Encourage and promote a healthy lifestyle with particular attention to: Reducing smoking, levels of obesity and excessive consumption of alcohol</li> <li>Help vulnerable people to live safely and independently in their own homes</li> </ul>
Economic development and enterprise	Economic development and enterprise	The essential infrastructure for a successful economy, enabling sustainable prosperity for all	<ul style="list-style-type: none"> <li>To improve access to integrated public and community transport, reduce traffic congestion and encourage alternatives to car use</li> <li>Increase the economic potential of the county with a particular regard to higher skilled and better paid jobs</li> <li>Increase access to learning and development at all levels, and increase participation, in order to raise achievement, address worklessness and improve workforce skills</li> </ul>
Safer and stronger communities	Safer & Stronger communities	Affordable housing to meet the needs of local people	<ul style="list-style-type: none"> <li>Further reduce the low levels of crime, disorder and anti-social behaviour in the county and reduce any disproportionate fear of such.</li> <li>Increase safety for road users in the county.</li> <li>Increase the availability of appropriate, decent and affordable housing</li> <li>Improve the availability of sustainable services and facilities and access to them</li> <li>Encourage thriving communities where people are able to influence change and take action to improve their area, regardless of their background.</li> <li>Minimise domestic and commercial waste and improve recycling</li> <li>Lead a local contribution to climate change reduction</li> </ul> <p>• To enhance the recovery from events that have significant and potentially long-term impacts upon the community through proactive and effective inter agency collaboration and co-ordination</p>
	Organisational improvement and greater efficiency	Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations	

# Performance Improvement Framework

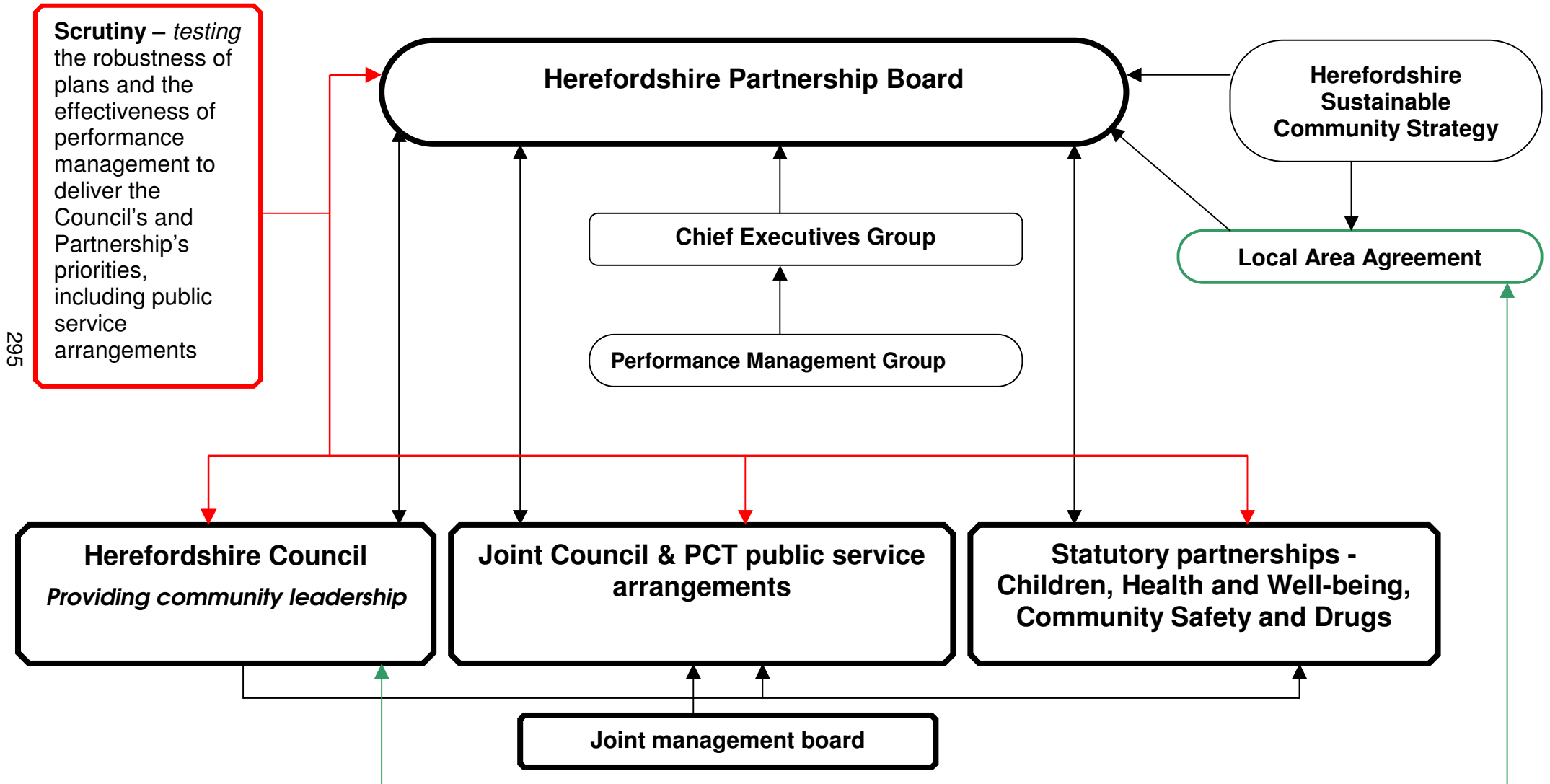


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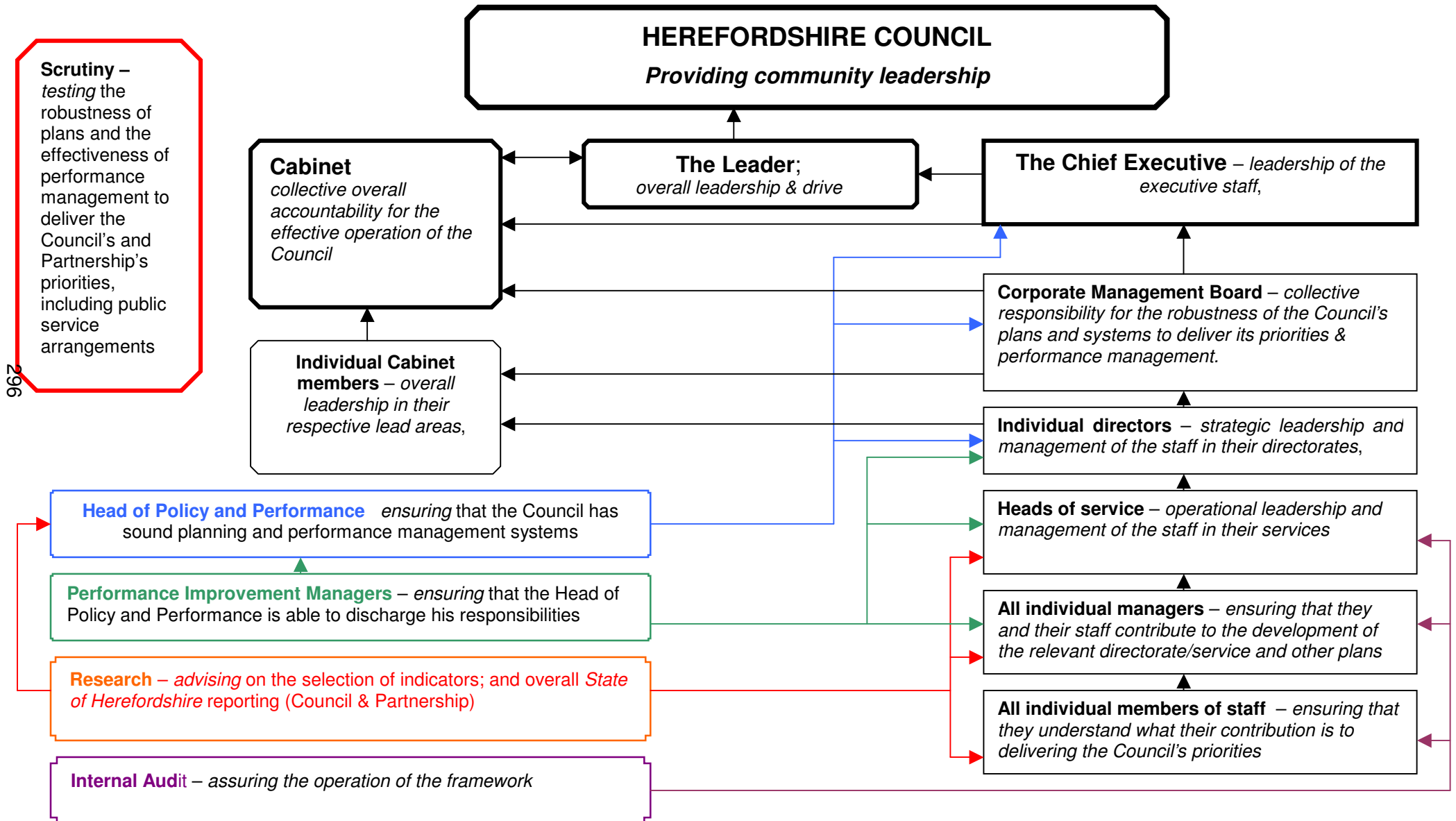


**Current planning and performance management relationships**

Appendix 5a



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# Performance Improvement Framework



**Proposed Performance Improvement Cycle: March 2008 to December 2009**

**Appendix 2**

2008	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
LAA	Negotiation	Negotiation	Negotiation	Approval				6-month review?		
CPA/CAA		New mandatory national PIs in effect		Consultation on CAA details	Consultation on CAA details	Consultation on CAA details			APA assessments Adult Social Care & Children & YPs	Last CPA assessments published?
Needs Assessment		JSNA duty in effect Agreed needs assessment programme					Mandatory biennial new Place Survey	Public consultation	Public consultation	Public consultation
Corporate Plan	Proposed Corporate Plan 2008-11 considered by Cabinet	Supplemented by emerging joint programme with PCT etc.	Corporate Plan 2008-11 approved by Council Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.
Directorate and service plans	2008-11 plans approved	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Issue requirements re. refreshed 2009-11 plans	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.
Finance & Governance	- Council Tax & Budget set - Annual Governance statement			Statement of Accounts approved			Audit Commission Opinion on the Accounts	Updated MTFMS Annual summary of Accounts and performance published	Confirmation of the LG settlement within the three year settlement framework	Budget Advice to directorates and services
Performance reports		Month 12 IPR Leader and CX-led performance meetings		Month 2 IPR Confirmation of month 12 out-turn	Leader and CX-led performance meetings	Month 4 IPR		Month 6 IPR Leader and CX-led performance meetings		Month 8 IPR?
Human Resources	Directors & Service heads		All other managers & staff		Employee Opinion Survey	Training and Development Programme		Six- month reviews		

**PCT**

	Final 3 year overarching plan 2008-10						1 <sup>st</sup> draft of 5 year (2009-2014 Strategic Plan Annual report published			- Operating Framework published - Strategic Plan published - PCT allocations
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2009	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
LAA			12-month review							6-month review?		
CPA/CAA	- Last CPA assessments published? - Use Resources judgement - CAA details confirmed	Direction Travel judgement CAA details confirmed			CAA risk assessment of the Council and partners?					First set of CAA results published	APA assessments Adult Social Care & Children & YPs ??	
Needs Assessment	Report on the survey and public consultation			Agreed needs assessment programme					Annual local satisfaction survey?			
Corporate Plan	Draft 2009-10 operating statement	Strategic options and challenge - CMB, Cabinet, SMC	- 2009-10 operating statement approved - Strategic options and challenge - CMB, Cabinet, SMC	Strategic options and challenge - CMB, Cabinet, SMC		Draft Corporate Plan 2010-13			Corporate Plan 2010-13 approved			Initial draft of 2010-11 operating statement
Directorate and service plans	First drafts of refreshed 2009-11 plans		Refreshed 2009-11 plans approved						Issue requirements re. 2010-13 plans			First drafts of 2010-13 plans
Finance & Governance	LG settlement confirmed	Updated MTFMS	- Council Tax & Budget set - Annual Governance statement		Updated MTFMS (reflecting strategic options and challenge process)	Statement of Accounts approved			Audit Commission Opinion on the Accounts	Annual summary of Accounts and performance published	Confirmation of the LG settlement within the three year settlement framework	Budget Advice to directorates and services
Performance reports	Month 8 IPR? Leader and CX-led performance meetings	Month 10 IPR		Month 12 IPR Leader and CX-led performance meetings		Month 2 IPR Confirmation of month 12 out-turn	Leader and CX-led performance meetings	Month 4 IPR		Month 6 IPR Leader and CX-led performance meetings		Month 8 IPR
Human Resources			Directors and heads of service		All other managers and staff		Employee Opinion Survey	Training and Development Programme		Six-month reviews		

PCT	SHA confirm and challenge meetings Budget setting begins	FIMS Plan submission and LTFM	- LDP sign-off (Operating plan from 2009/10) - Budgets and Financial Plan approved by PCT Board	Final 3 year overarching plan 2009-11		1 <sup>st</sup> draft of 5 year (2010-2015) Strategic Plan Annual report published						- Operating Framework published - Strategic Plan published - PCT allocations
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## **CALL-IN OF CABINET DECISION ON HEREFORDSHIRE CONNECTS – EXECUTIVE RESPONSE**

**Report By: Director of Corporate and Customer Services**

### **Wards Affected**

County-wide

### **Purpose**

1. To note Cabinet's response to the recommendations made by the Strategic Monitoring Committee following the call-in of Cabinet's decision on the acquisition of the preferred technology to replace the current client systems used within both Adult Social Care and the Children and Young People's Directorate and the Committee's consideration of a consolidated report on the Herefordshire Connects programme.

### **Background**

2. On 21 February Cabinet considered a revised submission prepared in response to the recommendations made by the Strategic Monitoring Committee on 31 January, following its call-in of Cabinet's decision on the above acquisition. Cabinet also considered the Committee's further recommendations in relation to its consideration of this issue and its consideration of a consolidated report on the Herefordshire Connects programme.
3. Cabinet approved the revised submission and the Committee's further recommendations.





## WORK PROGRAMME

**Report By: Director of Corporate and Customer Services**

### Wards Affected

County-wide

### Purpose

1. To consider the Committee's work programme.

### Background

2. A report on the Scrutiny Committees' current work programmes will be made to this Scrutiny Committee quarterly. A copy of this Committee's own work programme will be made to each of its scheduled meetings. A copy of this Committee's current work programme is therefore attached for this meeting.
3. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.
4. The Committee's attention is drawn to the following two requests from the Audit and Corporate Governance Committee:

### RECOMMENDATION

**THAT the current work programme serves as a basis for further development, subject to any comment the Committee wishes to make.**

### BACKGROUND PAPERS

- None



## Strategic Monitoring Committee – work programme 2007/08

	<b>TBC</b>
	<ul style="list-style-type: none"> <li>• ICT Services Executive Action Plan – progress report /cross reference with request from Audit and Corporate Governance Committee (16 November 2007) – “that the Strategic Monitoring Committee be requested to revisit the review that had been carried out in respect of ICT”</li> <li>• Pay and Workforce Development Strategy monitoring (inc Staff Opinion Survey)</li> <li>• Comprehensive Equality Policy</li> <li>• Analysis of Complaints to the Ombudsman – Planning</li> <li>• Work Programme</li> </ul>
<b>28 April 2008</b>	
	<ul style="list-style-type: none"> <li>• Integrated Performance Report</li> <li>• Accommodation Strategy</li> <li>• Draft Community Strategy Action Plan/Community Strategy Action Plan Monitoring</li> <li>• Annual Efficiency Statement</li> <li>• Service Plan Monitoring/Proposals</li> <li>• Progress Report on Strategic Service Delivery Partnership</li> <li>• Scrutiny Development Plan</li> <li>• Review of Constitution (including Scrutiny Process (suggestion from member of the public)</li> <li>• Definition of Senior Citizens (Request from member of the public)</li> <li>• Work programmes</li> </ul>

**Other issues**

- Review of Provision of School places
- User Satisfaction Surveys.
- Gender Equality Scheme Monitoring (reported March 2007 6 month/annual).
- Comprehensive Equality Scheme Action Plan monitoring.
- Scrutiny of Police/Crime and Disorder Reduction Partnership.
- Electoral Registration issues - polling station reviews
- Elections Action Plan - Monitoring
- Communications Strategy Monitoring
- (Item referred by Audit and Corporate Governance Committee – (30 November 2007) – “ that Strategic Monitoring Committee be requested to review the control of asset management processes and procedures and actions which are taken against officers who do not adhere to these rules”
- Monitoring of Comprehensive Area Assessment Preparation Programme (July and October 2008 and January and April 2009.)

**Further additions to the work programme will be made as required**