

Chief Executive's Office

Chief Executive: CJ Bull

To: All Members of Cabinet:
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LO Barnett
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6th August 2008

Dear Councillor,

MEETING OF CABINET
THURSDAY 31 JULY 2008 AT 2.00 PM
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD

AGENDA (08/04)

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

Notice is hereby given that the following reports contain key decisions. When the decisions have been made, Members of the relevant Scrutiny Committee will be sent a copy of the decision notices and given the opportunity to call-in the decisions.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
4	Swimming Provision for Primary Schools in Hereford City	Children's Services	Children's Services	Yes
5	Virtual Learning Environment	Children's Services	Children's Services	No
8	Herefordshire Connects Option Appraisal	ICT Education & Achievement and Corporate & Customer Services & Human Resources	Strategic Monitoring Committee	Yes



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9	Waste Collection Contract	Environment and Strategic Housing	Environment	Yes
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1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

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3. MINUTES

To approve and sign the minutes of the meeting held on 10 July 2008. (To follow).

4. SWIMMING PROVISION FOR PRIMARY SCHOOLS IN HEREFORD CITY

To establish provision for swimming lessons as part of the curriculum for Herefordshire primary schools. To establish the future of the LEA swimming pool.
(Pages 1 - 16)

5. VIRTUAL LEARNING ENVIRONMENT



Following consultation with schools, the report seeks formal approval of the virtual learning environment (VLE) platform arrangements and signing of the contract with the preferred supplier of the VLE service.

(Pages 17 - 20)

6. INTEGRATED PERFORMANCE AND FINANCE REPORT

To report performance for the whole of the operating year 2007-08 against the Annual Operating Plan 2007-08, Best Value Performance Indicators, and the Direction of Travel indicators used previously by the Audit Commission.

(Pages 21 - 78)

7. COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME PROGRESS REPORT

To report progress against the Comprehensive Area Assessment Preparation Programme.

(Pages 79 - 112)

8. HEREFORDSHIRE CONNECTS OPTION APPRAISAL

To seek approval of recommendations arising from an Options Appraisal of Herefordshire Connects to determine the future focus, purpose and outcomes for the Council's development of Information and Communications Technology (ICT) systems required to achieve cost effective, service improvements for customers, in partnership with Herefordshire Primary Care Trust (PCT).

(Pages 113 - 162)

9. WASTE COLLECTION CONTRACT

To approve the principles of a specification of a new Waste Collection Contract to commence in 2009.

(Pages 163 - 174)

10. TREASURY MANAGEMENT ACTIVITIES 2007/08

To note the council's treasury management activities for the period 1 April 2007 to 31 March 2008 and the outturn of Prudential Indicators for the year 2007/08.

(Pages 175 - 184)

Yours sincerely,



CJ BULL
CHIEF EXECUTIVE

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors
Assistant Chief Executive



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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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SWIMMING PROVISION FOR PRIMARY SCHOOLS IN HEREFORD CITY

PORTFOLIO RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

To establish provision for swimming lessons as part of the curriculum for Herefordshire primary schools. To establish the future of the LEA swimming pool.

Key Decision

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included on the Forward Plan.

1. The issue was deferred from the Cabinet meeting of 10 July, 2008. It was requested that the report was deferred and be rescheduled for consideration at Cabinet on 31 July, 2008 in order to allow appropriate time to digest the outcomes of the consultation, and in order to carry out further work on the business case and clarification provided in the financial tables.

Recommendations

- THAT**
- (i) the LEA swimming pool not be reopened;
 - (ii) alternative provision from September 2008 be offered at Hereford Leisure Pool and that this provision by HALO be monitored to ensure that the needs of schools and other users continue to be met;
 - (iii) close collaboration and partnership working be undertaken between the Council and HALO with schools, clubs and other users of the LEA pool to ensure that a viable and efficient service is provided; and
 - (iv) a report be brought back to Cabinet by Easter 2009 at the latest outlining the outcome of the process.

Reasons

2. The capital requirements of the LEA swimming pool are significant in order to open in September 2008, and to improve its viability for the medium term. The Council has not identified capital to cover the medium term investment requirements. In addition

Further information on the subject of this report is available from
Sharon Menghini, Director of Children's Services
(01432) 260039

there is not sufficient time to complete the works in time for September 2008. There are concerns over the long term viability of the LEA swimming pool in both capital and revenue terms. These should be considered alongside the use of the Hereford Leisure Pool. Further work is required to assess the possibility of income generation if the LEA swimming pool was reopened.

Considerations

3. It is a requirement of the national curriculum that all children are able to swim 25 metres by the time they leave Primary School. In the past, 38 primary schools have used the LEA swimming pool next to St Martin's School, Hereford. The LEA swimming pool's maintenance programme has not kept pace with the condition of the pool and the pool was closed from the end of December 2007. Since that time 38 primary schools have used alternative provision, primarily the Hereford Leisure Pool, run by Halo. Schools have for the most part used the leisure (beach) pool.
4. Capital investment is required if the LEA swimming pool were to reopen and further costs have been identified to keep the pool open in the medium term and to make it more energy efficient. These are set out below, alongside possible revenue costs. Capital and revenue considerations are also set out if the Herefordshire Leisure Pool were to be chosen as the long term solution.

The Views of Schools and Pupils

5. The 38 Primary Schools who have used the LEA swimming pool in the past favour its continued use. It was purposely designed to teach swimming and has dedicated school use. A consultation letter was sent out on 2 June 2008. The views of those that responded and the views of some pupils are contained in Appendix 1, supplemented by the views received prior to and at Cabinet on 10 July 2008. 20 schools have submitted views. 19 head teachers who responded are in favour of reopening the LEA swimming pool. One response was against reopening. There was one submission from Chair of Primary Schools Forum to clarify the Forum's position. One Petition was received to re-open the LEA swimming pool. One portfolio of letters from pupils at St Mary's C of E Primary School, Credenhill, expressing concerns with Leisure Centre provision and asking for LEA Pool to re-open was also received.
6. Over the past month 12 schools have contacted Halo. Five have stated they will not return to the Herefordshire Leisure Pool, four are waiting to hear of the Council's decision, two are making alternative arrangements at other Halo pools and one school is waiting until January 2009, when Halo propose that the main swimming pool and teaching pools are given over to school use. Some of these schools also made submissions detailed in Appendix 1.
7. The majority of the other 43 Primary Schools in Herefordshire use their local swimming pool managed by Halo. The Council already invests in a partnership with Halo to provide leisure services. Halo is moving to a fixed price for swimming across all schools that use their swimming pools from September 2008.

Capital Considerations

8. The LEA swimming pool requires capital investment to return it to use and to continue to maintain it in the longer term. Estimated capital costs are set out below and have been provided by Property Services, based on their experience of undertaking works on pools. Property Services also recommend that the energy efficiency of the building and other maintenance works be considered. This is

because the present engineering installation is basic, with no recycling of heat. As energy costs rise the current arrangements will lead to significant increases in energy bills, which will affect revenue costs.

Estimated Capital Investment Required for the LEA swimming pool		
To enable the pool to reopen	Repairs to sand filters	£20,000
	Repairs to scum channel	£20,000
	Concrete and steel frame repairs	£13,000
	Emergency lighting	£6,000
	Replacement chlorine dosing plant	£6,000
	Reinstate tiles to pool	£2,500
	Replacement heat exchange	£5,000
	Total costs estimated	£72,500
To provide a more sustainable, energy efficient pool	Replacement of heating system	£120,000
	Relining and insulating water gutters	£15,000
	Provision of double glazing to changing room areas	£12,000
	Replacement double glazing to pool area and insulation of doors	£48,000
	DDA improvements	£15,000
	Total costs estimated	£210,000
	Total	£282,500

9. It is important to note that these are estimates and are not guarantees that further capital works will not be required if maintenance issues occur. In addition the Council would have to plan for significant capital costs in eight to ten years, due to the nature of the LEA swimming pool building and the corrosive environment that comes with a swimming pool.
10. Appendix 1 contains the concerns of some schools that have used the Hereford Leisure Pool since the LEA swimming pool closed in December 2007. Halo has worked with Herefordshire Council Property Services to look at what measures can be put in place to address these concerns and those expressed elsewhere by schools. These measures include a revised timetable and change from using the leisure tank, with beach, to using the main pool and teaching pools. The timetable for this use is set out in Appendix 2 which indicates arrangements to December 2008 and then from January 2009. Halo would like to move to the January 2009 timetable as soon as practicable. The capital proposals set out below should therefore be considered alongside the change in practice proposed at the Hereford Leisure Pool.

Estimated Capital Investment Required for the Hereford leisure pool		
To address some of the concerns raised by schools	Relighting of corridor Non-slip flooring to link corridor Decoration and planting of link corridor Lowering of coat pegs and decoration of 2 changing areas Minor works to showers to provide privacy cubicles Minor improvement works to coach parking area to the front of the pool and repairs to steps including handrail provision	
	Total costs estimated	£35,250

11. There has been discussion about the need for further works to take place, including a new footpath at the rear and a new link corridor between the changing area and the main pool. Such works are estimated at approximately £125,000. However, Members should note that other Halo pools do not provide the level of exclusive use to schools that such works would provide. There is concern by some schools about the proximity of the public to school children. Halo suggests that this should be considered in terms of reasonable management arrangements to ensure the transfer of children from buses or the entrance way to the pool.

Sources of Capital Funding

12. At present there is no guaranteed capital funding secured specifically for the above works at either pool. There may be the possibility of using funding identified to support educational provision under a Section 106 agreement between the Council and Wimpey UK Ltd as part of the development of the Bradbury Lines site. This has been discussed at a variety of meetings, but no formal agreement has been made to use this funding for capital works at either the LEA swimming pool or the Hereford Leisure Pool. £182,000 has been received by the Council to spend on educational provision. The term educational provision is generic and therefore could be used to cover swimming pool costs. Phase two of the development at the Bradbury Lines site could release a further £100,000 for educational provision. However, this money is not secured.
13. There is at present insufficient time and capital identified to make the reopening of the LEA swimming pool a realistic option for September 2008. The total estimated capital bill at present is £282,500 for the LEA swimming pool, compared with £35,250 for the Herefordshire Leisure Pool. Funding improvements of the Herefordshire Leisure Pool would enable Section 106 money to be spent elsewhere, to benefit pupils in different ways. Some of the potential schemes that this money could contribute to are:
- the remodelling of Blackmarston Special School (possible total cost £1m)
 - the extension of Aconbury Centre for an additional teaching area (estimated cost of £30,000)
 - Toilet improvements to St Martin's Primary School (estimated costs of £40,000)

Revenue Considerations

14. Under the School Finance Regulations it is possible to retain a central budget not exceeding 0.1% of the Total Net Schools Budget. This is the total budget comprised of the Dedicated Schools Grant, Learning and Skills Council income and Local Authority contributions. For 2008/09 the amount that can be retained under these regulations is c. £88,000 (£87,666 to be exact. In 2007/08 it was £78,456). School funding regulations permit funding up to this limit to be used on any purpose additional to those education purposes set out in the regulations. Whilst this amount may be used on projects in support of our schools, in recent years this amount has been used solely to support the LEA swimming pool.

The LEA swimming pool

15. In addition to this central budget schools have been charged £66 per hour to use the LEA swimming pool. The LEA swimming pool has also been used by the Hereford Swimming Club who has been charged £32.80 per hour. This is calculated to be significantly less than the true cost of their hourly use.
16. Over many years the revenue costs of the LEA swimming pool have been in excess of the budget. The total cost for 2007/08 was £163,641. £50,673 was generated as income through charges to schools and clubs. £78,456 was covered by the central budget, leaving an overspend of £34,511. The overspend in each of the past four years has been covered by the Directorate budget and from 2006 by the Dedicated Schools Grant.
17. Members should note that energy prices have increased substantially over the past five years and that these price rises are accelerating. £20,000 was spent on gas and electricity in 2003/04, £46,000 in 2007/08 and this was during a financial year when the LEA swimming pool was not open from January 2008. Income has also fallen over a number of years. This may be as a result of the Leominster pool opening and investment in other Halo pools, including the Herefordshire Leisure Pool, thereby creating alternative provision.
18. Children's Services Scrutiny Committee considered the matter of the LEA swimming pool on 21 April 2008, and requested that an independent swimming pool specialist give a view on the potential revenue costs of reopening the pool. The consultant employed for this work was Mr Paul Cluett, Director of Quality Leisure Management Ltd. The consultant's report was prepared on the basis of information provided by Halo and the Council. Staff costs were modelled on Halo's terms and conditions.
19. Full year revenue costs for a reopened LEA swimming pool are estimated by the consultant at approximately £171,000 per annum (excluding capital costs of £122,815 identified in the consultants report). Even allowing for income estimated by the consultant at £58,180 this is considerably in excess of the maximum possible central budget set out in paragraph 17. Actual income in 2007/08 was £50,673 which includes clubs and schools. The consultant report included the full costs of operating the pool to commercial industry standards. These costs are dependent upon capital works being carried out. Income assumes that all 38 primary schools would continue to use this pool.

LEA swimming pool	Consultant's Report Covering Commercial Industrial Standards Costs
	£'000
Operating Costs	171
Less Income	-58
Net Cost	113
Maximum centrally retained budget (2008/09)	88
Loss of	25

Previous information to Members and the consultation letter contained in Appendix 1 assumed a centrally retained budget of £78,456 (for 2007/08). The above assumes the maximum centrally retained budget available for 2008/09, detailed in paragraph 17. £68 per hour is the sum that Halo would charge from September if the arrangements from January 2008 were to continue.

20. The table illustrates that without an increase in income the LEA swimming pool would operate at a loss. This is unsustainable and if the LEA swimming pool were to reopen a clear business case, including guaranteed income from schools and clubs, would need to be in place. If fewer schools were to use the LEA swimming pool, and/or clubs did not generate the necessary income, the burden of risk would fall on the Council. As paragraph 17 indicates the centrally retained budget within Children and Young People's Directorate is limited through School Finance Regulations. Moreover, this sum will reduce as the fall in pupil numbers reduces the overall Total Net Schools Budget.

Halo Hereford Leisure Pool

21. In 2007/08 Halo charged primary schools £66 per hour for the use of the Hereford Leisure Pool. This compared with £66 per hour charged at all the other leisure pools run by Halo, apart from Ledbury Pool at £63 per hour. Halo will implement a standard charge of £68 for every pool from September 2008, including the Hereford Leisure Pool. Halo are prepared to become the permanent alternative to the LEA swimming pool.

Additional Considerations

22. Cabinet should note that in addition to requesting a wider review of the financing of the LEA swimming pool, on 21 April 2008 Children's Services Scrutiny Committee resolved that the Cabinet Member (Children's Services) be recommended to consider:

That works within the budget of £72,500 to reopen the St Martin's Pool be undertaken, once sufficient schools had committed themselves for a 3 year period at a level of charge which would cover the net costs;

It should be noted that there is no budget of £72, 500. These were the costs as identified in paragraph 11.

23. The South Wye Partnership has considered the possibility of a 'Quirk Transfer' but does not want to pursue this option. Hereford Swimming Club has also felt that they could not take any responsibility for the Pool even though they would like to see it continue to operate.
24. Schools Forum budget working group have been consulted on their willingness to support the retention of the c.£88,000 centrally retained element of funding from the Dedicated Schools Grant. They recommended that the budget and subsidy be delegated to schools and on financial grounds that the LEA (St Martin's) swimming pool be closed.
25. Falling pupil numbers require on-going budget reductions in the central services provided to schools, in addition to the automatic budget reductions in schools resulting from fewer pupils. If budget reductions are not achieved in the central budgets, including the LEA swimming pool, equivalent reductions will need to be found in school budgets

Overall Financial Implications

26. The report had indicated the possible financial implications of reopening the LEA swimming pool and the interim arrangements for using the Hereford Leisure Pool.
27. The estimated capital requirements for the LEA pool is £282,500 over two years compared with £32,500 for Hereford Leisure Pool. There is no identified capital finance for either specific requirement. There is £182,000 of capital funding available from Section 106 monies for education provision. Given the national curriculum requirement around swimming its use seems reasonable to support capital expenditure at either site (both of which are owned by the Council). However, this would not prove sufficient to cover the costs identified for the LEA swimming pool. Using all of it for the LEA swimming pool would not enable other possible projects for educational purposes to benefit from the Section 106 monies.
28. The revenue position indicates that the LEA swimming pool has not met its costs over a number of years. The recommended review period will enable Members to evaluate the effectiveness of interim arrangements. Detailed information on potential costs and income will also be explored. It will enable potential capital funding to be clarified.

Risk Management

29. From a service viewpoint, it is important to ensure children can access water facilities which allow them to learn to swim and meet National Curriculum requirements.
30. Halo is willing to consider rescheduling the use of the various swimming tanks as detailed in Appendix 2 in time for schools to feel the full benefit, but is considering this alongside potential disruption to existing customers. Halo are concerned that if they are unable to reschedule to the extent set out in Appendix 2 prior to January 2009, some schools may express dissatisfaction which may affect the reputation of the pool.

31. Options of either investing in the Hereford Leisure Pool or the LEA swimming pool are set out in the report. A further variation which has been raised is the transfer of the LEA swimming pool to another body by Quirk agreement but this would be unlikely to be successful until after the Council has made significant capital investment to return it to a suitable state for use. Capital has not been identified to meet such costs. This option would also not overcome the inherent high cost in operating that pool and the consequent costs to schools.

Consultees

Schools

Appendices

Appendix 1 - Letter and Consultation responses.

Appendix 2 – School Use of Hereford Leisure Pool Complex (Term time only)

Background Papers

Children and Young People Scrutiny Committee paper April 2008

Responses from Headteachers, collated by Mr Moynihan, Headteacher of St Mary's C of E Primary School, Credenhill

School	Comments
Broadlands Primary School	As always I support what you are doing John and if I can help in any way do contact me
Brockhampton Primary School	I don't use the LEA pool as we swim at Tenbury. However, I felt I ought to just reply to your email and support what you are doing. It would be interesting to see how many schools are considering canceling swimming altogether as this could be a powerful part of the persuasion process.
Dilwyn CE Primary School	<p>This doesn't affect me or our school directly as we go to Leominster for our swimming. and will continue to because it's relatively local.</p> <p>In case it's of any use, I'll give you my general views.</p> <p>If we were closer to Hereford I would certainly choose the LEA pool rather than Leominster, as it is more suitable for school purposes in terms of design of both the changing facilities and the pool itself.</p>
Holmer CE Primary School	<p>The Leisure Pool is not suitable or satisfactory.</p> <p>Do the Directorate understand that?</p> <p>We need a solution but it has to be affordable.</p> <p>We cannot afford to pay an excessive hire charge because the cost of travel and tuition go on top of that.</p> <p>There should be a universal provision for the County and the charge should be the same for all schools.</p> <p>We need to find out what the DCSF expects of councils in the way of their duties to provide suitable pools.</p> <p>What happens elsewhere?</p> <p>I also think my idea of capital expenditure to take over the pool's repairs is a possibility.</p>
Kings Caple Primary School	<p>I am very concerned that the situation re; swimming in Herefordshire is becoming extremely difficult. If we have to pay additional costs it will be a problem for some of our parents and we cannot subsidise swimming more than we already do out of the school budget.</p> <p>The Leisure pool has been a reasonable interim measure but cannot be used on a long term basis as the splash pool is unsuitable for swimming lessons. We recently had a very worrying incident where one of our younger children nearly drowned after getting out of her depth and the shape and size of the pool make it difficult to teach any skills to the children. The teaching pool is too shallow and the main pool is too deep for the younger children. We have always prided ourselves on being able to offer swimming for the whole school, all year round. This is now in jeopardy.</p> <p>We moved to the LEA pool after an incident at the Ross Pool when a member of the public took his clothes off in the shower in full view of the boys changing in the changing rooms. The staff did not seem to feel that this was a serious incident! And considered that the changing rooms should be available to the public while the children were using them...</p> <p>I sincerely hope that we can use the LEA pool in the future and that the costs will not be prohibitive. I believe there is a Government agenda that all children should be able to swim for free!</p>

Kingstone and Thruxton Primary School	Thank you for your recent reminder email regarding the swimming pool. I would just like to add our name to the list of concerned schools. We have been involved in discussions with John Moynihan before and I am sure there is nothing I can say as regards reasons / concerns about continued use of the HALO pool that has not already been said. But I would like to endorse those concerns. We feel very strongly that the quality of swimming teaching and progress has slowed significantly since we have been using HALO and that a return to the LA pool at St. Martins is the only reasonable solution.
Ledbury Primary School	Regarding the swimming we are still having ongoing problems at Ledbury with Halo. Members of the public still undress in front of our children and Halo are a nightmare to work with. We have no choice but to use these facilities in Ledbury but I would highly recommend having the LA pool back in action in Hereford.
Little Dewchurch CE Primary School	As I understand it, we presently pay £32.80 for half an hour's tuition each week. Under the first option, this would rise to £53 per week. If this is the only way to retain the LA pool, then I would vote for that option. I really am not happy with the situation at the Leisure pool, despite their attempts at reassuring us that the service would improve. Would we be guaranteed in writing that the main pool and diving pool would be available every week? At present we have only the splash pool, which is really unsuitable for swimming lessons. There is no point in spending money on sub-standard provision. Is there any date for when the LA pool might be open? I presume the present unsatisfactory situation will continue in September. If I am only offered the splash pool, I am considering discontinuing swimming lessons until we have proper provision again.
Longtown Primary School	Longtown would dearly love to see the LEA pool remain open – even if the cost went up to £106 per hour. We would find some way initially of funding the increased cost of £21 per week. I spent many hours years ago trying to optimise our swimming provision – I wouldn't like to lose it now. However, we would not cancel our swimming lessons at the Leisure pool, albeit a second class option, but may reduce our take up.
Marden Primary School	I apologise for not communicating my thoughts with regards to the LEA pool sooner. As you are aware we made a decision here at Marden Primary School to not swim at the Leisure Pool after Easter due to Health and Safety reasons and the poor provision that the children were receiving. We still stand by that decision. We wish for the LEA pool to be re-opened and swimming lessons to recommence there.
Michaelchurch Escley Primary School	We would happily pay the higher rate to go back to the LEA pool, otherwise we shall be looking to cross the border into WALES and take our swimmers to Hay or Abergavenny and the council will lose our custom altogether.
Much Birch Primary School	Like my colleagues am wholly dissatisfied with the current provision provided at the city pool following the closure of the LEA Pool. I have contacted the cabinet and other councillors who have failed to even reply to any of my e-mails perhaps unlike me they do not find it sufficiently of importance for Headteachers to be entered into dialogue with regarding this matter. I have had good support from my own councillor Richard Smith who has tried to support a dialogue in order to keep the pool open. How many other councillors will be even aware of what is about to happen!! We have had little hard factual costings on which to base any decision. 10

	<p>The City Pool has very limited provision for our children at present. They are only be taught in the totally unsatisfactory wave pool and diving pool. This does not give pupils an opportunity to build up stroke stamina, are hard to teach due to the height of the wall in the wave pool and are too tightly packed for proper instruction to take place. My parents are furious that the LEA pool is likely to be closed and they too find the current arrangements unsatisfactory.</p> <p>I feel this closure could be yet another sign of the deterioration in provision for pupils in Herefordshire when they are talking constantly about raising standards. Once gone like school kitchens this pool will be mourned and it will never come back but only in a form where money proves the deciding factors.</p> <p>I hope councillors will support Heads in our desire to keep the pool open why not ask the electorate what they think!</p>
Peterchurch Primary School	<p>I fully support the campaign to re-open the LEA pool and will be willing to pay £106 per hour to retain it. We have our own learner pool here but value the deep water experience our children receive at the LEA pool. We would probably not use Halo next year with the arrangements as they are due too the completely unsuitable facilities for those children who have to go in the Leisure pool which is too shallow in many cases and with that big wall most unsuitable for teaching. I also remain concerned about health and safety issues and therefore have to send a very high number of staff to supervise during the sessions.</p>
St Francis Xavier's RC Primary School	<p>I will be writing to the parents in Key Stage Two to tell them that we will not be going swimming next year as the Leisure Pool is unsuitable. I will also canvass the parents regarding the extra cost of having to pay for the L.E.A. Pool if it is reopened. (approx. £1 a week). The suggestion has also made that we could consider going to Leominster Pool as – time wise – it is a similar journey. I will investigate this.</p> <p>I hope that the heads in the other 36 schools do the same. If everyone refuses to use the Leisure Pool then action might be taken.</p>
St Paul's Primary School	<p>I hope that the Cabinet can find a way to support school swimming. St Paul's CE Primary organises swimming lessons for all eight, nine and ten year old pupils and over the years there have been almost no non swimmers leaving our school. Without a suitable pool this situation will not continue, children unable to swim will be leaving our school. The teachers who are currently accompanying the pupils to the Leisure Pool have told me that the water depth is not suitable for the range of swimmers we have, it is too shallow or too limited for the novice swimmers to build their stamina and the shared public arrangements are not conducive to a lesson environment. I believe that I will have to end our swimming traditions. What a testimony to the vision of our community leaders closing the school pool will be. With a heavy heart I implore them to keep searching. This is a really important matter.</p>
St Mary's CE Primary School (Fownhope)	<p>I can confirm St. Mary's total support for the reopening of the LA pool even if this means at a higher rate.</p> <p>You know my strength of feeling on the matter and like you and others, if the option is Leisure pool or nothing, we'll choose not to swim.</p>

St Thomas Cantilupe Primary School	<p>The children of Herefordshire would be best served by the capital investment being put into essentially rebuilding the St. Martin's Pool. Were this to be properly staffed and run as a business, letting out to swimming / training clubs in the evenings and weekends (possible public opening on Saturday and Sunday) I believe it would be a profitable concern as has been the case in the past. The figures presented showing a huge loss year on year were incomplete, as discussed at the meeting, and give a somewhat biased viewpoint and do not take all factors into account.</p> <p>Despite the increasing restraints on my school budget, I would far rather face an increased hourly charge than lose St. Martin's pool. Currently the facilities that we are paying for at the leisure pool are appalling and certainly not value for money.</p> <p>The case for investment at the public swimming pool is a cause for concern. Even if the investment provides a private entrance, changing facilities, showers and dedicated access to the pools (with non-slip flooring) that works well, Herefordshire adults will still face the loss of swimming facilities from 9-12.00 and 1-3.00 pm every day. What about patrons who have purchased an annual or monthly subscription to be able to use these facilities daily? It seems to me that schools will bear the negative publicity around such a move rather than the decision makers who would close their purpose built facility. Herefordshire is a county which has a paucity of public leisure facilities when compared to many other towns and cities in England and Wales. Surely we need more sport / leisure facilities and not less?</p> <p>Herefordshire people are slow to demonstrate their disapproval, but feelings were made perfectly clear when the proposed school closures became public. This could also be the case were Cabinet decide to close St. Martin's pool and allow Halo the autonomy to determine our children's swimming provision for the foreseeable future.</p> <p>Whilst the offer of the use of the main pool and the training pool by Halo to Herefordshire schools promises to be a vast improvement on the inadequate and dirty leisure pool, I just wonder what the knock on effect will be on the general public.</p>
Wellington Primary School	<p>Would wish to see the LEA pool reopened. We agree in principle with your comments, but wish to point out that with the ever increasing cost of transporting our children to the pool, along with the tuition/pool hire fees, we are asking our parents/carers to pay for a school lesson which is approaching the cost of a good 'small group' lesson.</p>
Withington Primary School	<p>As I said yesterday, fully supportive of LA pool and yes a small price (comparatively!) to pay if fees increase. Withington would much prefer LA pool and option of Leisure pool has at best been a 'stop gap'.</p>

The four Headteachers representing the other Schools would like to make it known they are in favour of the St Martin's Pool being reopened

- Mr J Moynihan (St Mary's CE Primary School – Credenhill)
- Mr E McGilp (St Martin's Primary School)
- Mr A Thomas (Holme Lacy Primary School)
- Mrs A Taylor (St Mary's CE Primary School – Fownhope)

Responses received directly by the local authority

Mr Pugh, Chair of Primary Heads Forum	As a member of the Education Scrutiny Committee, I received a copy of John Moynihan's letter, dated 27th June, exhorting the cabinet to re-open St Martin's Pool. The letter implies that Mr Moynihan's group has the backing of the Primary Heads' Forum, and is written on behalf of the Forum. This is not the case. Mr Moynihan has addressed the Forum on several occasions, and no doubt has some support amongst colleague heads, but the Forum has not voted on the issue, and has no identified 'corporate' view. Mr Moynihan makes some valid points in his letter, and there are health and safety and child protection issues that need to be considered very carefully before a final decision is taken. Nevertheless, the St Martin's pool issue is essentially one for city schools. Even though my own school uses the pool, as Chair of the Forum I have to take the wider view that other county schools should not subsidise city schools' swimming.
Marlbrook	Whilst the HALO pool isn't perfect, I think the St Martins pool will be a 'white elephant' – George however said the charges would be £60-80, not £106 Could this be clarified, but still think HALO better long term option.

In addition to the above responses, Cabinet has also received the following submissions:

Petition

A 261 signature petition, organised by Otto Putland, supporting the reopening of the LEA Pool. A covering note from Otto, addressed to Members of the Council Cabinet, reads:

"This is just part of a petition I have started to gain support for the re-opening of the LEA Swimming Pool. The remainder will follow. Please reconsider the options available. Please do not make decisions based on financial factors. There should be another pool provided before you agree to the permanent closure."

Portfolio of letters from pupils school pupils

A portfolio entitled "Save the LEA Pool" and consisting of 20 letters from pupils in Year 5 at St Mary's C of E Primary School, Credenhill. All the letters are addressed to Cllr Matthews. The letters express the pupils' wish to see the LEA Pool reopen and their concerns with the alternative provision at the Hereford Leisure Centre. Specifically, the concerns expressed are:

- The safety of children using the Hereford Leisure Centre at the same time as the public. The LEA Pool provides for the exclusive use for schools.
- Leisure Centre pool floors being slippery.
- A child trapped his fingers in a door at the Leisure Centre.
- Economic consideration versus the cost of a child's life through being unable to swim adequately.
- Spend money on opening the pool, not on Council offices.
- Leisure pool is too deep and cramped.
- LEA pool will help address child obesity.
- Leisure centre teaching pool is too shallow.
- Safer for children to use the toilets at the LEA Pool.
- Do not get enough time in Leisure pool because distance to walk to changing rooms eats into swimming time available. Should get 30 minutes tuition time in the pool, but only getting 15 minutes.

School Use of Hereford Leisure Pool Complex (Term time only)				
	Current times to Dec 08 (at the latest)	Proposed times from Jan 2009		
Main Swimming Pool	-			
Mon	-	10.00 - 12.00	1.00 - 3.00	
Tues	-	10.00 - 12.00	1.00 - 3.00	
Wed	-	10.00 - 12.00	1.00 - 3.00	
Thu	-	10.00 - 12.00	1.00 - 3.00	
Fri	-	10.00 - 12.00	1.00 - 3.00	
Teaching Pool				
Mon	1.00 - 3.30	9.00 - 9.30	11.00 - 12.00	1.00 - 3.30
Tue	1.00 - 2.00	9.00 - 10.00	11.00 - 12.00	1.00 - 2.00
Wed	1.00 - 3.30	9.00 - 9.30	11.00 - 12.00	1.00 - 3.30
Thu	-	9.00 - 10.00	11.00 - 12.00	1.00 - 3.00
Fri	2.00 - 3.30	9.00 - 9.30	11.00 - 12.00	1.00 - 3.30
Leisure Pool				
Mon	-			
Tue	-			
Wed	2.00 - 3.00			
Thu	9.30 - 10.00			
Fri			9.30 - 10.00	



Children & Young People's Directorate

Director: Dr. S. Menghini

All Primary Schools

Your Ref:

Our Ref: GS/AH

Please ask for: George Salmon

Direct Line / Extension: 01432 260802

Fax: 01432 260808

E-mail: gsalmon@herefordshire.gov.uk

2 June 2008

Dear Headteacher

Many of you will be aware of the debate over the future of the St. Martin's Swimming Pool. A report on this pool will be submitted to the Cabinet on 12 June 2008. There is no doubt about the value that this facility has given in the past. The current debate centres on the capital investment needed now and in the future and the continuing revenue cost of running the pool.

In terms of revenue cost, an independent consultant has now reported that it is reasonable to expect that the net running costs will be approximately £137,000 per annum. This assumes that the current level of school usage would be maintained, and income would reflect charges of £66.00 per hour. This net cost is to be expected, whoever manages the pool.

There is a further complication in that it is against L.M.S regulations to retain a central budget over 0.1% of the total net Schools Budget. This equates to £87,000. The options would appear to be:

- a) Retain St Martin's Pool with a £87,000 central budget. The shortfall would be met by increasing hourly charges to schools who use it to £106.00 per hour.
- b) Retain St Martin's Pool, delegate the £87,000 to all Primary Schools, and increase hourly rates to £208.00 per hour to schools who use it.
- c) Close St Martin's Pool and delegate the £87,000 to all Primary Schools and establish an hourly charge for all HALO managed pools at a level between £66.00 and £80.00 per hour depending on services offered.

The latter appears to be the only viable way forward, but if any schools believe either option a) or b) or a variation of this is possible please let me know, as the views of schools will be reported to Cabinet on 12 June 2008 as long as they are received by 11 June 2008

Yours sincerely

GEORGE SALMON
HEAD OF COMMISSIONING AND IMPROVEMENT – SCHOOLS AND SERVICES



VIRTUAL LEARNING ENVIRONMENT

PORTFOLIO RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

Following consultation with schools, the report seeks formal approval of the virtual learning environment (VLE) platform arrangements and signing of the contract with the preferred supplier of the VLE service.

Key Decision

This is a Key Decision because it is likely to result in the Council incurring expenditure above £500,000 and is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was not included in the Forward Plan however inclusion in the agenda gives the required notice in accordance with Section 15 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000.

Recommendation

THAT the strategy for providing a virtual learning environment for schools be agreed and that the contract with the preferred supplier be approved for signature.

Reasons

1. The reasons for the recommendation are that following a procurement process a preferred supplier has been selected to provide a virtual learning environment for schools in the county. This will enable them to meet requirements for an online learning platform.

Considerations

2. The then DfES strategy to transform learning in schools and children's services focuses on what the technology can do for informing and advising citizens, for supporting children, young people, and adult learners in their encounters with the system, and for transforming the experience of learning. There are six requirements of the strategy:
 - An integrated online information service for all citizens.
 - Integrated online personal support for children and learners.
 - A collaborative approach to personalised learning activities.
 - A good quality ICT training and support package for teachers & practitioners.

Further information on the subject of this report is available from
Michael Peters, Interim Head of Services on (01432) 260804

- A leadership and development package for organisational capability in ICT.
 - A common digital infrastructure to support transformation and reform in schools.
3. To deliver the strategy the DCSF introduced a number of grants, most recently the Harnessing Technology Grant (HTG). Guidance for the use of the grant was issued by The British Educational Communications and Technology Agency, (BECTA) at the end of November 2007, which was subsequently modified in January 2008. The Council followed BECTA guidance and framework to procure the VLE service.
 4. In line with other local authorities, the county adopted a strategy to establish an online platform to support personalised learning and to achieve far greater integration of information to support improvement in quality of teaching, learning and communication. The provision of the service was put out to tender. The Council established a Partnership Project Board, (including school representatives), to manage the procurement of the service. The Project Board recommended that the preferred contractor be Netmedia.
 5. Schools will receive capital and revenue resources to enable them to deliver their responsibilities for a virtual learning environment for learners. The key resource comes from the 3 year Harnessing Technology Grant, (HTG). The first year is £1.32m. This grant is a capital allocation and cannot be used to support revenue services.
 6. The conditions of the HTG are that 75% must be devolved to schools. It is proposed to devolve almost 98% of the grant, retaining £25k for purchasing central servers. As indicated earlier the grant devolution proposed is:
 - Secondary Schools: £26,250 flat rate + £27 per pupil.
 - Primary Schools: £3,550 flat rate + £27 per pupil.
 7. It is anticipated that each school will use its resources in 2008/09 to secure:
 - Broadband costs for 2008/09.
 - Hands on support to enable effective use of ICT in schools and
 - First line support for the virtual learning environment (VLE).

In the first year the VLE itself will be at no charge to the schools as this service was paid for as part of the pre contract agreement with the provider Netmedia.
 8. Schools have expressed a range of concerns about the overall approach to meeting this requirement of establishing an online platform. These concerns included:
 - The length of time to agree a contract with the preferred provider.
 - Having sufficient resources in the right format to provide the service.
 - Quality and clarity of ICT support services to schools from services across the Council.
 - Clarity on what the virtual learning environment will be and how pupils and staff will access it.
 9. The proposals agreed by the Schools Forum were to:
 - Proceed with Netmedia to establish the VLE and use pre paid resources to provide a service to schools at no charge for Year 1.
 - Provide schools with Service Agreements for traded and base budget ICT support services from Children and Young People's Services and Corporate

Services seeking 'buy in' from schools for services covering ICT support for schools.

Financial Implications

10. The per school cost and the overall Netmedia costs for the contract period are as follows:

	Year 1 2008/09 £	Year 2 2009/10 £	Year 3 20020/11 £
Per Primary School cost	0	1,271	1,305
Per Secondary School cost	0	3,861	3,945
Netmedia Cost	180,542	179,542	183,725

11. The above confirms that schools will not be charged with any revenue costs for the contract with Netmedia in 2008/9.
12. The contract is for three years with an option to terminate after the first twelve months. There are no financial implications to the Council provided the contract is effective. However schools will have to use their own revenue funding to purchase the VLE services from Netmedia in years 2 and 3 from their Dedicated Schools Grant funding.
13. The Council will issue schools with guidance on expenditure categories covered by the Harnessing Technology Grant (HTG). Schools will be required to follow the guidance.
14. The Council will meet the HTG requirements by delegating 98% of the funding thus exceeding the 75% requirement. The levels of delegation are covered at paragraph 7.
15. Voluntary Aided schools cannot recover VAT. Their capital expenditure may incur VAT which will be non recoverable. The HTG allocations to schools have taken account of this and VA schools have received an adjusted amount to reflect this position.

Legal Implications

16. The Council will be entering into a legally binding contract with Netmedia. A clause reflecting the option to terminate after twelve months has already been inserted into the draft. As the VLE will utilise children's personal data the contract should also contain a robust security plan to ensure that data is properly protected and only used in accordance with the relevant legislation.

Risk Management

17. The key risks are:

a) Schools choosing not to purchase the service	The service is at no cost to the schools until April 2009. A first line of support will be established using staff well known to schools. This should enable schools to access the service effectively. A robust change management plan should be created to ensure schools are fully aware of the benefits of the Netmedia VLE.
b) Netmedia does not provide the service quality required	The BECTA framework agreement was used as a basis for the contract and Legal Services were involved in the initial negotiations. Concluding negotiations were led by the Director. There will be regular reviews with the provider to assure quality. A project board was established supported by a Corporate Programmes project manager

Alternative Options

18. There are no Alternative Options.

Consultees

19. The consultees included schools, Schools Forum

Appendices

20. None.

Background Papers

These should be:

Presentation to Heads from 19 June 2008.

Schools Forum report 3 July 2008 including the proposed allocation of HTG to schools.

Illustration of schools income and expenditure for ICT.

Project Board notes and minutes including recommendations from the Head of ICT.

Papers showing the procurement process and decisions made.

INTEGRATED PERFORMANCE AND FINANCE REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE, CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

To report performance for the whole of the operating year 2007-08 against the Annual Operating Plan 2007-08, Best Value Performance Indicators, and the Direction of Travel indicators used previously by the Audit Commission.

Key Decision

This is not a Key Decision

Recommendations

THAT

- (i) **performance in 2007-08 be noted; and**
- (ii) **Directors ensure that the issues are addressed within their respective areas, including the updating of service improvement plans.**

Reasons

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.

Considerations

1. The end-of-year report is only 1 element of the overall Performance Improvement Framework, which includes external assessments such as the annual assessments of Children's and Adults Services. The structure of this report covers performance against:
 - the council's priorities, as contained in the Annual Operating Plan (AOP)

2007-08 (paragraphs 3-6);

- Best Value Performance Indicators (paragraphs 7-8); and
- Direction of Travel indicators (paragraphs 9-14).

2. The content of future performance reports is currently being agreed by the Joint management Team, who will be developing the performance improvement culture and systems of the Council, Herefordshire Public Services and the Herefordshire Partnership to meet future requirements in respect of improving services for customers; providing value for money; and, delivering the Local Area Agreement, whilst recognising the requirements of the forthcoming Comprehensive Area Assessment. Service Improvement Plans have been developed for each of the Council's services as the basis for improved performance in 2008-09.

Highlights
<ul style="list-style-type: none"> • 32% (36 of 111) of Council-lead AOP indicators achieved target. • 36% (40 of 111) of Council-lead AOP indicators failed to achieve target.
<ul style="list-style-type: none"> • The number of LPSA indicators marked R is 12 (compared to 6 at the end of January). • The number of LAA indicators marked R is 33 (compared to 17 at the end of January).
<ul style="list-style-type: none"> • 64% of BVPIs improved, compared to 68% in 2006-07.
<ul style="list-style-type: none"> • 63% of Direction of Travel indicators improved compared to 74% in 2007. • 77% of Direction of Travel indicators have improved over the last 3 years, compared to 51% last year.
<ul style="list-style-type: none"> • These figures show that whilst performance against the majority of indicators continued to improve, performance against the targets in the Annual Operating Plan was more mixed. • In terms of two of the Council's top priorities: <ul style="list-style-type: none"> - Older People and Healthier Communities - 88% of indicators used in the Direction of Travel assessment improved, but only 1 of 8 indicators in the AOP achieved target; and - Children and Young People - 81% of indicators improved over the year, but only one-third of AOP indicators achieved target. • Many targets were set with the intention of achieving top quartile performance. Despite the improvement in a large proportion of indicators, the pace of service improvement needs to be increased and sustained to achieve the Council's ambitions and match the expected national pace of improvement for leading councils.

- Based on relevant performance indicator outturns, the Comprehensive Performance Assessment (CPA) service judgements for Environment and Culture are expected to remain at a score of 3; the Housing score should improve from a 1 in 2007 to a 3 when confirmed at the beginning of 2009.
- The remaining CPA service scores for Benefits, Children and Young People, Social Care (Adults) and Use of Resources are provided by external agencies such as the Benefit Fraud Inspectorate, Ofsted, CSCI and the Audit Commission, and will not be available until later in the year. However, it is not expected that there will be a significant variance from last year's assessments.
- The overall CPA judgement for the Council, to be announced in 2009, is predicted to show maintenance of a 2* rating (out of 4) for the Council.

Council Priorities (The Annual Operating Plan) 2007-08

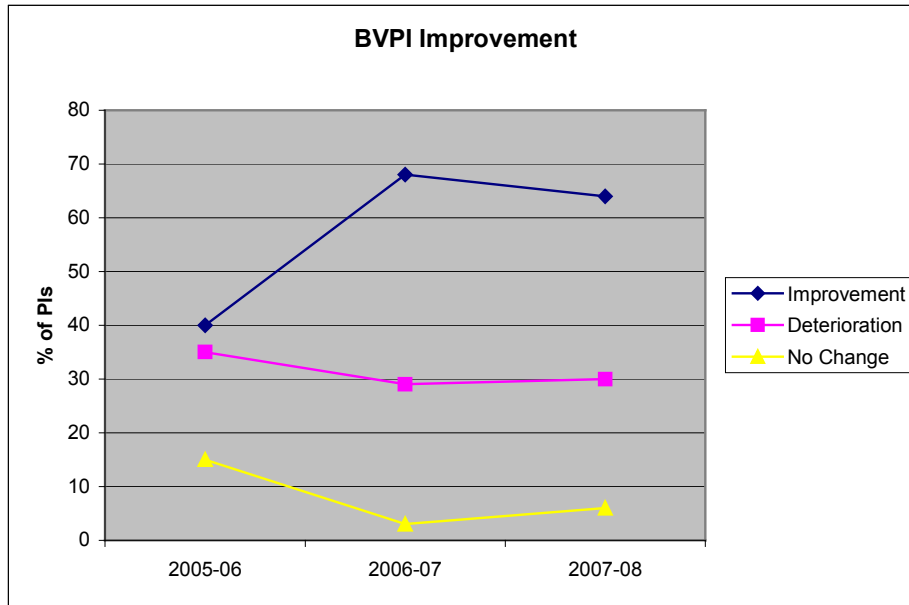
3. The Council's Corporate Plan 2007-10 set out the Council's objectives, priorities and targets. The Annual Operating Plan (AOP) was the detailed action plan for the first of these years, 2007-08, and was updated to include the indicators in the Local Public Service Agreement (LPSA), Local Area Agreement (LAA) and Herefordshire Community Strategy (HCS).
4. It should be noted that the a 'zero tolerance' approach has been taken in the assessment of performance for these indicators, judgement being made purely on the basis of whether or not targets have been achieved; if they haven't they are marked **R**. This does not necessarily mean that performance has deteriorated. Indeed, for a number of indicators there has been significant improvement in the past 12 months, and this would have been reflected in the direction of travel summary.
5. **Appendix 1** shows outturn for each of the AOP indicators on which the Council leads. The increase in the number of indicators marked **R** and **G** reflects the availability of year-end data allowing for a more accurate judgment of performance. 19 of the indicators have been judged Amber at year-end; these are perception/ satisfaction indicators, for which there was no significant variance over the period, so it is not possible to say with any confidence whether or not the target had been achieved.
6. The table below shows performance against each of the Council's priorities for 2007-08.

Priority	No. of Indicators	Judgement			n/a ¹
		Red	Amber	Green	
Securing the essential infrastructure for a successful economy	3	0	0	2	1
Giving effective community leadership	1	0	0	0	1
Improving transport and the safety of roads	9	3	1	5	0
Maximising the health, safety, economic well-being, achievements and contribution of every child	30	17	0	10	3
Sustaining thriving communities	36	6	16	7	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	6	1	1	0
Protecting the environment	10	2	0	4	4
Understanding the needs and preferences of service users and Council Tax-payers, and tailoring services accordingly	2	0	1	1	0
Recruiting, retaining and motivating high quality staff	4	3	0	1	0
Embedding corporate planning, performance management and project management systems	3	0	0	3	0
Promoting diversity and community harmony	4	2	0	2	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
Total number of indicators (with last report's judgements in brackets)	111	40 (25)	19 (43)	36 (27)	16 (16)

¹ 16 indicators have been considered as not 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.

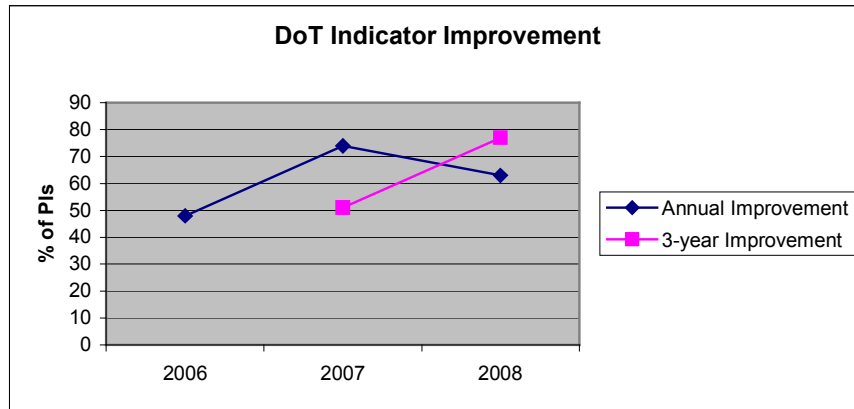
Best Value Performance Indicators (BVPIs)

7. **Appendix 2** shows outturns for 2007-08. 64% of BVPIs have improved in the past year, compared to a 68% improvement in 2006-07.
8. The graph below shows the levels of improvement for BVPIs over the last 3 years.



Direction of Travel

9. Each year, as part of the Comprehensive Performance Assessment, the Audit Commission issues a Direction of Travel assessment for each local authority, an important part of which is based on the Council's improvement compared with the previous year against a selection of performance indicators. 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 the council's CPA category.
10. 63% of indicators have improved in the last 12 months, compared to 74% in 2007. This rate of improvement lies within the 60.8-63.2% average of single-tier authorities in 2007.
11. The graph below shows the levels of improvement over 12 months and 3 years.



12. Over a 3-year period, there has been a considerable rise, from a comparatively low base, in the proportion of indicators improving: 77% compared to 51% in 2007. The average for single-tier authorities in 2007 was 61.9-64.1%.
13. **Appendix 3** shows the indicators used in previous Direction of Travel assessments, on which the above assessment has been made. It indicates which indicators have improved, deteriorated or stayed the same. The areas of Corporate Health, Regulation and Sustainable Communities & Transportation have seen a slight dip in performance. In respect of the latter two areas, the fall in performance is against particularly high levels of performance achieved in 2007.
14. The areas of Older People and Healthier Communities, and Children and Young People each have a large number of indicators that are part of the direction of travel set. The disproportionately high level of improvement in these areas enabled the Council to achieve a decent overall improvement figure (63%). If these areas are taken out of the equation, the percentage improvement would be only 54%.

Alternative Options

None.

Risk Management

The main risk is that the key points to emerge from this report will not be addressed, that further improvement will not be achieved (particularly as regards the Council's new Corporate Plan priorities), and that this will be reflected in adverse judgements under the Comprehensive Area Assessment in 2009.

This will be avoided if directors ensure that the issues are picked up and addressed within their respective areas, updating service improvement plans accordingly. This will be tested as part of the upcoming review meetings between the Leader, Chief Executive, lead Cabinet members and directors.

Consultees

Partners are involved in delivery of the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy.

Background Papers

None identified.

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
Secure the essential infrastructure for a successful economy								
1	HCS Ratio of earnings compared to West Midlands Region	✓			0.94:1	Tracker Indicator	0.89:1	n/a
2	HCS No. of VAT registered businesses	✓	✓		8,520	2% increase	4.1% (8,870)	G
3	HCS No. of people employed in technology and knowledge intensive industries	✓	✓	✓	9,339 (2003)	=>10,286	10,923 (2006)	G
Give effective community leadership								
12	HCS % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	✓			47%	No survey was planned	-	n/a
Improving transport and the safety of roads								
52	HCS No. of people (all ages) killed or seriously injured on Herefordshire roads	✓	✓	✓	119	<=134	133	G
99	HC No. of people slightly injured in road traffic collisions				663	<=788	713	G
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%	<=57%	58%	A
7	HCS Index of annual average daily traffic (AADT) volumes into Hereford City	✓	✓		100.63	<=108	99.39	G
7	HCS Index of annual average daily traffic (AADT) volumes on principle rural road networks	✓	✓		100.63	<=109	99.39	G
72	HC Indexed number of cycling trips				118.99	=>118	110.86	R
76	HC No. of passenger journeys per year on public buses in Herefordshire (thousands)				3,433,043	=>3,948,000	3,355,000	R
83a	HC Principal Roads condition				14%	<=5%	6%	R
83b	HC Non Principal Roads condition				21%	<=19%	11%	G
Maximise the health, safety, economic well-being, achievements and contribution of every child								
13	HCS Average length of stay in B&B accommodation for homeless households	✓			15	0 weeks	5 weeks	R
24	HCS No. of schools with National Healthy Schools status	✓	✓		70	=>78	74	R
26	HCS % of children on the child protection register that are re-registrations	✓			14.50%	<=15%	14%	G
29	HCS Expenditure on family support services per capita aged under 18	✓	✓		£35	£29	£41	R
30	HCS % of pupils achieving 5 or more GCSEs at grades A* - G or equivalent including Maths and English (LEA schools)	✓	✓	✓	88.1% (2004)	=>96% (LPSA target is 96.5% in 2008 exams)	93.60%	R

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
31	HCS % of pupils achieving 5 or more GCSEs at grades A* - C or equivalent including Maths & English (LEA schools)*	✓	✓	Local Public Service Agreement - second generation (LPSA2G)	48.20%	=>51.6%	51.70%	G
40	HCS % of 16-18 year olds NOT in education, employment or training		✓		7.20%	<=5.3%	5.40%	R
66	HC % of 3 year olds who have access to a good quality free early years education place				85%	=>85%	99.20%	G
89	HC No. of referrals for children in need				266	=>280	236	R
89	HC Completion rate of initial assessments of children in need within 7 working days of referral				58.70%	=>68%	75%	G
89	HC Completion of core assessments for children in need within 35 working days				61%	=>66%	75%	G
22	HCS Measure of healthy lifestyles for 11-15 year olds: Smoking rates	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: participating in sport/physical activities	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: eating 5-a-day	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: obesity	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: alcohol consumption	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: drug use	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
22	HCS Measure of healthy lifestyles for 11-15 year olds: scores for mental health	✓	✓		No baseline	To be set	Survey now scheduled for 2009	R
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	24%	n/a
33	HCS % of half day sessions missed by children in primary schools	✓	✓	✓	5.2% (2003-04)	<=4% (in 2007-08 academic year)	5.1% (2006-07 academic year)	G

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
34	% of half day sessions missed by children in secondary schools		✓	✓	7.8% (2003-04)	<=6% (in 2007-08 academic year)	7.9% (2006-07 academic year)	R
35	No. of looked after children who missed a total of 25 days or more schooling		✓	✓	14 @ September 2004	7 in 2008	16	R
35	No. of half day sessions missed by looked after children as % of total number of sessions in primary schools		✓	✓	3.49%	<=4.25%	3.85%	G
35	No. of half day sessions missed by looked after children as % of total number of sessions in secondary schools		✓	✓	5%	<=7%	9.04%	R
37	No. of 11-15 year olds volunteering	✓	✓		No baseline	Baseline to be established through Youth Survey	35%	n/a
38	% of young people that feel that they can influence decisions affecting important local services		✓		No baseline	Baseline to be established through Youth Survey	31%	n/a
41	No. of young people looked after in 17th year in education, training or employment at age 19	✓	✓	✓	16/19 (2005/06) 14/14 (2006/07)	46 (cumulative)	16/17	G
84	The percentage annual increase in the number of schools with an approved school travel plan (STP)		✓		54%	=>68%	86%	G
85	Conception rate below age 18 (per 1,000 girls age 15-17)		✓		-15.70%	<=-19%	-29.60%	G

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - (LPSA2G)	Baseline	Target	Outturn	Judgement
91	HC No. of schools that have a functioning school council				No baseline	100%	95%	R
Sustain thriving communities, including by securing more efficient, effective and customer-focused services, tackling homelessness and effective emergency planning								
14	HCS No. of people accepted as homeless & towards whom the council has a full statutory duty	✓	✓		149	<=160	207	R
54	HCS % of streets and public areas falling below Grade B for cleanliness (litter)	✓	✓	✓	34% (2003-04)	<=17%	14%	G
92	HC Proportion of relevant land and highways from which unacceptable levels of graffiti are visible				2%	<=2%	2%	G
93	HC Proportion of land and highways from which unacceptable levels of fly-posting are visible				1%	<=1%	0%	G
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	R
96	HC % of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle				99%	100%	97.83%	R
59	HCS % of respondents finding it easy to access: Library	✓	✓		69%	4% improvement by 2009	70%	A
59	HCS % of respondents finding it easy to access: Sports/leisure centre	✓	✓		64%	4% improvement by 2009	69%	G
59	HCS % of respondents finding it easy to access: Cultural/recreational facility e.g. theatre, cinema	✓	✓		47%	4% improvement by 2009	52%	G
60	HCS Net perceived improvement rating over the last 3 years for QoL factors (adults): Activities for teenagers	✓	✓		-32%	4% improvement by 2009	-31%	A
60	HCS Net perceived improvement rating over the last 3 years for QoL factors (adults): Affordable decent housing	✓			-50%	4% improvement by 2009	-57%	R
60	HCS Net perceived improvement rating over the last 3 years for QoL factors (adults): Job prospects	✓	✓		-42%	4% improvement by 2009	-40%	A
60	HCS Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of traffic congestion	✓	✓		-77%	4% improvement by 2009	-70%	G
60	HCS Net perceived improvement rating over the last 3 years for QoL factors (adults): Wage levels and local cost of living	✓			-56%	4% improvement by 2009	-64%	R
61	HCS % of adult residents who feel that they can influence decisions affecting their local community	✓	✓	✓	35% (2005)	=>40% in 2008 survey	33%	A
61	HCS % of adult residents who feel that they can influence decisions affecting their local area	✓	✓		29%	=>33% in 2009 survey	30%	A

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
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% (2005)	=>22% in 2008 survey	17%	A
63	HCS % of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	✓			74%	=>77% in 2009 survey	76%	A
64	HCS % of adult residents who are satisfied with their local community as a place to live		✓	✓	80%	=>87% in 2008 survey	79%	A
65	HCS % of adults who use: Sports and Leisure facilities at least once a month		✓		25%	=>30% in 2008 survey	30%	A
65	HCS % of adults who use: Libraries at least once a month		✓		32%	=>34% in 2008 survey	29%	R
65	HCS % of adults who use: Museums or galleries at least once every 6 months		✓		19%	=>21% in 2008 survey	24%	A
65	HCS % of adults who use: Theatres or concert halls at least once every 6 months		✓		32%	=>36% in 2008 survey	32%	A
65	HCS % of adults who use: Parks, open play areas and other recreational facilities at least once a month		✓		49%	maintain baseline	50%	A
70	HC % of adult residents that feel the Council does enough to give them opportunity to influence important decisions about local services				26%	=>28% (in 2009 survey)	28%	A
79	HC Compliance with Civil Contingencies Act, Data Protection and Freedom of Information				Compliant	Compliant	Compliant	G
86	HCS % of people who feel that parents in their local area are made to take responsibility for the behaviour of their children		✓		35%	=>39% (in 2009 survey)	35%	A
87	HCS the percentage of people who feel that people in their area treat them with respect and consideration		✓		45%	=>49% (in 2009 survey)	44%	A
95	HC % of people satisfied with the cleanliness standard in their area				66%	=>66%	63%	A
90	HC Adult perceptions of improvement in facilities for young children				-5%		-2%	n/a
97	HC Adult perceptions of improvement in CLEAN STREETS				-23%		-28%	n/a
97	HC Adult perceptions of improvement in EDUCATION PROVISION				15%		11%	n/a
97	HC Adult perceptions of improvement in PUBLIC TRANSPORT				-24%	Tracker Indicators	-18%	n/a
97	HC Adult perceptions of improvement in RACE RELATIONS				-13%		-17%	n/a
97	HC Adult perceptions of improvement in ROAD AND PAVEMENT REPAIRS				-51%		-56%	n/a
97	HC Adult perceptions of improvement in THE LEVEL OF POLLUTION				-42%		-40%	n/a
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								

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
16	No. of people aged 65+ helped to live at home (per 1,000 population)		✓		81.1	=>83	81.3	R
74	No. of adults with learning difficulties helped to live at home (per 1,000 population)				2.9	=>3	2.9	R
74	No. of adults with mental health difficulties helped to live at home (per 1,000 population)				4.1	=>4.4	4.3	R
74	No. of adults with physical difficulties helped to live at home (per 1,000 population)				6	=>6	4.8	R
17	Satisfaction with homecare services provided through Social Care via direct payments (65+)		✓	✓	58%	=>66% (in 2009 survey)	56%	R
18	No. of people in receipt of Pension Credit	✓	✓	✓	7596 (2004-05)	=>8,138	8,070 to November (year-end not available until November)	A
18	No. of people in receipt of Attendance Allowance	✓	✓	✓	5874 (2004-05)	=>6,702	6,880 to November (year-end not available until November 2008)	G
18	No. of people in receipt of Council Tax Benefit aged 60 or over**	✓	✓	✓	6862 (2004-05)	=>8,061	7,561	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
Protect the environment, producing much less waste, recycling much more of what remains and reducing carbon emissions								
56	HCS a Amount of household waste collected per person per annum	✓	✓	✓	505.82kg	<=505kg	483.33 kg	G
56	HCS b % of household waste going to landfill	✓	✓	✓	72.85%	<=68.5%	69.57%	R
56	HCS c % of municipal waste (excluding household waste) recycled	✓	✓	✓	0%	0%	0%	G
56	HCS d % of municipal waste (excluding household waste) landfilled	✓	✓	✓	100%	100%	100%	G
56	HCS e % of household waste recycled	✓	✓	✓	18.71%	=>23.97%	22.80%	R
55	HCS % of Sites of Special Scientific Interest (SSSIs) in favourable condition	✓			22%		Not yet available	n/a
57	HCS No. of key species	✓			No baseline	Tracker Indicators	Not yet available	n/a
58	HCS Environmental/Climate change measure (Carbon per head)	✓			No baseline		Not yet available	n/a
67	HC % of Council-owned or managed land without a nature conservation designation, managed for biodiversity				13.42%	=>15%	25.30%	G
102	HC Council carbon dioxide equivalent emissions					Tracker Indicator	Not yet available	n/a
Understand the needs and preferences of service users and Council-Tax payers								
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%	=>50% (in 2009 survey)	27%	A
69	HC % of young people that feel the Council does enough to give them opportunity to influence important decisions about local services				19.2% (2005)	28% by 2008	31%	G
Recruit, retain and motivate high quality staff								
71	HC Average number of working days lost due to sickness absence per member of council staff				8.41	<=8	8.58	R
77	HC Staff turnover				9%	<=9%	8% @ end-of-November	G
103	HC SRD completion rates				94%	100%	97%	R
73	HC Investors in people accreditation				Not accredited	Accreditation by October 2007	Not accredited	R
Embed corporate planning, performance management and project management systems								
78	HC Status of Best Value Performance Plan				Unqualified	Unqualified	Unqualified	G
81	HC Number of BVPIs qualified				0	0	0	G
82	HC Outcome of key process audit				Compliant	Compliant	Compliant	G
Promote diversity and community harmony and strive for equal opportunities								
80	HC Equality Standard				2	=>3	3	G
100	HC a % of employees from black and ethnic minorities				0.64%	=>0.8%	0.73%	R

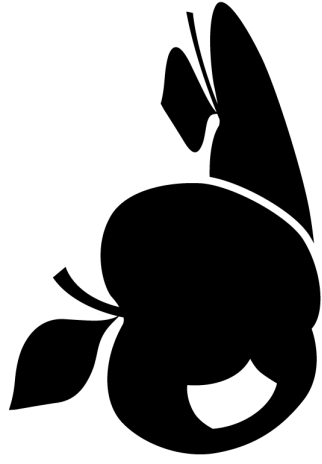
Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
100	% of employees from black and ethnic minorities who are amongst the top 5% of wage earners				2.14%	=>2.85%	2.36%	R
100					% of employees declaring a disability			
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								
101	Use of Resources score				3	3	2 (reflects the 2006-07 judgement made in the CPA rating in February 2008)	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
PARTNER LED								
HEREFORDSHIRE INFRASTRUCTURE CONSORTIUM								
51	HCS a No. of calls to the Herefordshire Women's Aid Helpline		✓		860 (2005-06)	=>654	678	G
LEARNING & SKILLS COUNCIL								
4	% of working age population qualified to at least Level 4 (% of working age population with higher level qualifications)	✓			26% (2005) 44% (2005)	Tracker Indicators	29% 47%	n/a
4	HCS b No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering		✓	✓	35 (2003-04)	=>57	206	G
4	HCS c No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)		✓	✓	1,738 (2003-04)	=>1,872	2,215	G
4	HCS d No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering		✓	✓	26 (2003-04)	=>44	121	G
4	HCS e No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)		✓	✓	825 (2003-04)	=>878	879	G
5	HCS Measure of basic skills (Train to Gain)	✓				Establish baseline	Not yet available	n/a
PRIMARY CARE TRUST								
10	HCS No. of deaths per annum from chronic diseases (per 100,000)	✓	✓		169.6 (2003-05)	<=174.7 (2005-07)	150 (2004-06)	G
15	HCS No. of emergency unscheduled hospital bed days occupied by a person 75 and over		✓	✓	34,691 (2003-04)	<=31,222	32,051	R
20	HCS % of babies born who are breastfed at 6 weeks	✓			48% (2005-06)	=>43%	37.30%	R
21	HCS a % of babies born to teenage mothers who are breastfeeding at 6 weeks		✓	✓	15.1% (2003-04)	=>30%	15.10%	R
21	HCS b % of babies born to mothers in S.Wye area who are breastfeeding at 6 weeks		✓	✓	25.4% (2003-04)	=>40%	30.5% (still needs validating)	R
23	HCS Measure of sexually transmitted infections for young people	✓			No baseline	Reduction of 1% per annum	Not yet available	A
46	HCS No. of people in drug treatment		✓		632 (2005-06)	=>720	599 @ end-of-November	A
47	HCS Measure of Drugs Intervention Programme		✓		No baseline		100%	G
53	HCS Mortality rate from accidents (per 100,000)	✓			21.26 (2003-05)	To be set	22 (2004-06)	R

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
8	Mortality rate from cancer for people aged under 75 (per 100,000)	✓			104.2 (2003-05)	<=93	103.2 (2004-06)	R
9	Mortality rate from circulatory diseases for people aged under 75 (per 100,000)	✓			81.4 (2003-05)	<=77	72.5 (2004-06)	G
11	Gap in all-age, all-cause mortality between deprived areas and Herefordshire as a whole	✓			23.7% (2003-05)	<=26% (3 year average)	21% (2004-06)	G
12	The number of adults helped to stop smoking	✓			No baseline	=>1,200	1,201	G
12	% of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	✓			17%	No survey was planned	-	n/a
12	% of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	✓			34%	No survey was planned	-	n/a
59	% of respondents finding it easy to access: Doctor	✓	✓		80%	4% improvement by 2009	79%	A
59	% of respondents finding it easy to access: Local hospital	✓	✓		57%	4% improvement by 2009	59%	A
WEST MERCIA CONSTABULARY								
25	No. of young people (under 25) who are victims of crime in Herefordshire	✓			6,338 (2005-06)	<=6,173	6,453	n/a
42	BCS Comparator crimes		✓		6,002 (2005-06)	<=5,872	6,444	R
42	No. of criminal damage incidents		✓	✓	2,524 (2003-04)	<=2,101	2,696	R
42	No. of all recorded crimes	✓			11,535 (2005-06)	<=10,229	11,504	R
45	No. of violent crimes		✓	✓	2,844 (2003-04)	<=2,553	2,782	R
48	Measure of Priority and Prolific Offenders Scheme		✓		No baseline	15% reduction	Not measured until 2009	n/a
49	No. of domestic burglaries per 1,000 households		✓		372 (2005-06)	<=600	299	G
49	No. of vehicle crimes per 1,000 population		✓		971 (2005-06)	<=1086	890	G
50	No. of Class A drug supply offences brought to justice		✓		33 (2005-06)	=>28	34	G
51	No. of domestic violence incidents reported		✓		462 (2005-06)	=>425	1,112	n/a

Reference Number	Indicator	Herefordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
51	HCS c No. of arrests for domestic violence offences	✓	✓	Local Public Service Agreement - second generation (LPSA2G)	326 (2005-06)	To be set	475	n/a
51	HCS d % of sanction detections for domestic violence		✓		67% (2005-06)	=>55%	55%	n/a
36	HCS % of young offenders re-offending (recidivism rates of young offenders in Herefordshire)	✓	✓		50%	<=45%	47%	n/a
43	HCS a % of people thinking speeding traffic is a problem in their area	✓	✓	✓	70%	<=76% (2008)	74%	G
43	HCS b % of people thinking vandalism, graffiti and other deliberate damage is a problem in their area	✓	✓	✓	52%	<=55% (2008)	61%	R
43	HCS c % of people thinking people using drugs is a problem in their area	✓	✓	✓	60%	<=55% (2008)	61%	R
43	HCS d % of people thinking people dealing drugs is a problem in their area	✓	✓	✓	53%	<=48% (2008)	55%	R
43	HCS e % of people thinking people being drunk or rowdy in public places is a problem in their area	✓	✓	✓	51%	<=48% (2008)	54%	R
43	HCS f Percentage of people with a high level of worry about anti-social behaviour		✓		27%	4% over 3 years	27%	A
44	HCS a % of residents worried about house burglary	✓	✓		30%	4% over 3 years	27%	G
44	HCS b % of residents worried about vandalism or damage to property	✓	✓		28%	4% over 3 years	29%	R
44	HCS c % of residents worried about drunk people causing a problem	✓	✓		21%	4% over 3 years	23%	R
44	HCS d % of residents worried about their car being broken into	✓	✓		18%	4% over 3 years	20%	R
44	HCS e % of residents worried about having their car stolen	✓	✓		12%	Maintain or reduce baseline	13%	R
44	HCS f % of residents worried about being harassed whilst in a public place	✓	✓		12%	Maintain or reduce baseline	15%	R
44	HCS g % of residents worried about hate crime	✓	✓		3%	Maintain or reduce baseline	4%	R
44	HCS h % of residents worried about being assaulted in a public place	✓	✓		9%	Maintain or reduce baseline	9%	G
44	HCS i % of residents worried about being mugged or robbed	✓	✓		11%	Maintain or reduce baseline	10%	G
44	HCS j % of residents worried about crime (other than a-i above)	✓	✓		3%	Maintain or reduce baseline	2%	G

Reference Number	Indicator	Herfordshire Community Strategy (HCS)	Local Area Agreement (LAA)	Local Public Service Agreement - second generation (LPSA2G)	Baseline	Target	Outturn	Judgement
48	Number of adults re-offending				No baseline	To be set	Not yet available	A
60	Net perceived improvement rating over the last 3 years for QoL factors (adults): Level of crime	✓	✓		-46%	4% improvement by 2009	-46%	A
98	the percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area.		✓		20%	4% improvement by 2009	20%	A



**HEREFORDSHIRE
COUNCIL**

Best Value Performance Indicators 2007-08

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BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Level 1	Actual	All England Top Quartile	Target	Actual	
<u>Corporate Health</u>									
2a	The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	High		Level 1	Level 2			Level 3	△
2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	High	68%	79% Q2	84%	79%	79%	79%	◁▷
3	The percentage of citizens satisfied with the overall service provided by their Local Authority	High	Not applicable	43%	58%	Survey not required this year			
4	The percentage of complainants satisfied with the handling of their complaint	High	Not applicable	36%	37%	Survey not required this year			
8	The percentage of invoices for commercial goods & services paid by the Local Authority within 30 days of receipt or within the agreed payment terms	High	92.33%	92.67% Q3	97%	100%	91.9%	91.9%	▽
9	The percentage of council tax collected by the Local Authority	High	97.7%	98.34%		98.6%	98.62%	98.62%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	in the year			Q2	98.48%			
10	The percentage of non-domestic rates collected	High	97.4%	98.9% Q3	99.3%	99.1%	98.63%	▽
11a	The percentage of the top-paid 5% of Local Authority staff who are women	High	40.57%	38.57% Q2	43.56%	42%	40.94%	△
11b	The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	High	1.89%	2.14% Q2	4.53%	2.85%	2.36%	△
11c	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	High	0%	0.71% Q3	5.49%	1.4%	0.79%	△
12	The number of working days/shifts lost to the Local Authority due to sickness absence	Low	10.5 FTE	8.41 FTE Q2	8.09 FTE	8 FTE	8.58 FTE	▽
14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Low	0.31%	0.16% Q1	0.18%	0.14%	0.28%	▽
15	The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total	Low	0.38%	0.14% Q2	0%	0.13%	0.16%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
	workforce								
16a	The percentage of Local Authority employees with a disability	High	0.39%	0.69% Q4	4.43%	0.75%	0.86%		△
16b	The percentage of the economically active population in the Local Authority area who have a disability	N/a	7.8%	7.8%		7.8%	13.53%		
17a	The percentage of Local Authority employees from ethnic minority communities	High	0.3%	0.64% Q4	5.2%	0.8%	0.73%		△
17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the Local Authority area	N/a	0.8%	0.8%			Indicator Deleted		
156	The percentage of Local Authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	High	45.9%	63.8%		70%	80%		△
Education									
221a	Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of	High	47%	58.2% Q2	63%	60%	82.9%		△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	young people in the Local Authority area							
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	32%	33.4% Q1	30%	30%	54%	△
38	The percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs at grades A*-C or equivalent	High	58%	61.8% Q2	61.9%	66%	62%	△
39	The 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 Mathematics	High	88%	92.80% Q1	91.5%	96%	93.6%	△
40	The percentage of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the Key Stage 2 Mathematics test	High	76%	75.5% Q2	78%	82%	77%	△
41	The percentage of pupils in schools maintained by the Local Education Authority achieving	High	81%	80.6% Q2	81.3%	83%	81%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
43a	Education Authority achieving Level 4 or above in the Key Stage 2 English test The percentage of proposed statements of Special Educational Need issued by the Local Authority in a financial year and prepared within 18 weeks excluding exceptions	High	56.5%	100% Q1	100%	100%	100%	△
43b	The percentage of proposed statements of Special Educational Need issued by the Local Authority in a financial year and prepared within 18 weeks including exceptions	High	44.1%	100% Q1	98.5%	100%	100%	△
45	The percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	Low	7.4%	7.9% Q3	7.4%	6%	7.9%	◁▷
46	The percentage of half days missed due to total absence in primary schools maintained by the Local Education Authority	Low	5.1%	5.67% Q2	5.34%	4%	5.1%	△
181a	The percentage of 14 year old pupils in schools maintained by the Local Education Authority	High	76%	76.5% Q2	76.55%	83%	80.5%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
181b	achieving Level 5 or above in the Key Stage 3 test in English 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%	79.8% Q2	80%	83%	79.2%	▽
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	72%	77.50% Q1	76.95%	84%	79.3%	△
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%	72% Q2	75%	84%	75.2%	△
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	24%	29.24% Q3	42%	34.9%	36.89%	△
222b	The percentage of leaders of integrated early education and childcare settings funded or	High	20%	100% Q1	100%	100%	100%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	part-funded by the Local Authority which have input from staff with graduate or post graduate training in teaching or child development							
194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	High	29%	31% Q3	35%	33%	35%	△
194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	High	32%	30.2% Q3	35%	35%	34%	△
<u>Social Care & Health - Children</u>								
49	The percentage of Looked After Children at 31 March with three or more placements during the financial year	Low	5.77%	8.9%		8%	5%	△
50	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grade A*-G or a GNVQ	High	92%	76.5%		90%	80%	△
161	The percentage of those young people who were looked after on 1 April in their 17 th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people	High	1.06	1.25		0.99	1.06 provisional	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
162	in the population who were engaged in education, training or employment at the age of 19 The percentage of child protection cases which were reviewed regularly, out of those cases which should have been reviewed during the year	High	100%		100%		100%	93%	▽
163	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 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	High	10.8%		4.1%		8%	11.8%	△
197	The percentage change in the number of conceptions amongst 15-17 year olds	Low	1.4%		-15.6% Q2		-19%	-29.6%	△
<u>Social Care & Health - Adults</u>									
53	The number of households receiving intensive home care per 1,000 population aged 65 or	High	5.67		6.7		8.10	7.5	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	All England Top Quartile	Actual	Target	Actual	Target	
	over								
54	Older people helped to live at home per 1,000 population aged 65 or over	High	81.61		81.1		83	81.3	△
56	The percentage of items of equipment delivered and adaptations made within 7 working days	High	94%		96%		96%	96.4%	△
195	For new older clients (that is over 65 years of age), the average of (i) The percentage where the time from first contact to beginning of assessment is less than or equal to 48 hours, and (ii) The percentage where the time from first contact to completion of assessment is less than or equal to 4 weeks	High	70.1%		83.6%		90%	89.6%	△
196	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 4 weeks	High	79.1%		76%		85%	84.7%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
201	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	High	78	88			100	97.6	△
<u>Housing</u>									
64	The 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	54	52 Q2	95		55	115	△
<u>Homelessness</u>									
183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	Low	11 weeks	15 weeks Q4	1 week				Indicator Deleted
183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Low	29 weeks	26 weeks Q4	0 weeks		6 weeks	27 weeks	▽
202	The number of people sleeping rough on a single night within the area of the Local Authority	Low		0 Q1	0		< 3	0	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
203	the area of the Local Authority The percentage change in the average number of families placed in temporary accommodation	Low	26.1%		-19.47% Q2	-26.12%			Indicator Deleted
213	The number of households who considered themselves as homeless, who approached the Local Housing Authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	High	1		3.12 Q2	5	4	4	△
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Local Housing Authority within the last 2 years	Low	2.88%		5.40% Q4	0%			Indicator Deleted
<u>Housing Benefit & Council Tax Benefit</u>									
76a	The number of housing benefit claimants in the Local Authority area visited, per 1,000 caseload	N/a	158.42		265				Indicator Deleted
76b	The number of fraud investigators employed by the Local Authority, per 1,000	N/a	0.26		0.29		0.28	0.34	

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	caseload							
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	56.61	40		35	37	
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	9.24	7.5		8	12	
78a	The average processing time taken for 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	52.2 days	29.8 days Q3	24.5 days	26 days	27.08 days	△
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 Local Authority	Low	42.6 days	15.6 days Q4	7.8 days	15 days	13.26 days	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
79a	The percentage of cases within a random sample for which the Local Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct	High	98.2%	98.4% Q2	99.2%	98.8%	98.4%	◀▶
79b i	The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	High	61.9%	66.58% Q2	80.61%	66%	62.3%	▽
79b ii	Housing Benefit (HB) overpayments recovered during the period as a percentage of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	High	38.79%	51.24% Q1	38.38%	55%	48.9%	▽
79b iii	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments	N/a	5.45%	4.78%		9%	6.09%	

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	identified during the period							
80a	Satisfaction with the Benefit Service – contact with the office	High	Not applicable	73%	82%	Survey not required this year		
80b	Satisfaction with the Benefit Service – service in the office	High	Not applicable	77%	84%	Survey not required this year		
80c	Satisfaction with the Benefit Service – telephone service	High	Not applicable	69%	79%	Survey not required this year		
80d	Satisfaction with the Benefit Service – staff in the office	High	Not applicable	79%	84%	Survey not required this year		
80e	Satisfaction with the Benefit Service – forms	High	Not applicable	56%	65%	Survey not required this year		
80f	Satisfaction with the Benefit Service – speed of service	High	Not applicable	68%	75%	Survey not required this year		
80g	Overall Satisfaction with the Benefit Service	High	Not applicable	76%	82%	Survey not required this year		
<u>Waste & Cleanliness</u>								
82a i	The percentage of household waste arisings which have been sent by the Local Authority for recycling	High	17.46%	18.59% Q3 Q3	24.19% 21.71%	23.97%	22.8%	△
82a ii	Tonnage of household waste arisings which have been sent by the Local Authority for	High	16,231.4 t	16,877.08 t Q1	16,862.25 t	22,444.11 t	19,706.03 t	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	recycling							
82b i	The percentage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6.61%	7.33% Q3	15.53%	6.85%	7.63%	△
82b ii	The tonnage of household waste sent by the Local Authority for composting or treatment by anaerobic digestion	High	6,148.21 t	6,657.02 t Q2	10,795.86 t	6,413.94 t	6,594.37 t	▽
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	0%	1.31% Q2	11.66%	1.05%	0%	▽
82c ii	The tonnage of household waste arisings which have been used to recover heat, power and other energy sources	High	0t	1,188.83t Q2	25,480.64t	983.16t	0 t	▽
82d i	The percentage of household waste arisings which have been landfilled	Low	76.1%	72.72% Q4	55.63%	68.5%	69.57%	△
82d ii	The tonnage of household waste arisings which have been landfilled	Low	70,599 t	66,012.79 t Q2 Q3	49,145.76 t 38,193.41 t	63,792.96 t	60,634.73 t	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
84a	The number of kilograms of household waste collected per head of the population	Low	521.7 kg	507.7 kg Q4	395 kg	505 kg	483.33 kg	△
84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	Low	1.42%	-2.69% Q1	-1.78%	-0.15%	-4.45%	△
86	The cost of household waste collection per household	Low	£44.69	£47.71 Q2	£42.04	£52.13	£55.01	▽
87	The cost of waste disposal per tonne of municipal waste	Low	£78.99	£73.91 Q4	£40.45	£82.33	£86.48	▽
89	The percentage of people satisfied with the cleanliness standard in their area	High	Not applicable	66%	73%	Survey not required this year		
90a	The percentage of people satisfied with household waste collection	High	Not applicable	82%	85%	Survey not required this year		
90b	The percentage of people satisfied with waste recycling	High	Not applicable	70%	75%	Survey not required this year		
90c	The percentage of people satisfied with waste disposal	High	Not applicable	86%	85%	Survey not required this year		
91a	The percentage of households resident in the Local Authority's area served by a kerbside	High	62.3%	69.4% Q4	100%	70%	73%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	collection of recyclables							
91b	The percentage of households resident in the Local Authority's area served by a kerbside collection of at least 2 recyclables	High	60.3%	69.4% Q4	100%	70%	73%	△
199a	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	18%	17% Q4	7%	15%	14%	△
199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	Low	3%	2% Q2	1%	2%	2%	◁▷
199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	Low	2%	1% Q4	0%	1%	0%	△
199d	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	Grading 1 Q1	Grading 1	Grading 1 (Very Effective)	Grading 3	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
<u>Transport</u>									
223	The percentage of the Local Authority principal road network where structural maintenance should be considered	Low	21%	14% Q4	6%	5%	6%		△
224a	The percentage of the non-principal classified road network where maintenance should be considered	Low	49.5%	21% Q4	9%	19%	11%		△
224b	The percentage of the unclassified road network where structural maintenance should be considered	Low	22.2%	24.28% Q4	10%	19%	32%		▽
99a i	The number of people killed or seriously injured (KSI) in road traffic collisions	Low	141	147 Q3	77	< 134	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	-3%	4% Q3	-14%	-28%	-19%		△
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	-43%	-41% Q2	-44%	-46%	-52.2%		△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
99b i	The number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	Low	8	13 Q2	10	< 15	10	△
99b ii	The percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year	Low	33%	63% Q4	-31.6%	-7%	-23.1%	△
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	-64%	-41% Q3	-60.6%	-30%	-54.5%	△
99c i	The number of people slightly injured in road traffic collisions	Low	783	732 Q2	654	< 788	663	△
99c ii	The percentage change in the number of people slightly injured in road traffic collisions since the previous year	Low	9	-6% Q2	-10%	5%	-9.4%	△
99c iii	The percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average	Low	9%	2% Q4	-24.8%	10%	-7.8%	△
100	The number of days of temporary traffic control or	Low	0	0		0	0	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road			Q1	0.1			
102	The number of local bus passenger journeys originating in the Local Authority area undertaken each year	High	3,248,935	3,433,043 Q4	24,014,677	3,948,000	3,355,213	▽
103	The percentage of users satisfied with the local provision of public transport information	High	Not applicable	48%	60%	Survey not required this year		
104	The percentage of users satisfied with local bus services	High	Not applicable	49%	68%	Survey not required this year		
165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	High	75.6%	92% Q3	99.9%	100%	92%	◁▷
178	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	52%	48% Q4	90.7%	50%	39%	▽
187	The percentage of the category 1, 1a and 2 footway network where structural maintenance	Low	31%	31% Q4	17%	27.5%	11.2%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	should be considered							
215a	The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Low	10.33 days	8.78 days Q4	3.07 days	5 days	6.61 days	△
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	47.1 days	57.16 days Q4	14.83 days	30 days	9.5 days	△
<u>Environment & Environmental Health & Trading Standards</u>								
166a	Score against a checklist of best practice for Environmental Health	High	45%	98.75% Q3	100%	100%	100%	△
166b	Score against a checklist of best practice for Trading Standards	High	78.8%	100% Q1	100%	100%	100%	△
216a	The number of 'sites of potential concern' [within the Local Authority area], with respect to land contamination		5,910	2,896		5,841	2,892	
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	High	0	0.2 Q4	10	2	0.04	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	all 'sites of potential concern'							
217	The percentage of pollution control improvements to existing installations completed on time	High	95%	96.8% Q3	100%	96.80%	97.90%	△
218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	High	83%	98% Q2	98.55%	100%	94.74%	▽
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	90%	99% Q1	97.87%	100%	97.83%	▽
<u>Planning</u>								
106	The percentage of new homes built on previously developed land	High	71.3%	76.7% Q3	96.92%	60%	74.6%	▽
109a	The percentage of major applications determined within 13 weeks	High	56%	76.56% Q2	80.65%	76%	68%	▽
109b	The percentage of minor applications determined within 8 weeks	High	67%	84.24% Q1	83.38%	85%	79%	▽
109c	The percentage of 'other' applications determined within 8 weeks	High	78%	90.98%		93%	89%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
	weeks			Q2	92.46%			
111	The percentage of applicants and those commenting on planning applications satisfied with the service received	High	Not applicable	76%	80%	Survey not required this year		
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	Yes		Yes	Yes	
200b	Has the Local Planning Authority met the milestones that the current Local Development Scheme (LDS) sets out?	N/a	Yes	Yes		Yes	Yes	
200c	Did the Local Planning Authority publish an annual monitoring report by 31 st December of the last year?	N/a	Yes	Yes		Indicator Deleted		
204	The number of planning appeal decisions allowed against the Local Authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Low	28%	22% Q1	25.6%	21%	36%	▽

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06	2006/07		2007/08		Annual Direction
			Actual	Actual	All England Top Quartile	Target	Actual	
205	The Local Authority's score against a 'quality of planning services' checklist	High	94%	94% Q3	100%	94%	94%	◁▷
<u>Culture & Related Services</u>								
118a	The percentage of library users who found a book to borrow	High	Not applicable	89%	90%	Survey not required this year		
118b	The percentage of library users who found the information they were looking for	High	Not applicable	83%	80.5%	Survey not required this year		
118c	The percentage of library users who were satisfied with the service they received overall	High	Not applicable	90%	94.3%	Survey not required this year		
119a	The percentage of residents satisfied with the Local Authority's sports / leisure facilities	High	Not applicable	58%	63%	Survey not required this year		
119b	The percentage of residents satisfied with the Local Authority's libraries	High	Not applicable	70%	77%	Survey not required this year		
119c	The percentage of residents satisfied with the Local Authority's museums / galleries	High	Not applicable	45%	51%	Survey not required this year		

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
119d	The percentage of residents satisfied with the Local Authority's theatres / concert halls	High	Not applicable	48%	53%	Survey not required this year			
119e	The percentage of residents satisfied with the Local Authority's parks and open spaces	High	Not applicable	69%	78%	Survey not required this year			
170a	The number of visits to/usages of Local Authority funded or part-funded museums and galleries per 1,000 population	High	774	876 Q2	1,067	880	749	▽	
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	693	689 Q1	620	720	680	▽	
170c	The number of pupils visiting museums and galleries in organised school groups	High	3,810	6,491 Q2	8,866	6,500	4,467	▽	
219a	The total number of conservation areas in the Local Authority area	N/a	64	64	Indicator Deleted				
219b	The percentage of conservation areas in the Local Authority area with an up-to-date	High	1.56%	12.5% Q3	43.63%	26.56%	25%	△	

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual	Actual	Actual	All England Top Quartile	Target	Actual	
	character appraisal								
219c	The percentage of conservation areas with published management plans	High	0%	0% Q4	23.2%			Indicator Deleted	
220	Compliance against the Public Library Service Standards (PLSS)	High	2	1			3	1	▽
<u>Community Safety & Well-Being</u>									
126	Domestic burglaries per year, per 1,000 households in the Local Authority area	Low	4.9	4.2 Q1	5.8		4.2	3.9	△
127a	Violent crime per year, per 1,000 population in the Local Authority area	Low	14.7	15.1 Q2	13.1		14.7	15.6	▽
127b	Robberies per year, per 1,000 population in the Local Authority area	Low	0.2	0.4 Q2	0.3		0.4	0.2	△
128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	Low	5.5	5.1 Q1	7		5.1	5.0	△
174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	Low	88.5	28.33			57	32.62	▽
175	The percentage of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	High	100%	100%			100%	100%	△

BVPI Outturns 2007-08

Indicator No.	Definition	Polarity	2005/06		2006/07		2007/08		Annual Direction
			Actual		Actual	All England Top Quartile	Target	Actual	
	incidents reported to the Local Authority that resulted in further action			100%	Q1	100%			
225	Actions against domestic violence	N/a	63.6%		81.8%		81.8%	81.8%	◁▷
226a	The total amount spent by the Local Authority on advice and guidance services provided by external organisations	N/a	£413,399		£195,232		£195,232	£184,375	
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	N/a	17%		12%		12%	11%	
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	£319,715		£756,997		£756,997	£767,967	
198	The number of drug users in treatment per 1,000 population aged 15-44	High	79.98		11			Indicator Deleted	

[Statement on Contracts](#)

Contracts awarded during the past year comply with the Code of Practice on Workforce Matters where applicable

Not comparable - appears when the improvement calculation cannot be made. This could be for various reasons, for example either the PI was not collected in one or both of the years under comparison, or the council was not required to provide the PI in one or both years, or one or more data items used for the calculation was qualified.						
Shaded areas for 2006 and 2007 show which indicators were included in the PIP; 2008 is based on 2007, except that satisfaction indicators have been removed.						
	2006 Performance Information Profile	2007 Performance Information Profile		2008	1-year improvement	3-year improvement
		1-year improvement	3-year improvement			
Corporate Health						
BVPI 2b Duty to promote race equality	▲	▲	▲	▲	◄	▲
Ombudsman: average number of days to respond to complaints	▲	▲	▲	▲	Data not yet available	
BVPI 8 Percentage of invoices paid by agreed date or within 30 days	▲	▲	Not comparable	▲	▼	▲
BVPI 9 Percentage of Council Tax collected	▼	▲	▼	▲	▲	▲
BVPI 10 Percentage of NNDR collected	▼	▲	▼	▲	▼	▲
BVPI 78a Housing benefit claims: Average time to process new claims (days)	▼	▲	▲	▲	▲	▲
BVPI 78b Housing benefit claims: Average time to process changes of circumstances (days)	▼	▲	▼	▲	▲	▼
BVPI 79a Housing benefit claims: Cases processed correctly	▼	◄	◄	▲	▲	▲
BVPI 79b i The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments.	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 79b ii Housing Benefit overpayments recovered as a percentage of the total amount of HB overpayment debt.	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 11a Ratio of percentage of top 5% of earners who are women to percentage of women in the population	▲	▼	▼	▲	▲	▲
BVPI 11b Ratio of percentage of top 5% of earners from BME communities to percentage of working age population from BME communities	▲	▲	▲	▲	▲	▲
BVPI 17 Percentage of staff from BME communities as a ratio of percentage of people of working age in the population from BME communities	▼	▲	Not comparable	▲	▲	▲
BVPI 11c Ratio of percentage of top 5% of earners with disabilities to percentage of working age population with a disability	Not comparable	▲	Not comparable	▲	▼	Not comparable
BVPI 16 Percentage of staff with disabilities as a ratio of percentage of people of working age in the population with a disability	▼	▲	Not comparable	▲	▼	▼
BVPI 178 Percentage of footpaths that are easy to use	▲	▼	▲	▲	▼	▼
BVPI 157 Percentage of interactions with public which are capable of electronic service delivery	▲					
BV 3 Overall satisfaction with the council		Not comparable	▼			

BVPI 4	Percentage of user satisfaction with complaints handling		Not comparable	◀▶			
BVPI 12	Average number of days lost to sickness absence		▲	Not comparable		▼	▲
BVPI 14	Percentage of employees retiring early (excluding ill health retirements)		▲	▼		▼	▼
BVPI 15	Percentage of employees retiring on grounds of ill health		▲	▼		▼	▼
BV 187	Condition of footways: Percentage in need of repair (CPA indicator E18)		◀▶	▲		▲	▲
BV 165	Percentage of pedestrian crossings with facilities for disabled people (CPA indicator E16)		▲	▲		◀▶	▼
BV 223	Condition of principal roads		▲	Not comparable		▲	Not comparable
Regulation							
BVPI 166a	Score against a checklist of enforcement best practice for environmental health	▼	▲	▲		▲	▲
BVPI 166b	Score against a checklist of enforcement best practice for Trading Standards	▼	▲	▲		▲	▲
BVPI 109a	Percentage of major planning applications determined within 13 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 109b	Percentage of minor planning applications determined within 8 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 109c	Percentage of other planning applications determined within 8 weeks (also under Sustainable Communities and Transport)	Not comparable	▲	▲		▼	▲
BVPI 204	Planning appeals: percentage allowed	▼	▲	Not comparable		▼	▼
BVPI 205	Planning: Quality of service checklist (also under Sustainable Communities and Transport)	▲	◀▶	Not comparable		◀▶	▲
BV 111	Satisfaction of applicants with planning service (CPA indicator E3)		Not comparable	◀▶			
Local environment							
BVPI 84a	Household waste collection (kilograms per head)		▲	▼		▲	▲
BVPI 91a	Percentage of households served by a kerbside collection of recyclables		▲	▼		▲	▲
BV 82a & 82b	Actual recycling & composting rate (CPA indicator E6)		▲	▲		▲	▲
BV 86	Cost of waste collection per household		▼	▼		▼	▼
BV 87	Cost of waste disposal per tonne of municipal waste		▲	▼		▼	▼
BV 91b	Percentage of population served by kerbside collection of recyclables (two recyclables) (CPA indicator E45)		▲	Not comparable		▲	Not comparable
BV 90a	Satisfaction with waste collection (CPA indicator E8A)		Not comparable	▼			
BV 90b	Satisfaction with recycling- adjusted for deprivation (CPA indicator E8B)		Not comparable	◀▶			
BV 90c	Satisfaction with Waste Disposal (CPA indicator E8c)		Not comparable	◀▶			

BV 199a Percentage of land littered to a significant or heavy extent (CPA indicator E4)		▲	▲	▲	▲	▲	▲	▲
BV 199b Percentage of relevant land and highways from which unacceptable levels of graffiti are visible.		▲	Not comparable	▲	Not comparable	▲	▲	▲
BV 199c Percentage of land from which unacceptable levels of fly-posting are visible		▲	Not comparable	▲	Not comparable	▲	▲	▲
BV 89 Satisfaction with cleanliness of public space - adjusted for deprivation (CPA indicator E38)		Not comparable	Not comparable	◀▶	◀▶			
Percentage of residents that felt that abandoned or burnt out cars in their local area was a very big or fairly big problem. (BVPI user survey)		Not comparable	Not comparable	▶	▶			
BV 106 Percentage of new homes built on previously developed land. (CPA indicator E23) (also under Sustainable Communities and Transport)		▲	▲	▲	▲	▶	▶	▶
Percentage of Brownfield land that is derelict (NLUD) (also under Sustainable Communities and Transport)		▲	▲	▲	▲			Data not available until year-end
Housing								
BVPI 64 Number of non-LA-owned vacant dwellings returned to occupation or demolished during the year as a direct result of action by the authority (also under Sustainable Communities and Transport)			▶	▲	▲		▲	▲
BVPI 183a Average length of stay in B&B accommodation (in weeks)			▶	▶	▶		▶	▶
BVPI 183b Average length of stay in hostel accommodation (in weeks)		Not comparable	▶	▶	▶		▶	▶
Percentage change in the number of households in temporary accommodation at 31st March			▶	▶	Not comparable		▶	▶
HIP Percentage of private sector homes vacant for six months or more - adjusted for deprivation (CPA indicator H18) (also under Sustainable Communities and Transport)			▶	▶	Not comparable			Data not yet available
HSSA Hse1ba Percentage of homelessness acceptances that are repeat applications (HSSA e1b&a)		Not comparable	Not comparable	Not comparable	Not comparable			Data not yet available
Culture								
BV 119a Satisfaction with sports and leisure facilities (CPA indicator C5)		Not comparable	Not comparable	▲	▲			
BV 119e Satisfaction with parks and open spaces (CPA indicator C9)		Not comparable	Not comparable	◀▶	◀▶			
Participation in sport and active recreation – from the Sport England active people survey (CPA indicator C17)		Not comparable	Not comparable	Not comparable	Not comparable			Data not yet available
Volunteering in sport and active recreation – from the Sport England active people survey (CPA indicator C18)		Not comparable	Not comparable	Not comparable	Not comparable			Data not yet available
Leisure facilities - choice and opportunity the percentage of the population that are within 20 minutes travel time (urban - walking; rural - driving) of a range of 3 different sports facility types (taken from the Sport England active places database) (CPA indicator C19)		▲	▲	Not comparable	Not comparable			Data not yet available
BV 119c Satisfaction with museums and galleries (CPA indicator C7)		Not comparable	Not comparable	◀▶	◀▶			
BV 119d Satisfaction with theatre & concert halls (CPA indicator C8)		Not comparable	Not comparable	▶	▶			

BV 119b Satisfaction with library facilities (CPA indicator C6)			Not comparable	◄►				
BV 219b Preserving the special character of conservation areas: character appraisals (also under Sustainable Communities and Transport)			▲	Not comparable			▲	Not comparable
Sustainable communities and transport								
BVPI 64 Number of non-LA-owned vacant dwellings returned to occupation or demolished during the year as a direct result of action by the authority (also under Housing)	▲		▼	▲			▲	▲
BVPI 204 Planning appeals: percentage allowed (also under Regulation)	▼		▲	Not comparable			▼	▼
BVPI 205 Planning: Quality of service checklist (also under Regulation)	▲		◄►	Not comparable			◄►	▲
BVPI 109a Percentage of major planning applications determined within 13 weeks (also under Regulation).	Not comparable		▲	▲			▼	▲
BVPI 109b Percentage of minor planning applications determined within 8 weeks (also under Regulation).	Not comparable		▲	▲			▼	▲
BVPI 109c Percentage of other planning applications determined within 8 weeks (also under Regulation)	Not comparable		▲	▲			▼	▲
Percentage of economically active population aged 16+ in employment (LFS)	▲							
BV 103 Satisfaction with passenger transport information			Not comparable	◄►				
BV 104 Satisfaction with bus services			Not comparable	◄►				
BV 219b Preserving the special character of conservation areas: character appraisals (also under Culture)			▲	Not comparable			▲	Not comparable
BV 175 Percentage of racial incidents reported to the council that resulted in further action (CPA indicator H19)			▲	Not comparable			▲	▲
BV 39 Percentage of pupils achieving 5 or more GCSE's or equivalent at grades A* to G (Inc English & Maths) (also under Children and Young People)			▲	▲			▲	▲
HIP Percentage of private sector homes vacant for six months or more - adjusted for deprivation (CPA indicator H18) (also under Housing)			▼	Not comparable			Data not yet available	
BV 106 Percentage of new homes built on previously developed land. (CPA indicator E23) (also under Local Environment)			▲	▲			▼	▲
Percentage of Brownfield land that is derelict (NLUD) (also under Local Environment)			▲	▲			Data not yet available	
Safer and stronger								
BVPI 224a Condition of non principal classified roads: Percentage in need of repair	Not comparable							
BVPI 224b Condition of non principal unclassified roads: Percentage in need of repair	Not comparable							
CDRP: Domestic burglaries per 1,000 households	▲							
CDRP: Robberies per 1,000 persons	▼							
CDRP: Theft of a motor vehicle per 1,000 persons	▲							

CDRP: Theft from a motor vehicle crimes per 1,000 persons	▲							
CDRP: Violence against the person per 1000 persons	▲							
CDRP: Sexual Offences per 1000 population	▼							
YOT: Percentage change in reoffending rate (24 months) since 2001 cohort baseline	▼							
BVPI 174 Number of racial incidents involving the council and recorded by the council per 100,000 population	▼							
Percentage reduction in the number of people slightly injured on the road incidents (3 year average DFT) compared to the 1994-98 average	Not comparable	▲	▲	Not comparable	▲	▲	▲	▲
Percentage reduction in the number of people killed or seriously injured on the road incidents (3 year average DFT) compared to the 1994-98 average	Not comparable	▲	▲	Not comparable	▲	▲	▲	▲
PAF Percentage of children looked after aged 10 to 17 given a final warning, reprimand, cautioned or convicted in year		▲	▲	▼	▲	▲	▼	▼
BV 175 Percentage of racial incidents reported to the council that resulted in further action (CPA indicator H19) (also under Sustainable Communities and Transport)		▲	▲	Not comparable	▲	▲	▲	▲
BV 99ai Number of people killed or seriously injured in the road		▼	▼	Not comparable	▲	▲	▲	▲
BV 99bi Number of casualties - children killed or seriously injured (also under Children and Young People)		▼	▼	Not comparable	▲	▲	▲	▼
BV 99ci Road accident - Number of casualties - All slightly injured		▲	▲	Not comparable	▲	▲	▲	▲
Older people and healthier communities								
BV 54/PAF C32 Older People (aged 65 and over) receiving support from social services to live independently in their own homes per 1,000 population aged 65 and over		▼	▼	▼	▲	▲	▲	▲
BV 56/PAF D54 Percentage of items of equipment delivered within 7 working days		▲	▲	▲	▲	▲	▲	▲
PAF C29 Adults with a physical disability helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▼	▲
PAF C31 Adults with mental health problems helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▲	▲
BV 195/PAF D55 Percentage of new assessments of older people where waiting time was within standard		▲	▲	▲	▲	▲	▲	▲
BV 196/PAF D56 Percentage of new care packages for older people where waiting time was within standard		▼	▼	▼	▲	▲	▲	▲
BV 53/ PAF C28 Intensive Home Care per 1000 population aged 65 or over		▲	▲	▲	▲	▲	▲	▲
PAF C30 Adults with a learning disability helped to live at home per 1000 population aged 18 to 64		▲	▲	▲	▲	▲	▲	▲
Children and young people								
BV 38 Percentage of 15 year olds achieving five or more GCSE's grade A* to C		▲	▲	▲	▲	▲	▲	▲
BV 39 Percentage of pupils achieving 5 or more GCSE's or equivalent at grades A* to G (Inc English & Maths) (also under Sustainable Communities and Transport)		▲	▲	▲	▲	▲	▲	▲
BV 40 Percentage of pupils achieving level 4 or above in the Key Stage 2 Mathematics test		▼	▼	▲	▲	▲	▲	▲
BV 41 Percentage of pupils achieving level 4 or above in the Key Stage 2 English test		▼	▼	▲	▲	▲	▲	▲
BV 181a Percentage of pupils achieving Level 5 or above in Key Stage 3 English test		▲	▲	▲	▲	▲	▲	▲

COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME PROGRESS REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE, CUSTOMER SERVICES AND
HUMAN RESOURCES

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

To report progress against the Comprehensive Area Assessment Preparation Programme.

Key Decision

This is not a Key Decision

Recommendations

THAT

- i. progress made in delivering the Comprehensive Area Assessment Preparation Programme over the first 6 months of 2008 be noted; and
- ii. Cabinet agrees the need for effective remedial action for the items marked Amber, which are listed in paragraph 3.

Reasons

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.

Considerations

1. The Comprehensive Area Assessment Preparation Programme (Appendix 1) is currently being implemented. Judgement has been made against those actions timetabled for completion during the first 6 months of the year on the following basis:

- **Green** signifies that the action has been achieved;
 - **Amber** signifies that the action is delayed or there is other cause for concern; if remedial action is taken it should be achieved although not necessarily on the original timescale; and
 - **Red** signifies that the action has not been achieved or is not expected to be achieved
2. The majority of actions required to have been delivered thus far have either been achieved and marked **Green**, or are currently on track and marked **Amber**. There are no **Reds**.
3. Those actions currently marked **Amber** are:
- 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;
 - 3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA;
 - 4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership;
 - 4.10 Review ICT requirements to deliver this programme;
 - 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;
 - 4.14 Council and PCT workforce development strategy to deliver the programme;
 - 4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme;
 - 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;
 - 4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process;
 - 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;
 - 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;
 - 7.5 Rationalisation of back-office accommodation; and
 - 8.1 Communications strategy and action plan designed and rolled out.
4. Confirmation of the new CAA framework will be published towards the end of

July, together with consultation on its detailed operation. Whatever the details, the Council's and Partnership's success depends on their being able to evidence continuous improvement and the robustness of plans for further improvement.

Alternative Options

None.

Risk Management

Delivery of the programme will have a significant bearing on the Council's performance for the forthcoming Comprehensive Area Assessment from April 2009.

Consultees

The Joint Council and PCT Management Board and Council managers.

Background Papers

None identified.

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

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*

Updated to 30 06 08

Appendix 1 1. Understanding the area and its diverse communities, with particular emphasis on the disadvantaged

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>1.1 Joint Strategic Needs Analysis – JSNA (health and well-being; 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>Apr 08</p>	<p>Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7th July.</p>	<p>In accordance with the Government guidance. Joint programme agreed by the Council and PCT, with involvement of other partners.</p>	<p>Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services (Other directors, Research, Heads of service and partner organisations)</p>	<p>Existing health and social care needs analyses, including the <i>Annual report of the Director of Public Health and The State of Herefordshire Report</i></p>
<p>Carry out the initial programme</p>	<p>Mar 09</p>		<p>Programme completed that provides a sound basis for setting health and social care priorities, objectives and targets, and for commissioning</p>		
<p>1.2 Needs analyses for other aspects</p> <p>Determine overall leadership</p>	<p>Feb 08</p>	<p>Rolled up with JSNA to form a single programme. Leadership by Deputy Chief Executive and the Director of Public Health (managed by Policy and Performance)</p>	<p>Clear leadership</p>	<p>Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services</p>	<p>Existing needs analyses, including <i>The State of Herefordshire Report The Sub-regional Economic Assessment</i></p>

Updated to 30 06 08

Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<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>Apr 08</p> <p>Mar 09</p>	<p>Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7th July.</p>	<p>Joint programme agreed by the Council, the PCT and other partners</p> <p>Programme completed that provides a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>(Other directors, Research, Heads of service and partner organisations)</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>Timetabled priorities identified in the proposed prioritised programme for JSNA and wider needs analysis (see above), taking account of the Regional Improvement and the Efficiency Programme and the implementation of the Data Quality Action Plan</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>Data Quality Action Plan and Herefordshire Connects</p>
<p>1.4 Place-based mandatory satisfaction survey</p>	<p>Sep 08</p>	<p>Final guidance received from DCLG; fieldwork to take place between 29th September and 19th</p>	<p>In accordance with the statutory requirements</p>	<p>Tony Cramp (Martin Heuter, heads of service)</p>	<p>The Council's annual satisfaction and citizens' panel surveys, and its</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
survey		December.		service)	Community Consultation Strategy
1.5 Equalities impact assessments (EIAs)	Mar 08	Year 4 of 5 year rolling programme completed. 45 EIAs in Children & Young People, Human Resources and Adult & Community Services completed. Quality assured by the Diversity Group.	Provide a sound basis for setting priorities, objectives and targets, and for commissioning	Carol Trachonitis (Heads of service; Research)	The various equalities action plans
Current round	Mar 09	Year 5 started. All DMTs for the 3 directorates under the spotlight this year (Resources, Environment & Culture, and the Deputy Chief Executives office) have had an initial presentation, and training sessions have been delivered for a number of teams. Estimated 51 assessments to be completed this year.			
Next round					

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

ACTION	WHEN	PROGRESS	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, when 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>Initial scoping and gap analysis done. To be completed by July 2008 in the light of expected statutory guidance from Government and the promised community empowerment white paper.</p> <p>Work commenced on identifying any likely changes required to the Council's Constitution.</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 (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>
<p>2.2 Systematic collection and understanding of customer feedback and complaints</p>	<p>Apr 09</p>	<p>Measurable improvements in services/outcomes demonstrably related to</p>	<p>Geoff Cole (Heads of service, performance improvement managers,</p>	<p>Current review of Council customer standards</p>	

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>Council</p>	<p>Mar 08</p>	<p>New customer feedback process launched publicly in January 2008. A new IT system for recording and reporting on complaints and compliments received by the Council is under development, with an expected completion date of June 2008.</p>	<p>feedback/complaints</p>	<p>improvement managers, PCT and other partner organisations)</p>	
<p>More generally</p>	<p>Dec 08</p>	<p>Parishes with outstanding actions from parish plans sent funding literature. Review of parish planning planned for July-September to pick up on the publication of the empowerment white paper. Working with HALC to set up a telephone information line and distributing leaflets to all residents encouraging residents to actively engage and become involved with local government. Community Regeneration developing a database of parish newsletters to improve communication. Co-ordinating response to expected programme of post office closures, and investigating alternative methods of delivering key services previously provided by post offices.</p>	<p>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.</p>	<p>Martin Heuter, Nina Bridges, Robert Blower (Heads of service, Research, Environment)</p>	<p>Early wins from parish plan action plans already made available to services. PACTs, LINKs.</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		As part of the Scrutiny Development Plan 2008-09, the views of Town and Parish Councils will be sought on suggestions for areas for scrutiny.			

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	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.1 New Local Area Agreement (LAA)	Jun 08	LAA approved.	Agreed priorities, outcomes, objectives and targets for Herefordshire on which all partners are agreed and working together to achieve. Ministerial approval. Achievement of the LAA targets.	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research, PCT and other partner organisations)	Council's Corporate Plan and the plans of the PCT and other partner organisations
3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA	Mar 08	Structure and content being developed in the light of the new LAA; no date agreed. Support being provided through the Regional Improvement and Efficiency Programme.	Addresses the main risks to achieving SCS objectives and LAA targets	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers)	
3.3 Review of the SCS in light of the needs analyses and other actions under sections 1 and 2 above	Apr 09	Lessons from the development of the SCS in 2005 currently being pulled together to inform the 09/10 Review.	SCS reviewed to reflect the findings of the needs analyses	Deputy Chief Executive, 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	Michael Hainge, Jennifer Watkins (Heads of service,	SCS Review in Section 3.3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			analyses	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 2008-11 approved by Council.	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)	
3.6 Council's Corporate Plan 2010-13 to deliver its lead elements of the reviewed and rolled forward SCS/LAA	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;	The designated head of service for each	Procurement Plan

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			and improved value for money	commissioning plan (to be agreed under 3.7)	

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

ACTION	WHEN	PROGRESS	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	Initial draft of Partnership Performance Improvement Framework, including the performance improvement cycle, prepared. Will be considered by the Chief Executive's Group and the Herefordshire Partnership Board in July. Main elements of PCT cycle already included in the Council's improvement cycle.	Agreed cycle in place, operating efficiently and effectively. Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements.	Deputy Chief Executive, Tony Geeson (PCT and other partner organisations, including the Alliance, Michael Hainge, Jennifer Watkins, Sonia Rees, David Powell, performance improvement managers, Research)	
4.2 Joint commissioning capacity established with the PCT, including compact principles	Dec 08		Joint Council and PCT commissioning capacity in place. Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations, including the Alliance)	Areas to be determined and prioritised under 3.7 above

ACTION	WHEN	PROGRESS	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, including the Alliance)	
4.4 Joint procurement capacity established with the PCT, including compact principles	Dec 08	The Council will be working with the West Midland regional Improvement and Efficiency Partnership [WMRIEP] to conduct a piece of work to review the way procurement is performed right across the council and to formulate an action plan for improving this activity and to assess the opportunities for more efficient working. This piece of work will also include the PCT procurement activity. WMRIEP are funding this piece of work. The consultant has now been appointed. Work to commence in July 2008.	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?	As 4.4	Joint procurement capacity established. Better value for money	Dean Hogan (Partner organisations, including the Alliance, heads of service)	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.6 Review Council/PCT and Herefordshire Partnership organisational structures</p>	<p>Mar 08</p>	<p>Director level structures have been reconfigured, so that the new Joint Management Team comprises both PCT and Council employed Directors, together with a Deputy Chief Executive and two Assistant Chief Executives. Work has been undertaken to job-evaluate the Director roles and to appoint to the posts. Recruitment processes are underway for the remaining external recruitments: the Director of Clinical Leadership and Quality, the Deputy Chief Executive and the Assistant Chief Executive HR. Guidance on processes regarding the creation of integrated teams across the PCT and Council structure has been completed. The establishment of a Joint Diversity Team near completion. New or adapted Heads of Service appointments in place in the Environment, Regeneration and Adult Social Care Directorates.</p>	<p>Review completed and prioritised programme in place</p>	<p>Chris Bull, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	<p>Joint emergency planning team established. Joint communications arrangements established. Report on joint research capacity</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		<p>The review of Herefordshire Partnership governance arrangements (see 4.8) is developing options for organisational structures to meet future priorities, for consideration by the LSP Chief Executive's Group and Board in July.</p>			
<p>4.7 Implement new Council/PCT and Partnership organisational structures</p>	<p>To be determined under 4.6</p>	<p>As 4.6.</p>	<p>New structures in place and operating effectively. Integrated planning and performance management arrangements operating efficiently and effectively. Efficient and effective delivery of priorities, objectives and targets</p>	<p>Andrew Williams, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	
<p>4.8 Review Herefordshire Partnership governance arrangements</p>	<p>Jun 08</p>	<p>Review is in progress and engaging with LSP stakeholders to secure their feedback, led by Jennifer Watkins and Oliver Goode (Regional Improvement and Efficiency Partnership (RIEP) Learning to Deliver programme consultant). Reporting to the LSP Board re-launch meeting on 29th July.</p>	<p>Review completed and action agreed</p>	<p>Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Jennifer Watkins)</p>	
<p>4.9 Implement revised Herefordshire Partnership governance</p>	<p>Sep 08</p>		<p>New arrangements in place and operating effectively</p>	<p>Chris Bull, Andrew Williams (Partner organisations,</p>	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
arrangements				Tony Geeson, Jennifer Watkins)	
4.10 Review ICT requirements to deliver this programme	May 08 Sep 08	The <i>Herefordshire Connects</i> programme remains under review.	Initial review completed, early priorities agreed Review finalised, longer-term priorities agreed	Deputy Chief Executive, Head of ICT (Heads of service, performance improvement managers, PCT, other partner organisations)	<i>Herefordshire Connects</i>
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	Informal meeting of Strategic Monitoring Committee held in April. SMC approved a new development plan in June. There are proposals to have an independent peer assessment during the autumn.	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	Has begun.	Strengthened arrangements operating effectively	Tony Geeson (Alan McLaughlin, Committee Services, PCT and other partner organisations)	The full scrutiny programme

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.14 Council and PCT workforce development strategy to deliver the programme</p>	<p>Mar 08</p>	<p>Work is beginning to develop an HR strategy for the Council and PCT, drawing on the existing Council Pay and Workforce Strategy. Investors in People continues to be pursued but the pre-assessment was not successful.</p> <p>A Corporate Workforce Planning project plan has now been mapped out and the additional resources identified to undertake the work. Work has started and will encompass the workforce planning underway in Children's Services, Adult Social Care and the PCT.</p> <p>The organisation development programme is underway. To include the development of a leadership framework, an internal change management team and measures to involve the workforce.</p> <p>Strong links are also being forged with Herefordshire Connects, the Member Development Programme (The Leadership Centre), the World Class Commissioning initiative and the Provider Review outcomes.</p>	<p>Initial joint actions agreed and being implemented.</p>	<p>Gi Cheesman</p>	<p>Corporate Plan and directorate/service plans.</p> <p><i>Investor in People</i> accreditation.</p> <p>Existing Council Pay and Workforce Strategy.</p> <p>Joint health and adult social care and children's workforce development strategy being developed.</p> <p>Provider services review.</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Sep 08		Full joint strategy in place and being implemented		
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08 Aug 08	Partnership Chief Executive Group to be asked to commission this work (which will be aligned with the organisational development programme).	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 organisations, cultures and how to work effectively together to deliver the desired improved services and outcomes.	Liz Wallace (PCT, other partner organisations)	Communications strategy and action plan (see section 8 below)
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	Mar 08	In place for corporate induction from May 08. Actions for directorate and service induction to be addressed by the Induction Working Group and implemented from September.	Induction delivered successfully	Liz Wallace, heads of service (Managers, PCT, other partner organisations)	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<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>Draft training plan produced for the new, joint arrangements for risk management agreed by the Council and PCT. Training in risk management arranged for Council members August 2008. Provided to PCT Board in February 2008. Financial training for managers, which includes risk management, being rolled out through 2008 by Financial Services. To be developed for the wider Partnership as part of the implementation of the Partnership's performance improvement framework (see 4.1 above)</p>	<p>Programme agreed and in place. 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. Successful management of the identified risks. Favourable joint annual risk assessments by the inspectorates.</p>	<p>Andrew Rewell (Tony Geeson, PCT)</p>	
<p>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</p>	<p>Mar 08</p>	<p>Two members' seminars have taken place. Another is scheduled, to which non-executives in partner organisations will be invited. Currently working with the leadership centre, part of which includes member development. More such events will be programmed, first, for when the CAA framework has been confirmed (expected in late July) and, subsequently, once the detailed arrangements are announced early in 2009.</p>	<p>CAA elements included in the <i>Member Development Programme</i></p>	<p>Alan McLaughlin (Tony Geeson, PCT, other partner organisations))</p>	<p><i>Member Development Programme</i>, taking account of the Crookall Report</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Dec 08 Dec 08 Mar 09		Programme implemented Better mutual understanding between members, partners and stakeholders Effective member contribution to CAA preparations		
4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA	Mar 09	It is now too late as the final authorities have just completed their assessments. However, the member development policy group has asked for a report on projects sponsored by the regional improvement and efficiency partnership at their next meeting. It will be recommended that they consider greater involvement in IDEa sponsored peer work in future.	Some members and senior managers participate in peer reviews of other local authorities	Tony Geeson	
4.20 Revise the standardised core agenda for the quarterly Leader and Chief Executive's performance review meetings with individual lead Cabinet and JMT members	July 08	Proposals will be with the Deputy Chief Executive by 7 th July.	Reviews implemented from end-of-July	Tony Geeson (Performance Improvement Managers)	

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

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>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</p>	<p>Mar 08</p>	<p>Joint risk management strategy, policy and toolkit for use by the Council and PCT approved by PCT Board in March and Cabinet in May. Also approved was the use of an Assurance Framework for joint reporting of all extreme risks. The performance improvement framework for the Partnership will include the arrangements for the management of its risks (see 4.1 above). The possibility of an integrated performance and risk management system in the near future will become clearer once the Herefordshire Connects option appraisal and recommendations are presented to Cabinet on 31st July.</p>	<p>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</p>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>
<p>5.2 Documented corporate process, including named lead officers, in place and operating for the handing of the annual risk assessment and other inspections</p>	<p>Sep 08</p>	<p>The need for this will be considered when the Audit Commission have announced in late July the CAA Framework and proposals for its detailed operation.</p>	<p>Agreed process understood by key managers across the Council, PCT and principal partner organisations. Agreed process operating effectively. Favourable joint annual</p>	<p>Tony Geeson, Andrew Rewell, Wendy Huxley-Marko (Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			risk assessments and other judgements by the inspectorates	improvement managers)	
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	See 5.1	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. Successful management of the identified risks. Favourable joint annual risk assessments by the inspectorates.	Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)	
5.4 Partnership working risks identified and managed	Dec 08	Training in the management of partnership risks identified in the draft training plan. Participation in Herefordshire Council's Risk Strategy underway, to ensure that an agreed approach is adopted by the Partnership..	Risks identified in the Audit Commission's national report on partnership working managed successfully. Annual audit letter confirms this. Favourable joint annual risk assessments by the inspectorates	Andrew Rewell, Jennifer Watkins (Michael Hainge, Tony Geeson, PCT, other partner organisations)	Audit Commission summary report on public service trust risks (Nov 07)

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

ACTION	WHEN	PROGRESS	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	Main areas of concern identified in the Direction of Travel monitoring throughout 2007-08 were in the areas of Corporate Health, Regulation and Sustainable Communities & Transportation.	Priority areas identified	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 Pls performance, which will be the prime factor in the February 2009 Direction of Travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11
6.2 Identify priority areas for improvement against partner organisations' indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Main areas causing concern during 2007-08 were in respect of a number of the indicators led by the PCT and West Mercia Constabulary.	Priority areas identified	Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)	Herefordshire Sustainable Community Strategy. The new Local Area Agreement.
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	Mar 08 Mar 09 Mar 09 Feb 10	Areas identified in 6.1 above are included in relevant service plans and will be monitored throughout the year as part of the proposed new corporate performance reports.	Action plan in place, with the relevant elements included in directorate/service plans Action plan implemented Improved performance against indicators Higher assessment rating	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 Pls performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<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>	<p>Mar 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Feb 10</p>	<p>Proposals made for the management of the new national indicator set, with each indicator having an identified Council lead to ensure focus is maintained. These arrangements will be included in the Partnership performance improvement framework (see 4.1 above).</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. The new Local Area Agreement.</p>
<p>6.5 Evidence-based Direction of Travel self-assessment for the Council and the Partnership.</p> <p>Initial self-assessment based on CPA Key Lines of Enquiry and current proposals for CAA.</p> <p>Subsequent self-assessments based on proposed CAA Framework (due for publication in July, and finalised in January)</p>	<p>Sept 08</p> <p>Jan 09</p> <p>Mar 09 (and quarterly thereafter)</p>	<p>Trawl for evidence of outcomes has begun.</p>	<p>Higher assessment rating in CPA Direction of Travel</p> <p>Sound CAA rating (to be defined clearly in light of the final CAA arrangements)</p>	<p>Kevin Lloyd (Directors, heads of service, performance improvement managers)</p>	

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

ACTION	WHEN	PROGRESS	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	<p>The new Use of Resources assessment was anticipated to apply to 2008 but is not now to be introduced until 2009.</p> <p>In the interim, the Head of Financial Services has joined the County Treasurer's VFM Network, and is contributing to the collection of national data on VFM. The initial returns are currently being analysed.</p> <p>The Head of Financial Services is in regular discussion with the Audit Commission about the forthcoming changes.</p> <p>Heads of service received a presentation on the new assessment on 12th June.</p>	Priority areas identified and reflected in an updated action plan	Sonia Rees, David Powell (Directors, Gi Cheesman, 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' special report, the <i>Crookall Report</i> and feedback from the <i>Investor in People</i> informal assessment
7.2 Action plan for prioritised improvements against the proposed new use of resources assessment criteria, including milestones that could improve the Council's rating	<p>Mar 08</p> <p>Mar 09</p> <p>Feb 09 & Feb 10</p> <p>Feb 09 & Feb 10</p>	See 7.1 above.	<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>	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	As for 7.1 above

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.3 Evidence-based Use of Resources self-assessment for the Council	Jan 09 Mar 09 (and quarterly thereafter)		Improved performance against the criteria Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	
7.4 Data quality policy, action plan and procedures	Mar 08	Data Quality Policy approved by Cabinet in April. Action plan in place and being implemented. Annual audit commences in July.	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

ACTION	WHEN	PROGRESS	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	<p>Initial draft of action plan prepared. Covers Council, PCT and Partnership improvement as a whole, not just in respect of this CAA preparation programme. To be finalised in the light of the confirmed CAA framework and proposed detailed arrangements. Seminars held for Council members and officers. Partners, officers and non-executives will be invited to future seminars.</p> <p><i>First Press, Team Talk</i> and other Council and PCT media used to raise awareness. Regularly discussed in heads of service group, so messages can be cascaded.</p>	<p>Strategy and action plan in place</p>	<p>Robert Blower (Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)</p>	<p>The wider programme in respect of the Council's and the <i>Herefordshire Partnership's</i> reputation management</p>
	Mar 08		<p>The programme and its constituent parts are understood by the relevant audiences</p>		
	Sep 08		<p>Committed and motivated members, staff and partner organisations</p>		

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Appendix 1

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Dec 08		Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving Improved public satisfaction rating for the Council overall		
	Mar 09				

HEREFORDSHIRE CONNECTS OPTION APPRAISAL

PORTFOLIO RESPONSIBILITY: ICT EDUCATION AND ACHIEVEMENT / CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

To seek approval of recommendations arising from an Options Appraisal of Herefordshire Connects to determine the future focus, purpose and outcomes for the Council's development of Information and Communications Technology (ICT) systems required to achieve cost effective, service improvements for customers, in partnership with Herefordshire Primary Care Trust (PCT).

Key Decision

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included in the Forward Plan.

Recommendations

THAT:

- (a) **Herefordshire Connects be re-focused on implementing the three updated business cases and further developing these business cases jointly with the PCT as Herefordshire Public Services partners, as defined in section 5.3 of the report attached;**
- (b) **Cabinet note the critical risks to service continuity of key ICT system failures. This is due to the current large number of inadequately connected systems requiring upgrades that would not achieve the Council's ambitions for improving customer services and satisfaction, provide poor value for money or that are no longer supported by providers due to their age;**
- (c) **The Council's ICT system application portfolio be rationalised to achieve the minimum number of integrated applications by Joint Management Team and Deloitte conducting a two month evaluation of:**
 - a. **the four market proven system providers for an integrated back office system and associated integration tools to enable**

Further information on the subject of this report is available from
Andrew Williams, Interim Deputy Chief Executive on (01432) 260037

integration between Council systems and where jointly approved, Council and PCT systems, as stated in Section 6.4 of the report attached;

- b. the two market proven system providers for an integrated environment and planning system, as stated in Section 6.4 of the report attached;
- c. market proven system providers for an integrated performance management system, as stated in Section 6.4 of the report attached;
- (d) A report on the recommendations arising from (c) above be produced for the Cabinet in October 2008;
- (e) The Customer Relationship Management System Upgrade should proceed to secure the significant increase in system efficiency and customer service standards. Deloitte advise this upgrade is already delivering these for other Council users of this system;
- (f) The current Finance System Upgrade should proceed; which will address imminent service continuity risks
- (g) The Joint Management Team implement Connects Programme Management arrangements based on Section 8 of the report attached to provide assurance to the Council, and where relevant PCT, of compliance with the applicable Procurement Policies and best practice in the Project Management risks, costs and the realisation of benefits for customers and staff.

Reasons

- 1 The Audit Commission has been maintaining an overview of the council's progress with Herefordshire Connects, and in its Annual Audit & Inspection Letter recommended that before progressing further elements the council take the opportunity "to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the council including the costs, benefits and risks of each option. It should also set out how the programme fits with the new joint working arrangements with the Primary Care Trust."
- 2 Joint Management Team has led an option appraisal with Deloitte, as the Council's strategic partners for Connects, to implement this recommendation and address the current and future impact on service delivery to customers and for staff caused by the pause in implementing the majority of the Connects Programme. The purpose of the option appraisal was to:
 - a. ensure the vision for Herefordshire Connects is fit for purpose both now and for the future;
 - b. update the business cases to take account of current and future needs and identify those benefits already achieved;
 - c. ensure that governance arrangements are robust and appropriate.

Considerations

Strategic Monitoring Committee

- 3 A consolidated report providing a detailed chronology of the Connects Programme was scrutinised by the Strategic Monitoring Committee at the Committee's meeting on 31 January.
- 4 A report on the JMT option appraisal exercise and the Deloitte report attached was presented to Strategic Monitoring Committee on 16 July 2008.
- 5 The Committee noted the conclusion that the original Connects vision is still valid with a recommendation in the appraisal that the programme is re-shaped and prioritised to reflect increased joint working with the Primary Care Trust and the increased risk of key ICT system failure.
- 6 The Committee agreed that there is clearly a need promptly to address the growing risk of systems failures highlighted in the Deloitte report. It has also suggested that the wording of the proposed new vision for Herefordshire Connects should be revisited. Through this report, Cabinet is also being advised of the Committee's continuing desire for reassurance that the Connects project will deliver what is now promised, noting that promises in the earlier life of the project did not come to fruition, and its wish that Cabinet ensures measures are put in place to enable effective monitoring of the delivery of the project.

Herefordshire Connects Vision

- 7 The original vision was found to be still valid and relevant to the Council's wider vision. However, the Connects vision has been refreshed to reflect the broader change programme, necessary to support the active pursuit of closer partnership arrangements with the Primary Care Trust, to which it contributes. The proposed refreshed vision, taking into account feedback from Strategic Monitoring Committee, is:

"Herefordshire Connects will to help forge a new joint culture of partnership working, reduce overall costs, rationalise and update systems and infrastructure, and harmonise and improve accessibility and responsiveness of services to both internal and external customers. Herefordshire Connects will support the Council, as part of Herefordshire Public Services, by providing the technology to support staff in the delivery of high quality, responsive and integrated service."

- 8 This will be achieved by:
 - Improving the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council's performance rating in core service areas;
 - Delivering productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
 - Aligning organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

Delivery of Herefordshire Connects

- 9 The above points will be addressed through the creation of three strategic service

improvement programmes, led by the responsible Joint Management Team members and supported by the Connects Programme:

- Integrated Customer Services Business Case
- Integrated Support Services Business Case
- Performance Management and Risk Management Business Case.

Technology Options

10 To ensure that systems are in place to support the delivery of the vision, it is recommended that the number of ICT applications are rationalised to the minimum necessary. This strategy should be complemented by investment in technology to support effective integration. It is therefore recommended that during the next two months, with the strategic advice of Deloitte, the council evaluates and selects, through the existing framework agreement and from a set of proven market solutions, the following software applications:

- Integrated 'Back Office' system
- Integrated Environment & Regeneration system
- Performance Management system
- Integration tools

11 A prioritised and scheduled programme roadmap is proposed to support the recommendations (Section 5.4). Two interdependent recommendations arising from the Deloitte report are that:

- to address severe service continuity risks, the current Finance System (Cedar) Upgrade should proceed;
- the Customer Relationship Management System (SAP CRM) Upgrade should proceed to secure the significant increase in system efficiency and customer service standards Deloitte advise that they have thoroughly reviewed this upgrade which is already delivering benefits for other Council and private sector users.

12 Business cases for both upgrades have demonstrated that costs are limited because these are applications the Council already owns. Both upgrades are consistent with the roadmap and the recommended evaluation and selection exercise set out in paragraph 10 above.

Legal Implications

13 As explained in the Consolidated Report on the Herefordshire Connects Programme, Strategic Monitoring Committee 31 January 2008, Deloitte were selected through a competitive procurement exercise as strategic advice and implementation partners to the Council for the Connects Programme. Deloitte are not the providers of specific provider system applications. As already established for the Connects Social Care (Corelogic Framework implementation), all procurements operate as separate work packages within the Council and Deloitte Framework Agreement, which is compliant with the Council's current Procurement Policy.

Financial Implications

14 The council has made savings during the period of the 'strategic pause' of some £1.7m which was in the previous Herefordshire Connects Business Case, including

£0.75m procurement savings, which have been delivered with the engagement of the Connects Programme team.

- 15 Based on 'worst case' costings that reflect the cost if all selected providers were the highest cost provider and the revised cashable benefits set to reflect the most prudent level of savings, a revised financial profile has been established (Appendix A, paragraph 7.7). As previously, CAPITA have undertaken an independent review of these figures. The revised profile identifies the need for the council to invest £2.8m in the programme over the first two years, but that the programme begins to be 'cash-positive' by the third year, and by the fifth year will generate recurring cashable savings of at least £3.4m.
- 16 The Director of Resources has confirmed the investment of £2.8m in the programme over the first two years is affordable within the Council's Medium Term Financial Plan. This assessment is based on the Council's general fund balance of £6.728m at the end of financial year 2007/08 being approximately £2.75 million above the recommended level and therefore able to help support the programme. In addition there is a £1.115m specific reserve for Invest to Save on the Council's balance sheet. These are non-recurring funding sources but can be used to meet the £2.8m investment requirement in the programme's first two years. The overall financial position is assisted in significant part by the Council's financial performance in 2007/08 and the higher than anticipated Comprehensive Spending Review settlement from the Government for financial years 2008/09 to 2010/11. The longer term affordability of the programme is also assisted by capacity in the current MTFMS.
- 17 The Business Case also identifies significant non-cashable benefits including offering customers enhanced choices in how they interact with the Council face to face, over the telephone and online and reducing staff time spent entering and accessing the same information in multiple systems.
- 18 The Connects Programme is interdependent with the Council's ability to secure customer service benefits and cost efficiencies through the strategic accommodation review and the Herefordshire Public Services partnership with the PCT. The strategic accommodation review is addressing accommodation efficiencies. These are outside the scope of the Connects Programme. However, the potential for accommodation efficiencies formed part of the Axon high-level business case estimate in 2006 (Appendix A, para 3.2).

Risk Management

- 19 The Council is exposed to critical risks to service continuity of key ICT system failures. This is due to the current large number of inadequately connected systems requiring upgrades that would not achieve the Council's ambitions for improving customer services and satisfaction, provide poor value for money or that are no longer supported by providers due to their age.
- 20 Connects Programme governance and risk management structure has been refreshed with Joint Management Team (Appendix A, paragraph 8.1) to reflect the newly defined programme and to ensure accountability and alignment with the revised senior management structure and risk register assurance framework. Links have also been developed to ensure integration with the wider Human Resources and Organisational Development and Accommodation change agendas.
- 21 For completeness sake the options appraisal has also reconfirmed the corporate and service resource requirement, in broad terms, to support delivery of the programme.

This includes taking account of the implications for human resources and other internal resource requirements (Section 8.3)

Alternative Options

- 22 The existing and new options available to the Council that are capable of meeting the Council's requirements are identified in the Deloitte report attached (Section 6). These requirements are capability to deliver the Council's priorities for service improvement; evidence of market proven systems; minimising application platforms; maximising systems integration; and enabling joint business case development with Herefordshire PCT.

Consultees

- 23 Consultation took place with Strategic Monitoring Committee, Joint Management Team and service and ICT managers involved with the three business cases.

Appendices

Appendix 1 – Herefordshire Connects – The Way Forwards, an Options Appraisal, Deloitte, 7 July 2008.

Background Papers

- Consolidated Report on the Herefordshire Connects Programme, Strategic Monitoring Committee 31 January 2008;
- Herefordshire Council ICT Strategy 2007 – 2011.



Herefordshire Connects – The Way Forward.

An Options Appraisal

7th July 2008

Private and Confidential

For convenience, this document may have been made available to you in electronic as well as hard copy format. Multiple copies and versions of this document may therefore exist in different media. In the case of any discrepancy the final signed hard copy should be regarded as definitive.

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Audit . Tax . Consulting . Corporate Finance .

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1 Executive Summary

This report outlines a revised vision for the Herefordshire Connects programme, explaining the objectives of the programme, the outcomes it aims to achieve and the related costs and benefits. It recommends a way forward for the programme, and identifies opportunities to develop and improve joint working with the PCT.

The purpose of the Options Analysis exercise, the findings of which are documented in this report, is to comprehensively address the following recommendation from the Council's external audit letter from the Audit Commission:

“Re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the Council including the costs, benefits and risks of each option. It should also set out how the programme fits with the new joint working arrangements with the PCT”

This has been completed in consultation with senior stakeholders of the Council and the PCT, revising priorities for the new landscape of Public Services in Herefordshire.

1.1 A New vision for Herefordshire Connects

The original vision is valid, but needs to reflect the changes that have occurred. The proposed new vision is:

“Herefordshire Connects is a technology enabled change programme that will support the delivery of high quality, responsive and integrated services by the Council as part of Herefordshire Public Services. It will seek to reduce costs, to help forge a new joint culture of partnership working, rationalise and update systems and infrastructure, and harmonise and improve the accessibility and responsiveness of services to both internal and external customers:”

This will be achieved by:

- improving the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council's performance rating in core service areas;
- delivering productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
- aligning organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

1.2 Delivering Herefordshire Connects

The programme aims to address these points through the creation of three projects:

- Integrated Customer Services (ICS)
- Integrated Support Services (ISS)
- Performance Management (PM)

The plans for these projects have been revisited and updated to reflect current priorities. This has led to the definition of programme roadmap illustrated in the diagram below:

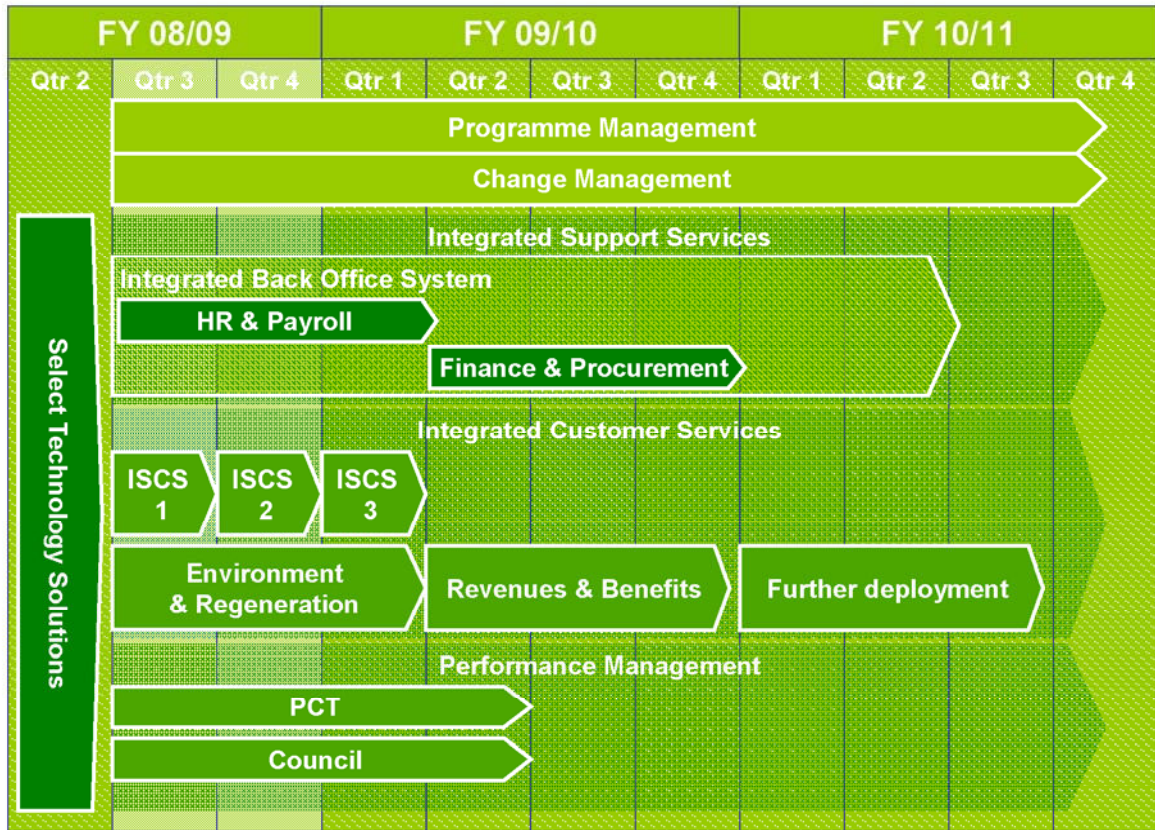


Figure 1: Timeline

1.3 Technology Options

The role of systems integration is critical in delivering the vision and objectives identified. We recommend that the Council aim to rationalise its ICT applications to a minimum number, thereby increasing process and data integrity, responsiveness to customer and services demands and reducing the ongoing costs of maintenance. It should complement this strategy by investing in a service oriented architecture that further integrates the applications.

To support this objective we recommend the Council selects, during August and September, the following software applications from a set of proven market solutions:

- An Integrated Back Office
- An Integrated Environment and Regeneration System
- A Performance Management System
- Integration tools, including Electronic Document and Records Management, Workflow and Web Portal

1.4 Business Case

The benefits of the programme have been reviewed thoroughly. It is recognised that the Council has made savings during the strategic pause period of £1.7m which was in the previous Herefordshire Connects business case. Other changes, including the reduced use of Agency Staff, having been investigated and reflected in the benefits case.

The costs of the programme have been estimated based upon our experience of the market. They will require confirmation upon selection of the systems identified above. The estimates that we have used

represent what we expect to be a worst case; the Council should target reducing these during the coming months;

These revised costs and cashable benefits result in a programme with a financial profile as described in the table below:

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14
Revenue						
Costs	£1.4m	£3m	£2.1m	£2.1m	£2.1m	£2.1m
Benefits	(£0.3m)	(£1.3m)	(£3.3m)	(£5.1m)	(£5.5m)	(£5.5m)
Net Revenue	£1.1m	£1.7m	(£1.2m)	(£3.0m)	(£3.4m)	(£3.4m)

The programme will require funding during the first two years, but will generate benefits in excess of the costs during FY 10/11 meeting the vision of reducing costs and providing an accessible and responsive customer service.

In addition to the cashable benefits there are also significant cashable benefits deemed non-cashable particularly from the implementation of a performance management system. These exceed £5m per annum.

1.5 Making it Happen

A strong governance structure, sufficient resources and appropriate skills are three key elements in making Herefordshire Connects a success.

The report identifies key principles for the governance structure of the programme, and provides an indication of the size of the Council team that will be required to work on this programme and the skills that they will need to possess.

The volume of change occurring within Herefordshire Public Services today is significant. Many of the change agendas are inter-dependent, and all are affecting staff at the same time. It is critical that the Council and PCT understand how this change will be managed, how cross-cutting themes will be addressed and a consistent message delivered. For staff, and the services they provide, it is important to ensure that the rate of change is achievable.

2 Introduction

The original vision for the Herefordshire Connects programme was to seek to radically reduce costs, forge a new corporate culture, rationalise and update systems and infrastructure, and harmonise and improve the accessibility and responsiveness of services to both internal and external customers.

The Herefordshire Connects programme was placed upon ‘Strategic Pause’ on 11th September 2007. The Chief Executive wrote to the Members Reference Group and the Directors for Resources and Corporate and Customer Services on 12th September. He listed the reasons for placing the programme on strategic pause. The main reasons were:

- The absence of the ability to progress the decision on the technology platform.
- The inability to bring a recommendation to Cabinet in relation to the completion of a master agreement with Deloitte.
- The overall financial situation.

The purpose of the Options Analysis exercise, the findings of which are documented in this report, is to comprehensively address the following recommendation from the Council’s external audit letter from the Audit Commission:

“Re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the Council including the costs, benefits and risks of each option. It should also set out how the programme fits with the new joint working arrangements with the PCT”

This report:

- outlines the background to the Herefordshire Connects programme, its original vision and progress to date;
- presents a proposal for a new vision for the programme in light of greater joint working with the PCT;
- proposes what change projects should be delivered within this programme;
- makes recommendations on the technology platforms that should be used to deliver these changes, and sets out the next steps necessary to make the final selection; and
- presents a reviewed and updated assessment of the business case for phase 1 of the programme.

In producing this report we undertook a series of interviews of key stakeholders. These are listed in Appendix 1. This was supported by desk research and analysis. We also ran three workshops with key stakeholders to consider the options and discuss recommendations.

3 Background

A comprehensive history of Herefordshire Connects was provided in a report to the Council's Strategic Monitoring Committee in January 2008. This section provides the highlights of the background to the programme from its inception in 2005 and its development during 2006 and 2007.

3.1 The Beginning of Herefordshire Connects

The Council's Corporate Plan 2005-08 identified the challenge facing the Council as it sought to take forward its priorities for improved services in a context of ever-tighter constraints on available resources as follows:

"The Council faces major risks in respect of the level of resources available to it to provide services, the maintenance of a balanced budget and the effective and efficient use of resources."

In the light of this, the Plan included as its prime organisational priority:

"To streamline its processes, assets and management structures, and secure significant efficiency savings in line with the Government's proposals contained in "Delivering Efficiency in Local Services", so as to keep down Council Tax increases and invest in priority service improvements."

Key to gaining service and efficiency improvements would be standardisation and centralisation where possible; ensuring effective interplay of strategies; the Council also needed to strengthen its programme/project management function, develop a strong change team and commence business process redesign work. It was also recognised that in order to achieve a strategic approach there had to be a more integrated technology platform and a move away from providing an individualised response to discrete needs.

The Council appointed Axon Global to run workshops in early 2006 with all of the Council's directorates to identify areas upon which the Council should focus its efficiency efforts. Three areas were considered by the Council's Corporate Management Board on 16th February 2006 as a result of the analysis:

- Back office efficiencies (finance, procurement, payroll, HR and asset management).
- Corporate performance management, which came out strongly in all directorates workshops.
- Front office customer services (records and document management, flexible working and electronic social care records).

3.2 The Business Case

These were used to generate three high-level business cases:

- Integrated Support Services (ISS)
- Corporate Performance Management (CPM)
- Integrated Customer Services (ICS)

These three business cases were the foundation of the original Herefordshire Connects programme. In total these three cases identified potential cashable savings of up to £11.75m per year when fully delivered.

The proposed profile of the delivery of these savings is illustrated in the table below.

2006/7	2007/8	2008/9	2009/10	2010/11	2011/12
£1.2m	£5.8m	£10.6m	£11.4m	£11.75m	£11.75m

The delivery of the programme would require significant investment in new technology and changes to ways of working and Council processes. The Axon report and business cases were approved by Cabinet in April 2006.

3.3 Programme Delivery

Following approval of the Herefordshire Connects programme and business case the Council commenced a procurement process for a strategic partner to support the Council in the delivery of the Herefordshire Connects programme. This process began in May 2006 and was completed in April 2007 with the selection of Deloitte as the preferred strategic partner.

During May and June 2007 Deloitte worked closely with the Council to confirm the Herefordshire Connects vision and business case to challenge a number of the underpinning assumptions. As well as the three projects previously identified (ISS, CPM and ICS) there was an agreed focus on Adults and Children's social care and the implementation of an integrated social care system within the ICS project. This led to a restatement of the benefits case as identified below:

2006/7	2007/8	2008/9	2009/10	2010/11	2011/12
-	£469k	£3m	£7.54m	£8m	£8.3m

The Council felt that these numbers were prudent, but were based upon a firm set of assumptions in which there was a high level of confidence. These revised figures were reported in a June 2007 Cabinet report. The following is an extract from this report:

"3. Benefits Review. The original business case for Herefordshire Connects was based on a number of cost savings being driven out across the Council. In order to ensure that the Council can indeed deliver on these savings, each benefit line was investigated and challenged to ensure that the figures are robust and 'bankable'. Over four weeks, the Herefordshire Connects Core Team and Deloitte ran a number of workshops to complete this. This work was then presented to the Head of Financial Services and the Strategic Procurement & Efficiency Review Manager, and the figures have now been accepted as valid. Independent advice throughout this process has been provided by CAPITA plc."

The Herefordshire Connects programme was subsequently initiated with the support of Deloitte in July 2007. Work progressed through until 11th September 2007, when the programme was paused. At this point a number of key design deliverables had been completed.

The Chief Executive wrote to the Members Reference Group and the Directors for Resources and Corporate and Customer Services on 12th September. He listed the reasons for placing the programme on strategic pause. The main reasons were:

- The absence of the ability to progress the decision on the technology platform.
- The inability to bring a recommendation to Cabinet in relation to the completion of a master agreement with Deloitte.
- The overall financial situation.

All of the projects have remained on pause from this date apart from the Integrated Social Care System. The requirement to meet targets set by the Department of Children, Schools and Families (DCSF) for the implementation of the Integrated Children's System (ICS), which will be achieved via this project, meant that this project needed to carry on.

A report went to Cabinet on February 21st 2008 recommending that:

- a) Cabinet authorises the Head of Legal and Democratic Services to sign the framework agreement with Deloitte; and
- b) Cabinet confirms CoreLogic Frameworkki as the preferred solution and authorises the Directors of Corporate & Customer Services and Resources, in consultation with the Directors of Children and Young People's Services and Adult & Community Services, to proceed with this acquisition on a fixed-price basis through the Deloitte framework agreement.

This was agreed, the framework with Deloitte was signed and the implementation of an Integrated Social Care System commenced at the end of February 2008. This project will deliver an integrated Social Care System in three planned phases. The first phase is planned for delivery in November 2008. This will enable the Council to meet its ICS obligations. The first project milestone (Design) has recently been completed successfully in June 2008.

As well as the Integrated Social Care System project, the Council's Herefordshire Connects team have supported a number of initiatives identified by the Herefordshire Connects work during the summer of 2007. Benefits in the region of £1.7m per annum have been realised. These are down to changes not requiring technology investment, and have been delivered mainly from better procurement and a reduction in the use of agency staff.

In June 2008, Deloitte were engaged to undertake this short assignment to review the programme objectively and propose options for moving forward.

4 The Vision

This section outlines the original vision for Herefordshire Connects, and how this was to be achieved. It discusses whether this vision is still valid and goes on to consider a refreshed vision for the Herefordshire Connects programme.

4.1 The Original Vision

The original vision for the Herefordshire Connects programme was to seek to radically reduce costs, forge a new corporate culture, rationalise and update systems and infrastructure, and harmonise and improve the accessibility and responsiveness of services to both internal and external customers. This was to be achieved by:

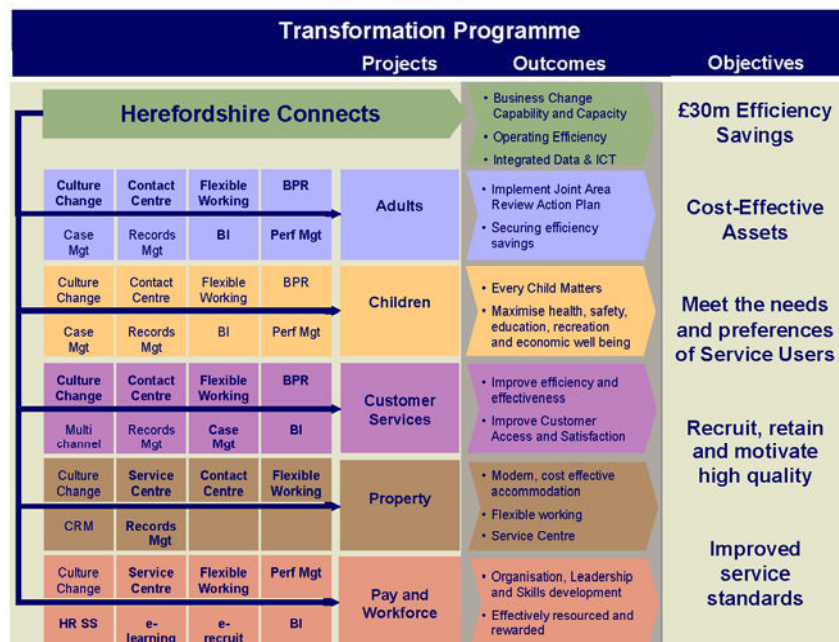
- improving the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council’s performance rating in core service areas;
- delivering productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
- aligning organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

The goals of the programme were defined in the original Invitation to Tender as,

“The Programme will:

- Transform the way services are delivered
- Make efficiency savings of at least £30m [net figure over 5 yrs]
- Transform the culture of the Authority
- Deliver the foundations of an integrated ICT platform”.

Herefordshire Connects was confirmed as one of the key elements in delivering the Council’s overall transformation vision, and was recognised as underpinning the other projects that the Council was undertaking to improve services. The diagram below illustrates the linkages of Herefordshire Connects to the other initiatives in 2007.



It is evident from the interviews undertaken that although the environment in which the Council operates has changed significantly, with a clearer view of the medium term financial position and the tighter integration with the Primary Care Trust, the vision for the overall programme of change remains valid and the objectives, as stated, also remain.

However, priorities have changed, in part caused by a hiatus in technology developments, and there are other streams of work now underway with which Connects must be co-ordinated.

The remainder of this section describes the factors at work in re-shaping the programme, the feedback received from senior stakeholders when asked about their views on the programme and how it should progress, and the important role integration must play in the programme as it goes forward.

4.2 Factors re-shaping the programme

4.2.1 Increasing risk of failure of legacy systems

The deficiencies with some of the Council's current ICT systems, identified at the original outset of the programme, have intensified due to the strategic pause. In particular:

- the HR systems are now at breaking point, resulting in the HR team working at maximum capacity;
- there is a need to perform a technical upgrade to the Finance system to avoid a potentially critical failure;
- the Environment system is at the end of its supported life and requires replacement; and
- the Customer Relationship Management system is costly to maintain and so requires an upgrade to a more manageable new version.

Whilst these factors do not alter the vision in themselves, they have impacted upon the priorities for the programme.

4.2.2 Herefordshire Public Services

Since the original vision was set out, the Council and PCT are now actively pursuing closer partnership working arrangements, whilst recognising that they will currently remain as separate legal entities. The change involved in this, on top of the change agendas that both organisations were facing anyway, is very significant. A new Joint Management Team (JMT) for the two organisations has been formed, with a joint Chief Executive and many cross-cutting roles.

The closer partnership working is leading to an extensive, broad based programme of change within Herefordshire Public Services. Through a Change Management & Communications Group, that has both Council and PCT employees, the following change activities are being co-ordinated:

- the formation of the JMT;
- a review of provider services;
- the development of world class commissioning;
- the integrated social care project (as part of Herefordshire Connects);
- the accommodation review; and
- developing the performance management framework.

Much of this change is inter-related, and there are common dependencies upon cross-cutting requirements including change management, accommodation and technology. Herefordshire Public Services offers excellent opportunities for efficiency and improved customer service – the very focus of Herefordshire

Connects - but it is essential that decisions taken around the future of Connects consider how the future Herefordshire Public Services environment, including technology, can be successfully integrated.

4.3 The importance of integration

Integration was always at the heart of the Herefordshire Connects strategy. As well as the *'integrated ICT platform'* specifically stated as a goal of the programme, the envisaged financial and customer service benefits required better integrated working and streamlined processes across the Council supported by this technology.

The lack of technology integration stands in the way of better integration of people and process. For example, currently the Council's Customer Relationship Management (CRM) system is not integrated with other systems. Customer calls for service are recorded in the CRM system and then often have to be emailed or printed off, sent to the service department to progress, who may re-type it into another system before fulfilling the service request.

Connects envisaged a very different, more effective and responsive way of delivering services. The following is a simplistic but real scenario from another local authority that had outsourced its waste collection and disposal services to a contractor.

Before System Integration:

When a customer called to organise a special or missed collection the customer's call was noted. At the end of each day a member of staff would collect these on one spreadsheet and fax them to the contractor. The contractor would reply the next day confirming the booking, also by fax. This meant that bookings had to be made at least 3 days in advance. The Council would then re-type the contractor's confirmation into the tracking spreadsheet with the dates. If customers called back to check their booking it was often difficult for staff to find the correct fax, and if a customer needed to move the day, it meant the whole process had to start again. The Council had to limit collections to 60 per day as the staff did not have the capacity to deal with more.

After System Integration:

A customer calls the Council contact centre and the request for a collection is recorded on the system by the agent. This is integrated with a web portal for the contractor. The request is therefore instantly visible for the contractor through the web who will make the booking and suggest a time. This is then available for the call centre agent to view should the customer require confirmation. The customer can also see the booking on the web-site and request changes. The Council saw a significant rise in customer satisfaction with this process, the number of collections which had to be rebooked fell dramatically, bookings could be made for the next day rather than having to wait at least 3 and the limit of 60 per day was removed.

This example demonstrates the real benefits that customers see in service outcomes from the integration of technology. There are many opportunities within the Council to improve service and customer responsiveness in this way. With Herefordshire Public Services the opportunity is even greater as customer enquiries can be integrated across health and Council services. We note that the development of an integrated Customer Services strategy is underway and this will guide the development of the integrated processes and technology that Herefordshire Connects can deliver.

As well as supporting **process** integration using integrated systems can have the benefit of improved **data** integrity. The Council currently has the same data – for example customer details – stored in many different systems. This means duplication of effort in data maintenance and the reality of data stores being out of synch. As well as the possibility of poor customer service because of this there are other real issues with this situation – for example the difficulty in responding to Freedom of Information requirements, a process that takes considerable manual effort at present.

The importance of integration and the ways in which it can be achieved are discussed further in the Technology Options section of this report.

4.4 The New Vision for Herefordshire Connects

Although, as we have discussed, the original Connects vision is still very valid it needs to be updated to reflect the broader change programme to which it contributes. Also it was clear from our interviews that many officers have forgotten what the vision was. This is not helped by several versions or variations of the vision being used over the last three years. With a significant number of new Council members it is also very likely that clarity of purpose for Connects is not fully understood in the member community.

It is therefore recommended that a clear statement of the vision for Herefordshire Connects is agreed and publicised as part of the re-launch of the Herefordshire Connects programme. This must be consistently used and provide the guiding direction for the programme. We suggest the following:

“Herefordshire Connects is a technology enabled change programme that will support the delivery of high quality, responsive and integrated services by the Council as part of Herefordshire Public Services. It will seek to reduce costs, to help forge a new joint culture of partnership working, rationalise and update systems and infrastructure, and harmonise and improve the accessibility and responsiveness of services to both internal and external customers:”

This will be achieved by:

- improving the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council’s performance rating in core service areas;
- delivering productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
- aligning organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

4.5 Conclusions and Recommendations

Herefordshire Connects still has a vital role to play in the development of public services in Herefordshire.

It is recommended that:

- A new vision statement for the programme with restated objectives is agreed and publicised.
- The Herefordshire Connects programme is re-shaped to reflect:
 - increased joint working with the PCT; and
 - the increased risk of key ICT system failure.
- Integrated systems are central to the delivery of the vision and objectives.

5 Delivering the Vision

This section outlines how the updated vision for Connects can be delivered. It outlines the projects that will form the programme, noting the feedback received on these projects from stakeholders. It proposes revised priorities for these projects and proposes a roadmap for the programme.

5.1 The Programme Structure

To deliver the vision, the Connects programme will:

- improve the service outcomes delivered to customers through integrated customer services, thereby positively impacting the Council's performance rating in core service areas;
- deliver productivity gains, including cashable savings to address budget challenges, in front line service delivery and in the back office, through integrated support services; and
- align organisational goals and individual performance objectives, refining and integrating existing corporate performance management processes and embedding a performance-oriented culture within the organisation.

As outlined earlier the original programme was designed around three key projects:

- Integrated Customer Services
- Integrated Support Services
- Performance Management

In defining the new way of delivering Connects we have reviewed the original aims of each project and the business case for each. In addition we have spoken to senior stakeholders to inform our analysis. The highlights of the feedback for each project component are set out below. We conclude that the structure remains a valid way of organising the programme but each project component needs to be re-defined in light of changed priorities and opportunities.

5.2 Feedback from interviews with senior stakeholders

5.2.1 Key messages relating to Integrated Customer Services (ICS)

- The Social Care project is now underway and progressing well.
- The Environment & Regeneration system is at the end of its support life and therefore requires urgent replacement.
- The CRM system is expensive to maintain. It can be upgraded to a new version which is less resource intensive to maintain and should offer better usability.
- The CRM system is not integrated with other systems.
- The web portal is not well integrated with current systems.
- The Revenues and Benefits function should also be considered as quickly as is feasible within the integration of functions into the 'front-office'.

- The IT helpdesk could be replaced, allowing for the decommissioning of the expensive ICT Back Office System.

5.2.2 Key messages relating to Integrated Support Services (ISS)

- HR is at 'breaking point' trying to manage with their current 19 un-integrated systems.
- Front and back-office systems are not connected – especially with respect to obtaining management information.
- The financial system urgently requires an upgrade.
- The PCT are keen to explore areas of joint working across support services with the Council.
- Systems and solutions must be flexible as both organisations will continue to change.
- Change must be planned in manageable amounts – the plans for Connects originally were too demanding.

5.2.3 Key messages relating to Performance Management (PM)

- Performance management systems within the Council are inert, and lack visibility and mechanisms for feedback.
- Improved performance management is a priority for the Council, particularly in light of the LAA and the forthcoming CAA.
- Performance Management is a priority for the PCT in light of the World Class Commissioning agenda.

5.3 Revised Priorities

The priorities within the three projects ICS, ISS and PM need to reflect the current situation and drivers for change.

5.3.1 Integrated Customer Services

The original plan for ICS was to implement social care systems and integrate them with the CRM system. This would include using records and case management systems and workflow to improve the way social care services were delivered and the way in which could respond better to customers. The integrated technology implemented could then be used to 're-engineer' other Council services into an integrated customer services environment. Given the urgent need to deliver new social care systems the Integrated Social Care System project, implementing CoreLogic's Frameworki solution, started in February and is progressing to plan. Given the pause around the rest of Connects, however, the plan to integrate the solution into CRM and implement record management and workflow has been put to the back of the implementation timescale. Phases 1 and 2 are already planned, scoped and commissioned. The precise scope of Phase 3 is to be confirmed, but is planned to focus upon providing greater integration with Council systems, including electronic records management and delivering improved integration and joint working with the PCT. It is not recommended to change this approach now that it is underway.

Instead of using Social Care as the project to deliver the integrated technology environment we now recommend that, due to the now pressing need to replace the Environment system, a project to implement an integrated system for Environment and Regeneration is undertaken. This will support integrated planning, as well as the other services such Environmental Health and Trading Standards delivered by the Directorates. This project will also address the objectives of improved customer services and responsiveness through an upgrade to the existing CRM system, integration of the CRM system with the new system and the implementation and integration of a new Electronic Document and Records Management System (EDRMS). This will enable the re-engineering of service delivery processes, resulting in services which are efficient and responsive.

Once this platform for improved customer service has been developed and rolled-out within the Environment and Regeneration Directorates, it will be deployed to other Directorates across the Council to continue to drive improved customer service across the breadth of the service. We recommend that Revenues and Benefits be the next service area to deploy the platform, with an estimated start date of 1st July 2009. It can be investigated if this could begin any earlier, as suggested in our interviews with you, but this needs to be considered in light of the Council's capacity to manage and deliver change.

The technology to support the ICS project should be finalised during August and September by the Council. The implementation project can then begin in October. The consideration of the technology options is discussed in section 6 of this report.

To successfully deliver the ICS project it will be necessary to fix some of the issues with the current CRM implementation. Given the pressure on the current system in terms of the cost of maintenance it is recommended that the upgrade to the current CRM system is undertaken as a priority within the ICS project.

5.3.2 Integrated Support Services

There are still significant efficiencies available from better support services for the Council from improved use of technology and reducing the amount of effort required in 'back-office' processes. We consider the business case in section 7 of this report. The opportunity for integrated working with the PCT enhances this opportunity further. We note that a Shared Services Strategy is being developed to consider the roadmap for potential integration of support services across Herefordshire Public Services. This should provide direction for the ISS project.

The original Connects programme included the implementation of an integrated back office system for HR, Payroll, Finance and Procurement and the delivery of a 'shared services' model for support services. This is still recommended as the medium term objective subject to the recommendations of the Shared Services Strategy. The interviews, and our assessment of the current situation, show HR to be the biggest pressure point and also a good proportion of the benefits envisaged are from this area. It is also essential that a good integrated HR system is in place to support the requirements of improved performance management

We recommend that the ISS project focus upon providing efficient and cost effective corporate services enabled by the implementation of an Integrated Back Office System. The phasing of this will change from the original Connects plan. The replacement of the existing HR systems and the inefficiencies they create is the largest area of benefit identified so this will form the first stage of the project. This will then be followed by the implementation of the system for Finance, Procurement and Asset Management. The main reasons for this are two-fold. There is an opportunity to undertake some of the re-organisation work around finance as part of the required upgrade to the current system – this will make the transition to a new integrated system easier. Secondly, there is a concern over the scale of change already in the proposed programme and finance is seen to be less urgent in the short term.

The technology to support the ISS project should be finalised during August and September by the Council. The implementation project can then begin in October. The consideration of the technology options is discussed in section 6 of this report.

The selection criteria will need to include an understanding of how support services may be shared with the PCT and of their requirements.

5.3.3 Performance Management

Both the Council and the PCT require new performance management systems. The Council needs to ensure that it can monitor performance in the new Local Area Agreement, and demonstrate this performance management capability for the Comprehensive Area Assessment. The World Class Commissioning agenda is driving a focus on performance management within the PCT.

As well as the ability to better monitor performance of the organisations there is a real need to move both organisations from **monitoring** performance to **managing** performance. This requires significant cultural change, which is recognised in the Council's Organisational Development plan, and systems that can connect organisational performance with team goals and personal plans.

There are significant gains to be made from better performance management and these have always been recognised in the non-financial benefit section of the Herefordshire Connect business case. This is a prudent view and financial benefits can be realised if the Council wants to press hard.

Performance Management is a priority. The original Connects plans envisaged a very sophisticated integrated performance system being developed. This will take time and is dependent on a lot of other integrated systems being in place. Given the urgency we recommend that the PCT and the Council jointly select a new Performance Management System that can be deployed relatively quickly on a phased basis. There are a number of systems which are used by both Local Authorities and PCT's across the country. This should be selected in August and September and the implementation can then begin in October. Given this joint approach we have also altered the name of the project to 'Performance Management' – removing the word corporate and the implications that this is a project focused only on the Council.

The overall objective is to support the development of a high-performance culture through the provision of accurate and timely information to decision makers. The implementation project will aim to develop a new framework for Performance Management within both organisations. This will include not only the system, but more importantly the people and processes also involved.

5.3.4 ICT Strategy

The Connects programme was, and still is, a critical focus for the IT strategy, which aims to rationalise and integrate the systems the Council uses. The pause of the programme has led to a failure to progress with the IT strategy, as well as a backlog of projects for system changes and upgrades.

Currently the Information Policy Group (IPG) is acting as a governance mechanism for the IT Strategy, reviewing projects and business cases. With the restart of Connects, and the governance structure for the programme reimplemented, this will no longer be effective as both will be making decisions upon the future direction of IT within the Council.

We therefore propose that the delivery of the whole ICT Strategy forms part of Connects, and reports through the same governance structure.

5.4 Programme Roadmap

The diagram below identifies the roadmap for the programme as outlined above. It is intended to identify the key streams of work with the estimated timings. Upon the conclusion of the system selection stage the plans for each project can be developed in greater detail, based upon the selection decisions made.

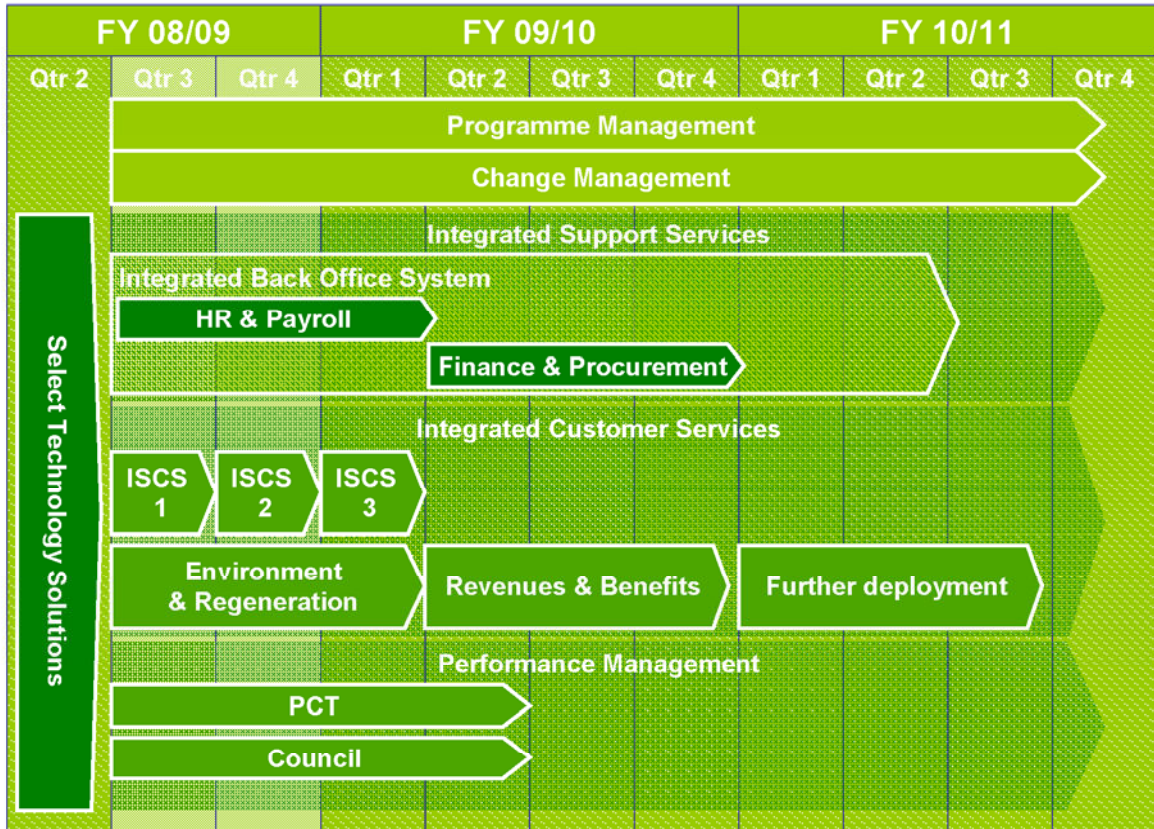


Figure 2: Timeline

5.5 Summary of recommendations

- The three original projects making up the Connects programme are still valid:
 - Integrated Customer Services
 - Integrated Support Services
 - Performance Management
- The ICT Strategy should also be governed by Connects and no longer by the IPG.
- The appropriate technology solutions should be selected during July/August

6 Technology options

Herefordshire Connects is a technology enabled change programme. In section 4 we considered the importance of integration and the importance of integrated technology to support new integrated services. But what are the options for delivering integrated technology?

6.1 Current issues

Whichever strategy for providing an integrated technology platform is adopted, the enabling technology component of the programme must address the urgent technology issues currently faced by the Council. These are:

- there is a high and growing risk of system failures – presenting a real risk to the operations of the Council;
- there is a high cost of supporting disparate and ageing applications; and
- there is a high cost arising from multiple data sources with no platform for integration.

These issues are discussed more fully below.

6.1.1 High and growing risk of systems' failure

During our interviews with key stakeholders, it has become apparent that there are real concerns over the risk of system failures, and evidence that the likelihood that such risks will materialise is growing. Such failures will have a major impact on business continuity in the areas concerned. Specific examples include:

- The finance system (Cedar) requires urgent attention to reduce the risk of system failure. Recently, the system failed and it was extremely difficult to return the service. To alleviate this risk, a technical upgrade of both software and hardware is required urgently. This is currently planned for September.
- The HR systems (of which there are 19) are described as “at their maximum capacity” in respects of functionality and there is a real concern in the Directorate that they will soon be no longer fit for purpose.

6.1.2 The high cost of supporting multiple disparate and ageing applications

Supporting the Authority's landscape of multiple, ageing applications (see overleaf) is a major concern to the ICT department. These applications require the department to have access to diverse skill sets that are often difficult and expensive to acquire, particularly because of the geographical location of the Authority.

The issue of attracting and retaining people with the right ICT skills needs to be a consideration when making the choices around the ICT platform to support Connects. However, Industry analysis indicates that consolidating functions under a single application provides a lower total cost of ownership than supporting multiple applications from different vendors in the long term. Reducing the number of applications in place and driving standardisation of core software databases, standards and tools through the ICT strategy will assist the Authority in addressing the skills issue and reducing support costs.

“Best-of-breed solutions, on average, have a TCO that is twice that provided by full suite solution providers.” - ARC Insights

6.1.3 The high cost of multiple data sources with no platform for integration

There is further upward pressure on the total cost of ownership of the Council's systems generated by operating multiple data sources with no core platform for integration. Some key operational systems have

little or no integration with other systems in the Authority leading to the duplicate entry of data and a great deal of manual effort to consolidate and reconcile data for reports – specific examples being the HR and CRM systems.

The costs of multiple data sources arise from the effort expended in aggregating data across the various sources, checking its integrity and consolidating it for operational management and reporting purposes.

“ERP delivers cost advantages to an enterprise by decreasing the costs of assuring process integrity and centralizing information across end-to-end processes.” – © Gartner

For example, if the Authority currently wanted to view all of its dealings with a specific individual, a number of different departments would need to be co-ordinated in trawling their systems and records, confirming that they have located the right individual’s records and they would then need to be aggregated. Whilst, to some degree, this issue will not be completely resolved in the Local Authority in the short term, a key design principle driving the enabling technology of the programme should be to minimise this issue.

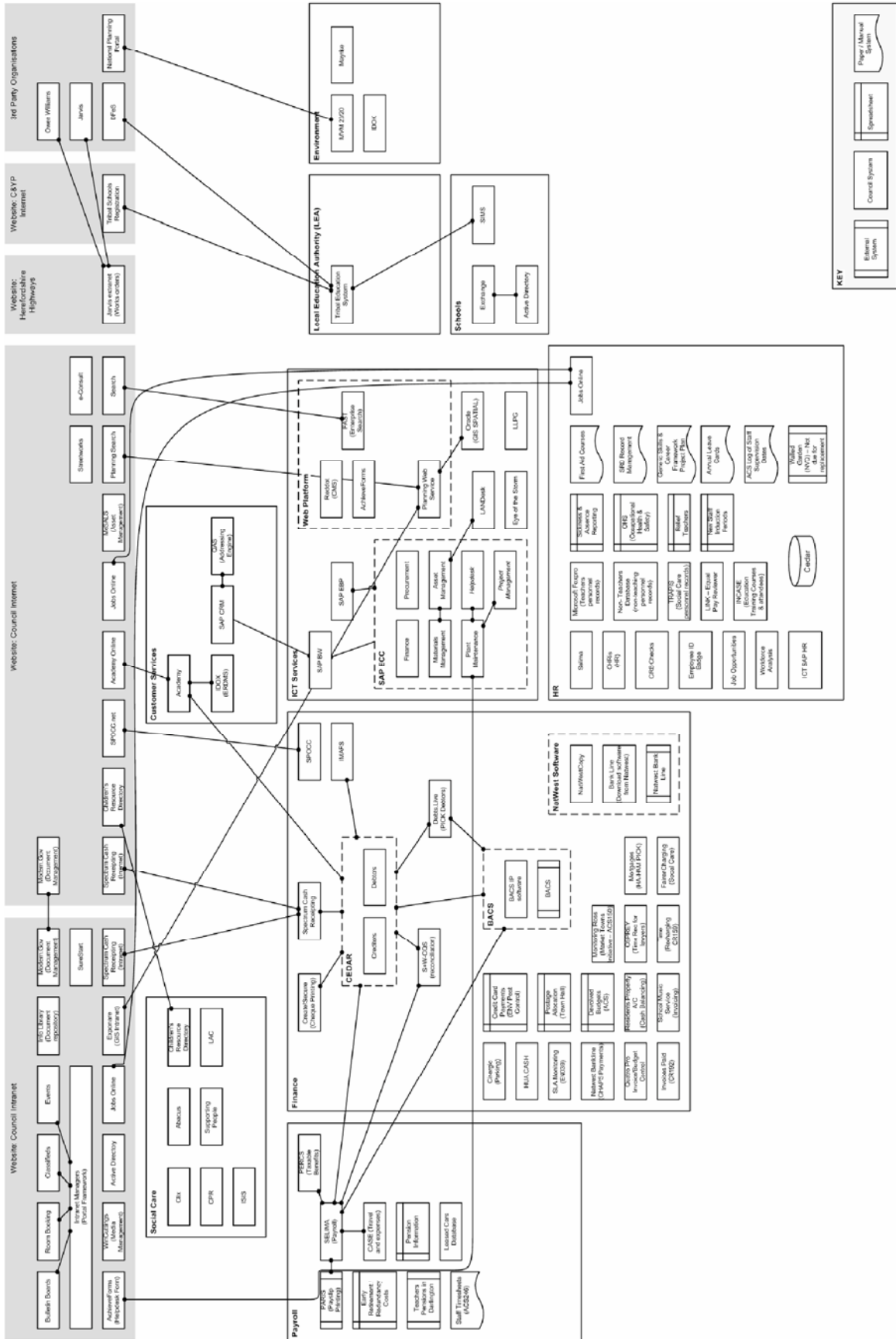


Figure 3: Current applications topology (overview)

6.2 Delivering the foundations of an integrated ICT platform

As discussed in section 4.3, integration provides improved, joined up service delivery and should also improve data integrity and reduces duplicate data sets across the Authority.

6.2.1 Process and Data Integrity

There are two key ways of identifying when and where systems are best integrated.

Firstly:

Integration should be considered where a process is supported by multiple systems. If this is not the case then this usually results in re-entry of data which is time consuming and often inaccurate, putting the integrity of the process at risk.

For example, the process of enrolling a new joiner crosses multiple systems. They need to be created in the HR system (currently the Council has 19 systems supporting HR). They need to be added to the payroll system. They may need to be added to finance system, and their levels of authorisation added, particularly if they are able to sign off expenditure. They are also likely to need to be added to a host of other systems to enable them to work effectively, including for example web access, the telephone directory and service specific systems. An integrated back office system would remove the need for this duplication of effort.

Secondly:

The same sets of data are used widely across the Council. Where a data set is relied upon heavily integration should be considered.

For example, the Environment and Regeneration directorates rely very heavily upon property data. The majority of the services they deliver are focused upon a property, and so an integrated system for their activities including planning, environmental health and trading standards will enable them to see a complete picture of the services provided around a property.

However, there are two main approaches that can be considered. These are:

1. joining together separate applications from many different vendors and those built in-house. (Often referred to as “Best of Breed” applications); and
2. implementing a single corporate solution supplied by one vendor (generally referred to as an Enterprise Resource Planning (ERP) system).

Industry analysts define “Best of Breed” and ERP systems as:

Best of Breed

“An approach or methodology in which a user organization selects a set of applications from multiple vendors that must be interfaced to work together, either by the organization, one of the selected vendors or a third-party integrator. This solution contains more than one technical architecture and more than one database schema.” – © Gartner.

Enterprise Resource Planning (ERP) system

“ERP is defined as the ability to deliver an integrated suite of business applications. These tools share a common process and data model, covering broad and deep operational end-to-end processes, such as those found in finance, human resources, service and the supply chain.” – © Gartner.

Both have strengths and weaknesses that we have documented and provided in Appendix 2. In reality a single solution from a single vendor that meets all of the Council's requirements does not exist. Software solutions that have a broad specific range of functionality, covering, inter-related processes and managing common data as an integral part of their architectures, and serving the business needs of one or more service areas do, however, exist – for example the Council's new social care system Core Logic is replacing a number of legacy systems that were previously separate applications.

In reality this situation is true of many organisations and ERP tends to be used as a dominant part of an organisation's technology platform with some best-of-breed applications integrated with the ERP using the integration tools the ERP provides. This approach has been termed a "Cornerstone" strategy by Gartner.

A key advantage of systems with built in integration is that the integration is maintained by the software provider – the integration also tends to be more sophisticated than can be achieved with in-house interfaces. Maintaining the interfaces between the Council's current systems is extremely time consuming for the Council's ICT staff and is also a major risk factor for the overall architecture. Having too many systems also causes real problems as individual systems need to be upgraded as they become unsupported by their providers. Each time this happens there is significant work in re-testing and in some cases re-writing interfaces.

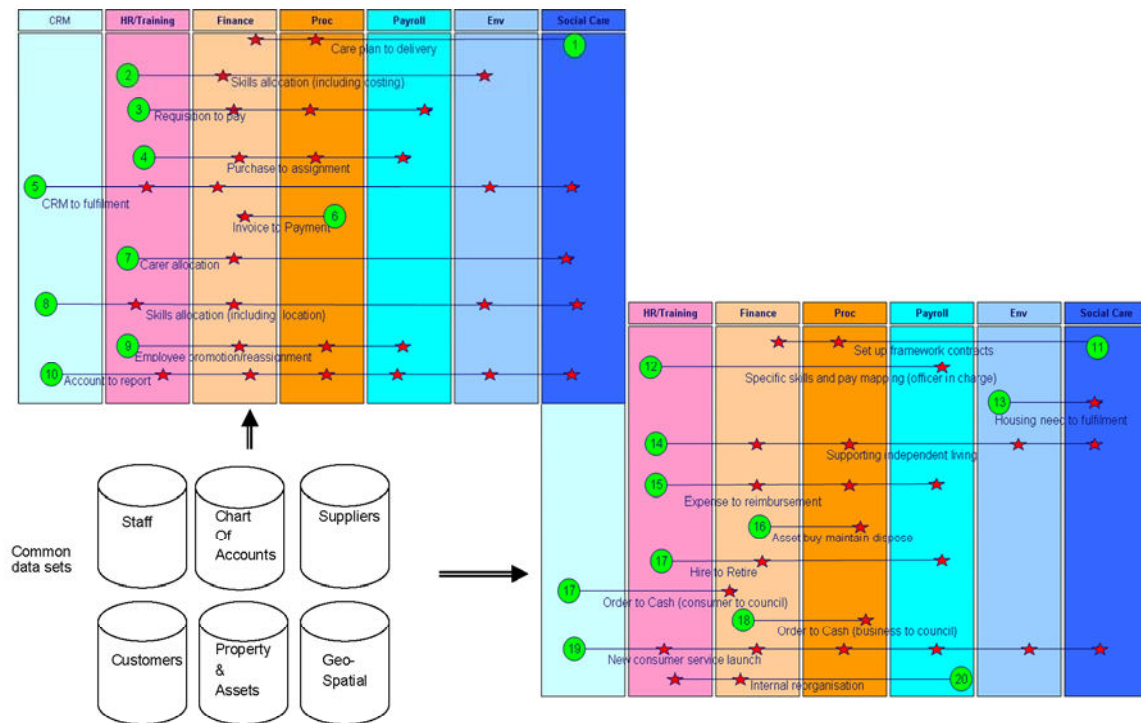
In order to pursue the programme aim of implementing an integrated ICT platform, along with the associated benefits, **we recommend that the Council adopts a strategy of minimising the number of applications** in place by replacing multiple legacy systems with integrated systems where possible. This will improve process and data integrity whilst reducing maintenance overhead and organisational risk.

Taking this approach leaves four questions for the Authority to address in deciding what components its application architecture will comprise in the future:

1. What are the inter-related processes and underlying data that it would be sensible to group together and address with a single integrated system?
2. Should we join these applications together and if so how?
3. What other corporate software is required to deliver the vision?
4. What is available on the market?

6.2.2 What Integrated systems are required?

Analysis of the Council's processes and data, as well as a pragmatic understanding of what is available in the market, can help us identify the integrated systems that can make up the Council's application architecture.



Social Care

One of the integrated components that the Authority is already in the process of implementing is the Social Care Integrated Care System (Framework). The scope of this system covers Adult and Children's care and will replace at least 5 existing applications and, it is estimated, around 17 other data sources such as user developed databases and spreadsheets.

Environment & Culture (Planning) and Regeneration

Environment & Culture is another service area within which there are multiple disconnected systems. The Environment & Culture and Regeneration (Planning) Directorates have a strong desire to procure and implement a new, single, integrated software application component that will improve integration both within and between the Service lines and remove the overhead of managing the multiple disparate and disconnected applications in place currently.

In both of these cases the Services have recognised the need to co-ordinate activities over a common data-set and integrate the processes within, and beyond, the Service Line.

Customer contact

In improving customer services, the approach to contact management is key. From an application point of view, however, there is no integration with the Council's SAP CRM software and back office and service line applications – staff need to log on to multiple systems. Furthermore, reporting from the system is very limited. The CRM software in place currently has an upgrade available which we recommend should progress but with attention to integrating information from the Authority's systems where value can be added for the customer. The opportunity to revise business processes to improve service delivery should also be taken as part of the upgrade.

Back office processes (HR, Payroll, Finance and Procurement)

With respect to the back-office, the majority of UK Authorities have, or are in the process of implementing integrated software components that integrate the operations of Finance, Procurement, HR and Payroll over a common data set using one or, in some cases, two application components.

Examining the integration touch points between these back office processes, and the commonality of the underlying data across many of them, it becomes apparent that there are many interrelated processes using common data, as presented in the diagram below.

One system that serves the needs of all of these back office processes and the Service Lines does not exist – but that ERP applications that provide Finance, Procurement, HR and Payroll functionality do, therefore we recommend, that a single application component that can support these back office processes and bring inherent “built in” integration between them should be implemented.

Adopting this approach will achieve the goal of reducing the number of applications deployed as shown in the diagrams below – which show the target application footprint and that footprint over-laid on the existing application topology respectively.

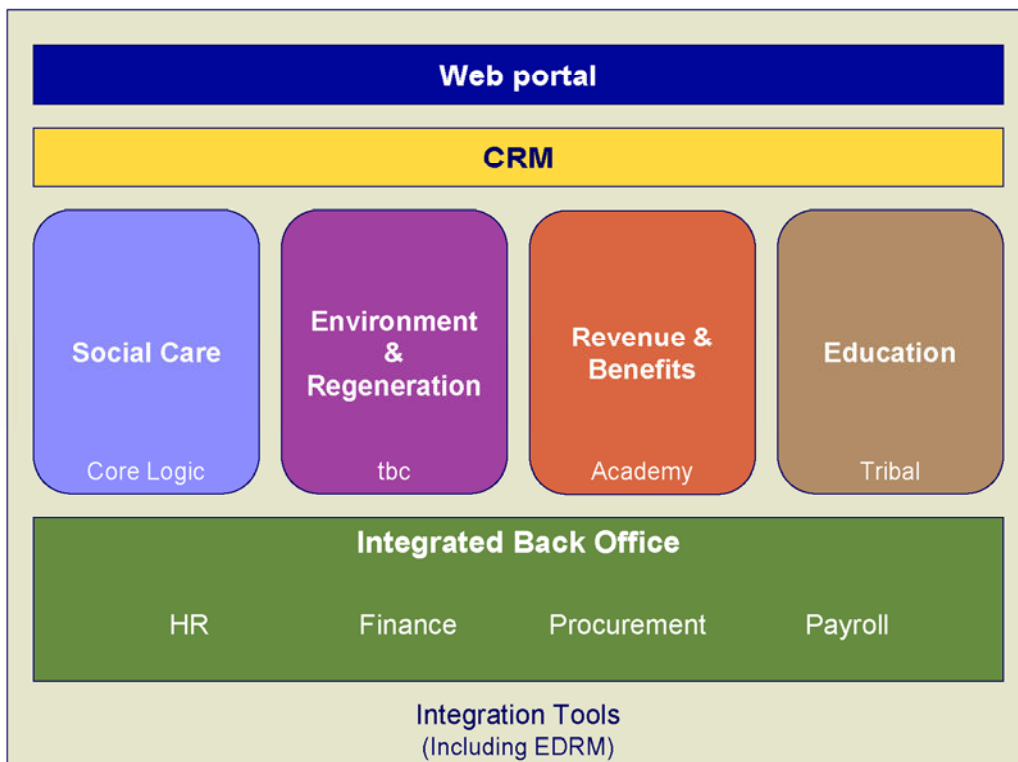


Figure 4: Simplified view of the potential future applications topology

The diagram over the page shows which legacy systems are replaced by the integrated applications above.

6.3 How do we integrate these applications together?

The strategy proposed is to minimise the number of applications deployed across the Council – this will bring a significant degree of integration which is already built in to these applications, e.g. Employee data is entered once in HR and used consistently throughout HR and Payroll. This internal application integration is managed by the software application component; relieving the Council of the burden of managing the data integrity.

However, even if we reduce the number of major applications there is still a great deal of benefit to join these systems up for operational and reporting purposes. An example of the need to do this can be found in the Contact Centre – where, when a caller enquires about a street lighting problem they previously reported, it would be ideal if the operator could be presented with the details of the initial call and the progress of the planned work. In this example the requirement will be for the street lighting application to be integrated appropriately with the CRM application to deliver the information on the call to the operator's desktop – without the need for the operator to log on to multiple systems.

There are two ways of doing this and both require software development tools and skills to implement.

1. Point to point interfaces

This involves writing specific data file extraction and import routines and, typically, transferring data in batch (e.g. at a specific time of day) for transactional purposes. Software is usually implemented to assist in managing the interfaces.

This type of integration is usually relatively simplistic and when one of the component applications is changed this invariably means that the interface will need to be amended or re-written.

2. Service Orientated Architecture (SOA)

This approach is a strategic one that, to implement, will need to be considered as part of all system developments, replacements/purchases in the future. The basic premise of this approach is to consider the integration of technology that supports a full service activity end to end, regardless of how many applications the service activities cross throughout their life-cycle.

An example may be a change of address on a Housing Benefits system that comes into the Contact Centre. The SOA approach is to integrate the presentation and data available to the call centre agent; enable them to make the change; and to promulgate that change across the Council's applications – so that each application that requires that person's address data at any point in time will use the most up to date data which is consistent across the Authority.

The goals of the SOA approach are to:

- minimise the duplication of data and processes in an organisation's application architecture;
- standardise the presentation of application data to the user, albeit that information may be aggregated from 2 or more separate underlying applications; and
- enable the organisation to replace individual application components with minimum disruption by enforcing standardisation of interfaces.
- In implementing SOA it is best to target specific service activities and focus on them. There will continue to be a need for point to point interfaces, and the SOA software tools (referred to as SOA middleware) can be used for both SOA and Point to Point interface developments.

This SOA middleware includes software for process and data modelling, design coding and testing, presentation (portal) and governance – ensuring the integrity of the SOA process. SOA tools can be provided as standalone for example Microsoft Biztalk and Sharepoint and IBM's Websphere. Alternatively ERP systems such as Oracle and SAP provide their own integrated SOA middleware within their ERP suites; Oracle Fusion and SAP Netweaver/Xi.

We recommend that the Council complements its minimum integrated application strategy with a SOA approach to integration wherever possible. This approach should consider using core data sets that may be maintained or “mastered” by a single application but used by many, and uses the functionality of the most appropriate system in the Council’s application portfolio to manage transactions and present transactional information, potentially combining information from a number of systems, transparently to the user. However, this approach will not be appropriate for all interfaces and we accept that there will still be a need for point to point integration in cases where the interface is either simple, the SOA approach is not feasible for technical reasons, e.g. in some older applications, or the cost of integrating using this approach outweighs the benefits.

6.3.1 What other corporate software is required to deliver the vision?

In order to deliver the true benefits of joined up working and enabling systems, it is necessary to consider the cross service functionality required for:

- Electronic Document and Records Management (EDRM); and
- Corporate workflow.

In particular, this functionality is important in delivering Service Orientated Architecture solutions whereby documents will be required to be presented to the user within a service activity that may be using a number of applications. Similarly the workflow engine will need to be application independent.

6.4 Which applications?

We outlined above the core applications that should be implemented to deliver the minimised application strategy. Two of these are already being, or have been, implemented – Integrated Social Care System (Corelogic’s Framework-i) and SAP CRM.

To support the programme as outlined in section 5 it is recommended that the Council evaluate the market proven applications in each of the application areas required by the new Herefordshire Connects programme during July and August 2008 and make decisions during September that enable the Connects programme to begin in earnest in October 2008.

Integrated Environment and Planning System:

The proposal is to procure a replacement to the Council’s existing Northgate MVM system with an application that will also extend functionality to enable the Directorates to reduce the number of systems in use and improve integration within the department and with other departments. There are two applications on the market that meet the scope of the functionality required and so should be assessed, supplied by Civica and Northgate.

Integrated Back office:

In the local government sector, an analysis of what other Councils have procured in the last 5 years show that four products dominate the market:

- **SAP and Oracle:** Providing a full range of ERP functionality for the back office and other capabilities such as plant maintenance and also corporate applications for EDRMS, Workflow, CRM and Integration in an SOA environment as part of their suites; and
- **Agresso Business World:** Provides full functionality across the back office but does require some third party software to enable e-procurement and Employee and Manager Self Service.
- **Cedar** (The Authority’s existing supplier): Financials already implemented and being upgraded to resolve technical support issues. Cedar also offers an e-procurement module and, through the acquisition of Goldenhill Computer Systems in 2003, a HR and Payroll system.

Agresso and Cedar do not include SOA tools, CRM or EDRMS as part of their core offerings, third party SOA applications to perform these functions would need to be procured (see below).

Performance Management

There are a number of performance management systems on the market including some already in use within the PCT and the Council. These should be evaluated during July/August.

Service Orientated Architecture middleware/EDRM and Workflow:

SAP and Oracle provide SOA middleware as part of their core suites – Oracle Fusion and SAP Netweaver/Xi as well as records management and workflow. However, if non-SAP or Oracle software is chosen, there are other products on the market place, including:

- Microsoft: A combination of Biztalk, Sharepoint.
- IBM: Websphere.
- IDOCS
- Meridio
- Opentext

We recommend that alongside the evaluation of other applications during July/August the Council evaluates independent SOA technology including records management and workflow. However, our recommendation is that if Oracle or SAP is chosen as the Back Office solution then their proprietary tools are used.

6.5 Summary of Recommendations

Based on our findings from the review, the changing priorities of the Connects Programme and progression of the relationship with the PCT, our recommendations arising from this review are that

- The Council adopts the strategy of minimising the application portfolio, consolidating functionality onto single applications serving specific service and cross service needs. This should complement with a SOA strategy for managing data and process across these applications. Point-to-Pont integration should be minimised but used as a cost-effective solution where minimal integration is required;
- The Council evaluates software applications during August and September from the proven market solutions outlined;
- That the Council upgrades the existing SAP CRM product and In undertaking this upgrade, we further recommend that a review of the contact management strategy is undertaken including:
 - definition of integration with back office and service line systems required; and
 - review of processes against the standard processes inherent with the CRM application with view to minimising any bespoke development.
- That, as part of the ICT strategy, the Council develops a strategy for SOA middleware, EDRMS and Workflow:

7 Business case

This section will outline the benefits and costs that result in the business case for the Herefordshire Connects programme. It will firstly provide a brief summary of the benefits case development, identifying the current position and what has already been delivered.

It will then summarise the indicative costs of the Programme Roadmap proposed. The costs at this point are indicative based upon our previous experience of delivering programmes of this nature. Further refinement of these will be required as the Council confirms its preferred technology solutions.

Finally it will provide an estimated financial profile for the business case based upon the proposed Programme Roadmap.

7.1 The Original Axon Benefits Case

As described in the Background section above, Axon worked with the Council in Jan-Mar 2006 to identify potential savings. The resulting benefits case from this analysis is identified below:

2006/7	2007/8	2008/9	2009/10	2010/11	2011/12
£1.2m	£5.8m	£10.6m	£11.4m	£11.75m	£11.75m

The Axon report and business cases were presented to Cabinet in April 2006.

7.2 Benefits Case – Revised June 2007

As described in the Background section above, as part of the definition phase conducted in May-June 2007, the Council reviewed the benefits case for the programme, and with the support of Deloitte challenged a number of the underpinning assumptions. This led to a restatement of the benefits case as identified below:

The Council felt that these numbers were prudent, but were based upon a firm set of assumptions in which there was a high level of confidence.

The financial benefits cases were split as follows:

Project	Cashable Savings
ISS	£5.6m
ICS	£2.5m
CPM	£0.2m

These revised figures were reported in a June 2007 Cabinet report. The following is an extract from this report:

“3. Benefits Review. The original business case for Herefordshire Connects was based on a number of cost savings being driven out across the Council. In order to ensure that the Council can indeed deliver on these savings, each benefit line was investigated and challenged to ensure that the figures are robust and ‘bankable’. Over four weeks,

the Herefordshire Connects Core Team and Deloitte ran a number of workshops to complete this. This work was then presented to the Head of Financial Services and the Strategic Procurement & Efficiency Review Manager, and the figures have now been accepted as valid. Independent advice throughout this process has been provided by CAPITA plc.”

7.3 Savings Delivered in the Interim

The Council has continued to progress the delivery of savings where not dependent upon the technology solutions to be delivered by the programme.

To date the following have been delivered:

Benefit	Value	Included in Connects?
Vacancy turnover rate of 1% thereby reducing the Council's overall pay bill	£500k	Outside of Connects scope – resourcing in benefit areas unchanged
A reduction in expenditure on supplies and services of 1% thereby reducing overall expenditure	£200k	Taken into account (Proc) – questionable.
A further reduction in the cost of employing agency and temporary staff through consistent use of the new framework contract	£100k	Taken into account (Proc)
Efficiency/procurement saving	£750k	Taken into account (Proc)
Saving IT are making on agency staff	£400k	Taken into account (Agency Staff) – questionable
2007/2008 Savings	£250k	Taken into account (Proc)
TOTAL	£2.2m	£1.7m Connects

The table also identifies where these savings relate to those identified in the Herefordshire Connects benefits case. For example, the savings due to the vacancy turn-over rate have not altered the staffing in key areas identified by the programme and so the savings are still there to be achieved. However, some of the procurement savings identified do relate to those targeted by the programme and so have reduced those still to be achieved.

7.4 Benefits Case – Revised June 2008

The Council has reviewed the figures to update for savings delivered and to assess other changes in the Strategic Pause period. This results in a revised benefits case for the Herefordshire Connects programme of the following:

Project	Cashable Savings
ISS	£3.4m
ICS	£2.0m
CPM	£0.1m
Total	£5.5m

It is important to note that these are deemed to be a prudent set of numbers. The Council should therefore be targeting these as a minimum.

7.5 Non-Cashable Benefits

In addition to the cashable benefits discussed above, there are a series of non-cashable benefits that will be realised by the programme. These are critical in delivering the Herefordshire Connects vision. These include:

- Improved customer satisfaction with responsive integrated services.
- Customers able to interact with the Council online, over the telephone or face-to-face and receive consistent information and level of service.
- Improvement in efficiency and productivity through an improved, transparent Performance Management system.
- Reduction in time spent on admin by staff, freeing up time to focus upon the delivery of services.

The Council should also target making some of these savings cashable rather than non-cashable. For example, currently the productivity improvements targeted from improved Performance Management are estimated at in excess of £4m. These have been assumed as non-cashable for prudence given that they will often represent small parts of every member of staff's time. Through a focused benefits realisation approach it will be possible for the Council to realise this figure over time.

7.6 Indicative Costs

It is not possible to confirm the costs at this stage. Once the software has been selected, as described in the Technology Options section, the costs can be accurately defined. For planning purposes we have provided what we believe to be a worst case set of costs based upon our experience with a range of technology solutions. Depending upon the chosen technology options it may be possible to reduce these costs. The table below identifies the cost estimates:

Internal Costs	
ISS	£ 749,700
ICS	£ 420,000
CPM	£ 262,500
External Costs	
Integrated Support Services	£ 2,775,000
Technical Integration	£ 800,000
Social Care Phase 3	£ 500,000
Environment & Regeneration	£ 850,000
Revenues & Benefits	£ 300,000
Performance Management	£ 420,000
Programme Management	£ 450,000
Change Management	£ 420,000
Software Licences	£ 1,450,000
Software Maintenance	£ 290,000
Hardware	£ 700,000
Total	£ 10,387,200

These figures also reflect work already completed e.g. the original review of procurement spend is no longer included in the estimated costs going forward.

7.7 Phased Financial Profile

This section provides an initial indicative analysis of the financial profile of the programme, based upon the Programme Roadmap outlined earlier. This will require further refinement once the costs of the chosen technology solutions are known. We also recommend that the profile for the delivery of benefits is confirmed at that point.

The profile is based upon the following assumptions:

Capitalisation		Software:	
Years:	5	Licences:	Capitalised
Interest Rate	4.5%	Maintenance:	Not Capitalised
Resources:		Hardware:	Capitalised
Change Management:	Not Capitalised		
Design and Configuration	75% Capitalised		

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14
Revenue						
Costs	£1.4m	£3m	£2.1m	£2.1m	£2.1m	£2.1m
Benefits	(£0.3m)	(£1.3m)	(£3.3m)	(£5.1m)	(£5.5m)	(£5.5m)
Net Revenue	£1.1m	£1.7m	(£1.2m)	(£3.0m)	(£3.4m)	(£3.4m)

This highlights that the Council will need to invest in the programme in the first two years, but that the programme will begin to deliver benefits quickly and will be cash positive in its third year.

8 Making it happen

The correct governance structure, sufficient resources and appropriate skills are three key elements in making Connects a success. This section addresses these three elements and makes recommendations as to how each should be taken forward within the programme.

8.1 Governance structure

There has been no governance of the Herefordshire Connects programme for some time. It is essential that this is put in place as soon as possible in line with the overall governance of the Joint Management Team's change agenda. We have revisited the planned governance structure proposed for Herefordshire Connects and updated it to reflect the newly defined programme. The governance structure comprises a separate project board for each of the workstreams, and an overall Connects Programme Board as set out in the diagram below.

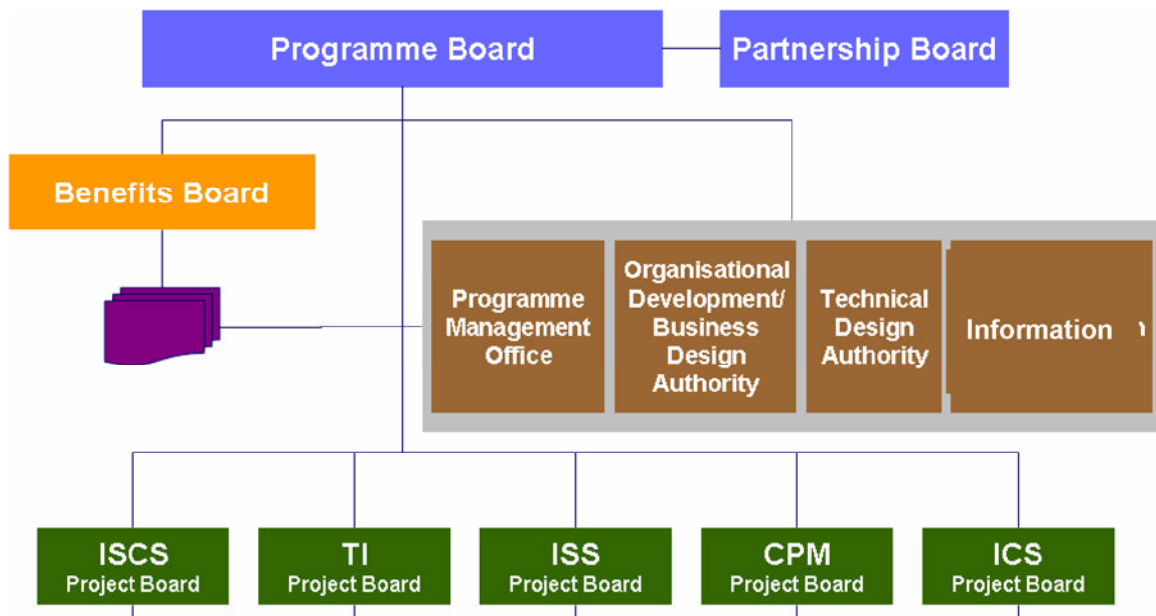


Figure 6: Governance Structure

In accordance with the Council's standards Prince 2 methodology will be applied where relevant. The proposed governance structure has the following features:

- The Connects Programme Board reports to the Joint Management Team
- The Connects Programme Board will be chaired by the Deputy Chief Executive.
- Each Project Board will be chaired by a Senior Responsible Officer (SRO) who will also sit, and be accountable to the Connects Programme Board
- Cross-cutting projects will report to the relevant Design Authority.
- The Benefits Board will oversee the delivery of benefits.
- The new TI (Technology Integration Board) will replace the IPG and co-ordinate the delivery of the IT Strategy.

We recommend that the IT Strategy no longer be governed through the IPG, but rather through the Connects governance structure. We also recommend that the IS/IT development programme, currently being re-assessed by the ICT Department, is reviewed in the renewed light of the Connects programme and that review should include the programme board.

8.2 Managing Change

Herefordshire Connects is an enabling programme and it is essential that Connects is truly ‘connected’ with the rest of the JMT change agenda. This will involve taking part and reporting across other governance boards as they develop.

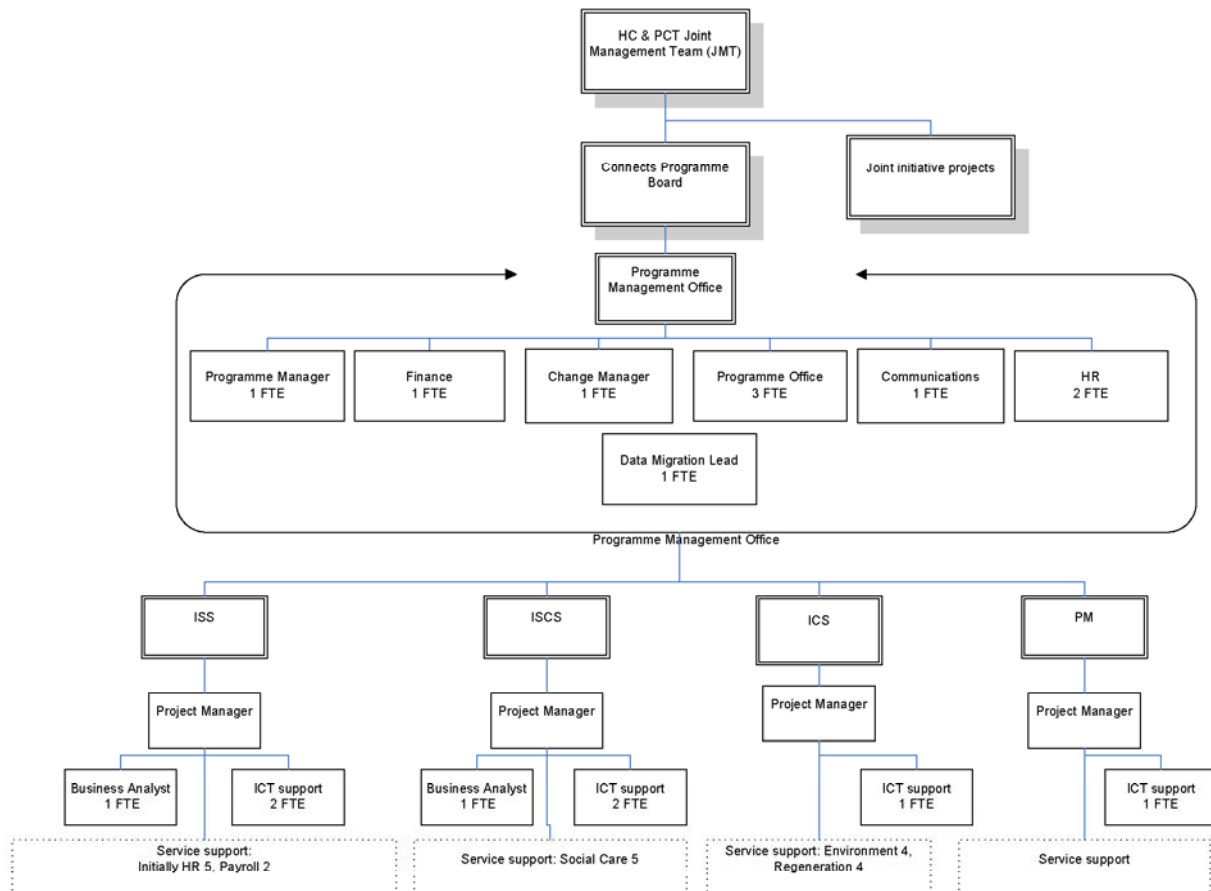
The JMT has made an excellent start to its Organisational Development agenda and it is vital that staff and consultants within Herefordshire Connects are engaging in these activities. There is a significant amount of process and organisational change that will be driven through the Connects programme and this must be co-ordinated with other change activities across the Council and the wider Herefordshire Public Services.

8.3 Resources and Skills

This section will identify the estimated resources required and when they will be required. It will explain where we propose these resources will be drawn from, and the skill sets that they will bring. It will also identify what resource we understand is already allocated to the programme.

8.3.1 The Resources Required

The organisation chart below identifies the Council resources that will be required for the programme. We recommend that this is reviewed and confirmed over the next two months as the chosen technology solutions have been confirmed by the Council.



The chart above illustrates the initial resource requirement, amounting to approximately 42 FTE. The resourcing will need to change over the life of the programme. For example as the Social Care phases complete, the next deployment of ICS in Revenues and Benefits will be starting, resulting in a change to the resources required. The proposed phasing of the resources is identified below:

		Start	Finish
ISS	HR & Payroll	01 October 2008	30 June 2009
	Fin & Proc	01 July 2009	01 April 2010
ICS	Social Care	Present	30 June 2009
	Environment	01 October 2008	30 June 2009
	Regeneration	01 October 2008	30 June 2009
	Revenues & Benefits	01 July 2009	01 April 2010
PM	Performance Mgt	01 October 2008	30 June 2009

8.3.2 Where will the resource come from?

We have grouped the resource requirement into two main types, Central Resources and Service Resources. The level of resource commitment from each is similar. This section explains what we mean by these and the role they will be playing.

Central Resources:

Central resources are indicated in the organisation diagram above by solid boxes. They make-up the Programme Management Office and will provide project management and other project skills to each of the projects. These roles will largely be full-time and will require experience in the project area and ideally qualifications where relevant (e.g. Prince 2). These roles are:

Programme Management	1 FTE
Project Management	4 FTE (ISS, ISCS, ICS, PM)
Programme Management Office	3 FTE
Change Management/HR	3 FTE
Business Analysts	3 FTE
Finance	1 FTE
ICT	6 FTE
Communications	1 FTE
TOTAL	22 FTE

Service Resources:

The Service Resources are team members drawn from the service going through the implementation project, and identified on the diagram by dotted boxes. The service resources assigned to the programme will work as an integral part of the project delivery team, in the same way as has worked successfully to date on the ISCS project. Their role is to ensure that the project is delivering the service's requirements, to represent the project and to champion it within the service, and to mediate between the service and project.

Individuals identified to fill the service resourcing require strong subject matter knowledge and a positive attitude towards change. There will be both full and part time roles making up this requirement. We strongly

recommend that a part time/shared arrangement for full time roles is avoided, and that arrangements will need to be made for back-filling where necessary.

Given the initial programme of work the following input from Services is estimated:

HR	5 FTE
Payroll	2 FTE
Social Care	5 FTE
Environment	4 FTE
Regeneration	4 FTE
TOTAL	20 FTE

Please note that the HR and Payroll requirement will switch to Finance and Procurement as the ISS project progresses. Similarly the ICS project will initially require Social Care, Environment & Regeneration resources, switching to Revenues and Benefits as these initial services complete the deployment and the next start up.

8.3.3 Resources Currently Allocated

The Herefordshire Connects team, with the support of the Corporate Programmes Team, have already allocated team members to the following Central Resource roles.

Programme Management	1 FTE
Project Management	4 FTE (ISS, ISCS, ICS, PM)
Project Management Office	3 FTE
Change Management	1 FTE
Business Analysts	3 FTE (Currently 2 x ISCS, 1 Data Migration)
Finance	1 FTE (Project Accountant from Finance)
Total	13 FTE

We recommend that these allocations are reviewed as part of the detailed planning process during August and September to ensure that the people allocated have the right skills for the newly shaped programme.

The Social Care service resourcing is also in place as part of the current ISCS project.

8.3.4 Developing the Resources

The Council staff resources will bring significant knowledge of the Council and its operations to the programme. They will need, however, support and development in new skills such as project and change management as well as business process re-engineering. A good deal of this will come from working with experienced external resources on the project but also from the planned actions within the Organisational Development plan. Working on Herefordshire Connects provides an excellent opportunity to build a capacity within the Council for ongoing organisational change.

9 Summary of Recommendations

9.1 Overall Conclusion

Herefordshire Connects still has an important part to play in the development of public services to the people of Herefordshire. The financial business case stacks up and the non financial benefits of better customer service and increased staff productivity are significant.

It is time to make a decision about the future of Connects. The delay over the last year has caused a significant backlog of IT priorities that are causing a significant risk to the Council.

9.2 Recommendations

The following is a summary of the recommendations that appear throughout this

Our Recommendations
A new vision statement for the programme with restated objectives is agreed and publicised.
The Herefordshire Connects programme is re-shaped and prioritised to reflect: <ul style="list-style-type: none"> • increased joint working with the PCT; and • the increased risk of key ICT system failure.
The Council's IT strategy should reflect that Integrated systems are central to the delivery of the vision and objectives.
The three original projects making up the Connects programme are still valid: <ul style="list-style-type: none"> • Integrated Customer Services • Integrated Support Services • Performance Management
The Council adopts the strategy of minimising the application portfolio, consolidating functionality onto single applications serving specific service and cross service needs. This should be complemented with a SOA strategy for managing data and process across these applications. Point-to-Point integration should be minimised but used as a cost-effective solution where minimal integration is required;
The Council evaluates software applications to support the programme during June/July from the proven market solutions outlined
That the Council upgrades the existing SAP CRM product and In undertaking this upgrade, we further recommend that a review of the contact management strategy is undertaken including: <ul style="list-style-type: none"> • definition of integration with back office and service line systems required; and • review of processes against the standard processes inherent with the CRM application with view to minimising any bespoke development.
That, as part of the ICT strategy, the Council develops a strategy for SOA middleware, EDRMS and Workflow:

That the Council refine the costs alongside the software selection process during July August but note that funding of up to £2.8m is required for the first two years of the programme.

It is essential strong Governance put in place as soon as possible in line with the overall governance of the Joint Management Team's change agenda

The ICT Strategy should also be governed by Connects and no longer by the IPG.

Appendix 1: Stakeholder Interviews

Interviews and consultation was carried out with:

Chris Bull (Chief Executive)

Andrew Williams (Interim Deputy Chief Executive)

Cllr Price

Geoff Cole (HCC) Head of Service (ICT)

Gi Cheesman (Interim Head of HR)

Liz Wallace (HR Manager)

Alan Holmes (HR Training Administrator)

Sheila Thompson (HR Recruitment Manager)

Gordon Howells (Interim HR Manager)

Marcia Pert (Director of Resources PCT)

Michael Hainge (Director of Environment and Culture)

Rob Knowles (Programme Manager Corporate ICT Strategy)

Sonia Rees (Director of Finance)

David Powell (Head of Finance)

Akif Khazi (Herefordshire Connects Programme Director)

Zack Pandor (Director of ICT, PCT & Hereford Acute Trust)

Appendix 2: Strengths and Weakness of the options

Best of Breed – Strengths

“BOB [Best of Breed] applications often yield superior functionality.”

© Gartner.

“Best of breed tended to have a more focused range of high-quality solutions that companies felt would give them a competitive advantage.”

© Gartner.

- Deep functionality in a specific area.
- Lower initial licence fee for individual applications.
- Specific benefits within the application's reach can be realised more quickly.
- Flexibility – the organisation can gain advantage through being able to swap Best of Breed components for the latest leading application without major disruption to the overall application architecture.

Best of Breed – Weaknesses

- There is an increased effort in audit and control to ensure the integrity of the integration between products – e.g. Payroll and Finance.
- Requires a greater diversity of skills amongst support staff to support not only the application but the interfaces, points of integration, underlying databases, operating systems and hardware.
- Multiple data sets held within separate applications threaten the integrity of the data – especially an issue when addressing Corporate Performance Reporting in this environment.
- Some applications may simply not be capable of integration to the level required – especially older legacy applications.
- Complex, non-convergent upgrade paths making planning, implementation and testing difficult and expensive.
- Threat of takeover of BoB vendors.
- Lack of development in by the BoB vendor – not keeping up with changing requirements.

ERP

ERP – Strengths

“ERP delivers cost advantages to an enterprise by decreasing the costs of assuring process integrity and centralizing information across end-to-end processes.” – © Gartner

“[The] expansive ERP strategy of centralizing transaction support delivers business results because it ensures:

- end-to-end process integrity*
- data consistency across the enterprise*
- reduced support costs through consolidation of skills and systems*
- that the enterprise is engaging in best practices and compliance mandates through its assurance of process conformity that best practices are updated through the assimilation” - © Gartner.*

- Reduced technical support costs through the use of a single database platform and a reduced number of applications requiring on-going maintenance.
- Supports consistent practices for processes across an organisation: all modules have the same look and feel, reducing the overhead of re-training staff to use new modules.
- ERPs provide the architecture and tools for implementing a Service Orientated Architecture.

ERP – Weaknesses

“ERP inhibitors include:

- Vendor dependency; and
- Functional shortcomings.” © Gartner.

- In Local Government, will require interfaces to service line specific systems: e.g. Revs and Bens, Libraries and other such systems providing functionality unavailable within the ERP.
- Need for compromise by areas within the organisation where the functionality on offer with the ERP is not as extensive as a best of breed offering.

WASTE COLLECTION CONTRACT

PORTFOLIO RESPONSIBILITY: ENVIRONMENT AND STRATEGIC HOUSING

CABINET

31 JULY 2008

Wards Affected

County-wide

Purpose

To approve the principles of a specification of a new Waste Collection Contract to commence in 2009.

Key Decision

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

It was included in the Forward Plan.

Recommendation(s)

THAT:

- (a) **A weekly refuse collection service is provided at the kerbside for all households in the county and that plastic sacks are used for this purpose.**
- (b) **The kerbside recycling service is extended to as near 100% of the county's homes as is practicable from the current level of c.75%.**
- (c) **The recycling service should collect mixed materials from the kerbside including glass, paper, cardboard, plastic and metal cans and that the collections should be made fortnightly. The Council will provide a rigid container (a wheeled bin) for the purposes of collecting and presenting the recyclables. Householders may choose an appropriate sized bin from a number that will be offered.**

Further information on the subject of this report is available from
Andrew Tector on (01432) 260

- (d) **Both services (waste and recycling) will offer to anyone who has difficulty presenting waste and recycling at the kerbside (whether through old age, disability or other reasonable cause) a collection from any agreed part of their property.**
- (e) **Officers, through the procurement process, explore all opportunities to add value to the new waste and recycling collection contract especially provision of additional services by contractor's staff whilst undertaking their main duties. For example, the collection and delivery of library books from vulnerable people, reporting road defects, carrying out automated road condition surveys, the delivery and collection of community equipment such as walking frames and other aids, and any other possibilities that become apparent.**

Reasons

- 1 The recommendations seek to ensure that Herefordshire Council will continue to provide a refuse collection service that meets its statutory duties and provides the best possible levels of service whilst minimising the risks of excessive increase in the contract cost but significantly improves recycling rates.

Considerations

The existing contract and waste strategy

- 2 The Council's current waste collection contract commenced in July 1999 and the Contractor is Focsa UK Ltd. The original contract was let as a six year contract with the scope to extend the contract for a further four years. The Council originally extended the Contract by 2 years up until July 2008 and have recently extended it by a further year, meaning it would end on the 31st July 2009. A further 3 month extension has been negotiated meaning the contract will now finish at the end of October 2009.
- 3 The expiry of the current contract is due to coincide with the opening of the new Commingled Materials Recycling Facility (CMRF) being commissioned in Worcester, as part of the Waste PFI Herefordshire Council shares with Worcestershire County Council and our contractor, Mercia Waste. The CMRF is due for completion in September 2009 although reports indicate there may be some slippage in the project.
- 4 The CMRF was commissioned to support the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire 2004 -2034 which was endorsed by Herefordshire Council's Cabinet on the 15th July 2004. The CMRF was seen as pivotal in supporting a vision for Alternate Weekly Waste Collection across both Herefordshire and Worcestershire. The Strategy closely followed the aims of national strategies in implementing the "Waste Hierarchy", which is making our principle aim waste minimisation followed by reuse, then recycling, recovery (e.g. energy from waste) and finally landfill.
- 5 The principle behind the CMRF is to enable the collection authorities to maximise the collection of recyclables by making recycling as simple as possible and removing the need for residents to sort recyclables and to collect mixed recyclables on a fortnightly basis. The CMRF has greater capabilities than the existing Material Recycling Facilities at Rotherwas and Evesham in that it will be capable of handling glass and other packaging.

- 6 Since the Strategy was agreed in 2004 there has been a substantial national backlash against “alternate weekly collection” and Officers were asked to explore alternative options.

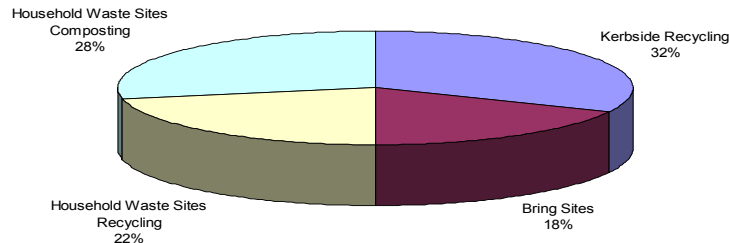
Current service

- 7 The Council has a statutory duty to provide recycling to all residents in its district. The current recycling scheme only provides recycling to 75% of residents. There are some exceptions to this duty principally where the provision of the service would be prohibitively expensive. It is clear that because of the rural nature of Herefordshire there will be a number of properties that fall into this category. These properties will be identified during the procurement process. The aim however is to provide as near to 100% coverage as reasonably possible.
- 8 The Council needs to continue to provide a refuse and recycling collection service that maintains or exceeds the public satisfaction of the current schemes (88% and 63% respectively) whilst improving recycling performance.
- 9 Recent waste analysis data indicates that the average black bag in Herefordshire contains at least 21% (by weight) items that could be recycled under the proposed scheme.
- 10 The strong view of the administration is that the best way of improving recycling rates is to make recycling simple and convenient. This means collecting all recyclable materials together in a single container from the kerbside. Due to the potential hazard from glass and some metals (e.g. can lids) to both residents and waste staff a rigid container must be used. The most commonly available (and therefore cost effective) of which is a wheeled bin. Wheeled bins are also available in a number of different sizes.
- 11 It is recognised that there are some properties where wheeled bins may not be appropriate and they may need to continue with a sack collection for recyclables. Work will need to be undertaken during the procurement process to identify such properties. However these will be the exception and the clear expectation for the vast majority will be for properties to use a wheeled bin for their recyclables.
- 12 Where residents, for reason of old age, disability or other reasons, are unable to present their waste and recycling at the kerbside then arrangements will be made on a household by household basis to collect both waste and recycling from an agreed location convenient to the resident.
- 13 If, despite encouraging rather than penalising residents, higher recycling rates are not achieved the consequences in financial terms will be considerable. For this reason it is important that the council reserves its right to introduce more rigid measures in the future should the need arise.

Current Recycling Performance

- 14 The Council’s current recycling performance is just over 30% and is broken down as detailed in the chart below.

Percentage Split of Current Recycling Performance



- 15 This performance demonstrates that the Council will need to make the Kerbside Recycling schemes work considerably harder than they currently do to meet the national targets especially as there are indications that these targets may well be moved up to 50% by 2020.
- 16 In addition to recycling targets the Council also has to meet its Landfill Allowance Trading Scheme (LATS) targets for the diversion of biodegradable waste from landfill. Whilst the relationship between kerbside recycling and LATS is not direct it is important that the Council minimises waste going to landfill. Herefordshire is now reliant on trading with Worcestershire and will only be able to meet the 2010 target by trading. Unless the two Councils and our contractors have built waste disposal facilities by 2013 Worcestershire will also need to trade LATS or move waste to disposal facilities outside the two counties.

Meeting National Targets

- 17 The Council, through its Local Area Agreement (LAA) has committed to reduce residual household waste per household from 852kg to 691kg by 2010/11 (NI191). Waste minimisation is key to this.
- 18 The Council, along with all other local authorities, has new targets set under the National Waste Strategy to recycle or compost 40% of its waste. Our current performance is approximately 30%. (NI 192) Whilst the 10% gap doesn't initially appear to be a big gap there are some inherent dangers in supposing this will be easy. At the moment the Council facilitates recycling in three ways, through the existing Kerbside schemes (both the Council's and the Rebox scheme in Ross), the Bring Sites and the Household Waste Sites.
- 19 The Cabinet Member, Director and senior managers have had discussions with EnviroAbility (who manage the Rebox scheme) with the aim of securing sustainable sources of work in the recycling area. These discussions have been very fruitful and both parties are committing resources to ensure the survival and expansion of this valuable and highly regarded social enterprise.

Contract duration

- 20 It is proposed that the contract be a seven year contract which is extendable for another seven years subject to review and agreement of both parties. A seven year contract maximises the contractor's capital investment in refuse vehicles which normally have a "write off" period of seven years.

Other Considerations

- 21 The provision of weekly waste collections and fortnightly recycling collections must be seen in the context of a wider logistics operation. Given the high cost (both financial and environmental) of running large vehicles all over Herefordshire it is essential that other tasks that could be undertaken by contractors staff are considered carefully, Through consultation with staff a number of possibilities have been put forward:
- a. Collection and delivery of library books to vulnerable people
 - b. Collection and delivery of community equipment such as walking frames etc
 - c. Reporting of road defects and other environmental issues
 - d. Using the refuse vehicles to carry automatic road condition survey equipment
 - e. Offering a free mailing service for correspondence from residents to the Council or PCT
- 22 All of these possibilities and more will need to be carefully considered along with any increase in costs albeit that other existing costs may be avoided by using the new contract in this way.
- 23 The current contract allows for backdoor collection of residual waste and kerbside collection of recyclables. Clearly this is quite an anomalous situation and it is evident that the vast majority of residents present their refuse and recyclables for collection at the kerbside. It is proposed that within new contract both refuse and recyclables are collected at the kerbside although there will be provision within the contract for assisted backdoor collections where appropriate (see paragraph 13).
- 24 Garden Waste – The waste PFI includes provision for the composting of garden waste through the Household Waste Sites. The costs of providing a garden waste composting collection service have, in the past, made this option too expensive to consider. In addition introducing such a scheme could increase the overall tonnages put through the contract by as much as 20%. This would substantially increase recycling performance but as well as the costs of providing the service it would radically alter the tonnage differentials between Herefordshire and Worcestershire, triggering costs to Herefordshire of at least £300,000 through the PFI contract. Garden Waste is a waste we have a duty to collect but for which we can make a charge. It is suggested the current policy continues and a charge continues to be made for garden waste to discourage residents from using the waste collection system to dispose of such waste. The County is extremely active in promoting home composting and has one of the highest take-ups of composting bins anywhere in England.
- 25 In addition, the Cabinet Member (with officer support) is actively exploring options for local composting facilities with the potential involvement of parish councils, housing associations and others.

Legal Implications

- 26 The principal legal issue is the requirement to provide kerbside recycling to all properties except where financially prohibitive.

Financial Implications

- 27 It is clear that as a minimum the Council needs to extend its current kerbside recycling scheme to at least another 20% of the County. It is too early to provide an accurate estimate of the potential increase in costs above the existing contract; however they are likely to be significant.
- 28 However, the procurement process should be highly competitive and the possibility of containing these costs, at least in part, should not be discounted. A new, modern fleet will offer certain advantages (for example fuel consumption and emissions levels) which may lead to better operating costs.
- 29 Normal contract inflation will be part of any new arrangements and volatility in fuel prices, for example, will be ultimately at the Council's risk.
- 30 Other costs that need to be considered are a failure of the collection contract to deliver diversion from landfill could lead to increased costs through Landfill Tax and the Landfill Allowance Trading Scheme – however these costs are extremely difficult to quantify.
- 31 The other principal concern would be the decoupling of Herefordshire's service from that agreed in the Joint Municipal Waste Management Strategy. If Herefordshire fails to restrict waste growth and Worcestershire does, the payment formula changes and every 1% difference in the growth of waste in Herefordshire from Worcestershire means Herefordshire has to pay an extra £300,000 in waste disposal costs.

Risk Management

- 32 The risks associated with this decision are detailed in the considerations element of this report. Essentially the risks fall into three categories
- a. Reputational – it is clear that Alternate Weekly Collection systems are particularly unpopular with the public. However they do deliver high levels of minimisation and recycling at relatively low costs. In light of the public consultation officers have been endeavouring to develop a scheme that has the widest levels of public approval whilst delivering (or is at least is capable of delivering) the best performance.
 - b. Financial - failure to minimise waste and increase recycling potentially exposes the Council to financial risks from Landfill Tax, the Landfill Allowance Trading Scheme and the Joint Waste Management PFI payment formula. There is currently no capability within existing budgets to meet any increases to the costs of this service, other than through the current underspend on the Waste PFI. Using the underspend from the Waste PFI Budget as a basis for funding collection is very high risk because there are expected to be pressures over the next few years as the costs of increased diversion (or failure to divert) from landfill of waste have to be met from the PFI budget and it is extremely unlikely that the current PFI budget is in itself capable of meeting our medium to longer-term commitments.

- c. Performance – at this stage failure to meet recycling targets would only pose a reputational risk and the performance of the Council against recycling targets however the LAA targets do carry the risk of penalty. A failure to deliver our recycling and LAA targets is not however the only risk with poor performance and the potential financial penalties are detailed in paragraph b above. It is clear that across the country other local authorities have used rigid containers to drive performance by trying to restrict the amount of residual waste collected, this is most easily done by providing rigid containers and adopting no side waste and closed lid policies which is relatively cheap to police. The principal risk for the authority is that if the Council continues to use sacks the principal method of improving recycling performance will be educational, not always 100% effective. The costs associated with moving from an educational process to a more restrictive collection regime, if behavioural changes do not take place, are likely to be high. Finally there are now strong indications that authorities will be given a statutory duty to minimise the waste it collects.

Alternative Options

- 33 There are a number of ways a new contract can be specified to deliver the waste collection contract. These options vary from the introduction of Alternate Weekly Collection to carrying on the service as it is currently provided.
- 34 Maintaining the status quo (i.e. continuing with a weekly sack based kerbside recycling system and weekly sack based residual collection for 75% of the County will not involve the authority in higher levels of expenditure. However, the Council's recycling performance is unlikely to improve significantly to reach the required 40%. Whilst the current scheme is relatively popular the authority is regularly criticised for not providing a kerbside recycling service to 25% of the County.
- 35 Unless we adopted the bulk delivery of sacks, complaints about undelivered/lost sacks will continue and these complaints form by far and away the largest proportion of service complaints. In addition, although the new commingled Materials Recycling Facility can handle glass, it is not possible to collect glass in polythene sacks for obvious reasons. Glass is a significant proportion of the waste stream and would produce relatively high tonnages and not collecting such recyclables would severely inhibit the Council's potential to increase recycling.
- 36 The costs of extending the existing scheme across the County are likely to be relatively expensive and are only likely to produce minimal improvement in recycling performance and leaves the authority with no way of minimising the levels of residual waste.

Consultees

- 37 Herefordshire Council sought the views of interested residents by placing advertisements in the Hereford Times and Hereford Journal (who also ran a positive front page story and editorial about the consultation) inviting people to sign up for an interactive web log (blog), phoning us or writing via email or conventional letter.
- 38 This is the first time a blog has been run by the Council and the consultation saw more than 200 people sign up to participate. Overall we received more than 500 responses. All of those who left contact details via email have received an email from the Cabinet Member thanking them for taking part and explaining that their views would be both taken into account and would inform both this report and the Cabinet's decision. When Cabinet have made a decision on this issue all

participants will be written to to inform them of the result.

- 39 The results of the consultation have shown that there is a distinct public aversion to any proposal to introduce alternate weekly collection for waste. The consultation has, however shown a much more divided view on the use of wheeled bins. Opinion does seem equally divided on whether or not wheeled bins are desirable.
- 40 Objections to wheeled bins appear to be based around three areas; firstly they are considered to be unsightly, secondly they are not suitable for all types of property and thirdly they are not suitable for those with limited mobility. Whilst there is no doubt that wheeled bins are not particularly easy on the eye no waste container is. One very helpful blogger posted details of a website where colourful transfers could be obtained for wheeled bins depicting a variety of scenes. The second two points are dealt with in this report.
- 41 Some concerns were raised about the future of the EnvrioAbility scheme – this is addressed in paragraph 20.
- 42 The summary report of the consultation may be found at Appendix 1 and the full information on which this is based is available as a background paper.

Appendices

Appendix 1 – Report of the Waste Collection Consultation

Background Papers

- Waste Strategy 2007
- The Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire, 2004-2034
- Herefordshire Household Waste Analysis Comparative Seasonal Report December 2007

Report on: Waste collection discussion forum

Background

The council's current waste collection contract is about to run out. The refuse vehicles are in need of repair/replacement. The council has a commitment through the Local Area Agreement (LAA) and a Government requirement to drive down waste and increase recycling.

A discussion forum on the future of waste collection in Herefordshire was launched through the local press on 22 May 2008. People were asked through an advertisement in the Hereford Times for their views on the Council's proposal to keep weekly black bag collection of refuse alongside a fortnightly collection of mixed recyclables in a wheeled bin.

Respondents could contact the council via the 'Have your say' consultation pages on the website, or through the front office 'Info by phone' route, or directly to the waste services manager via email/telephone.

In the second week of the discussion period a different advertisement was employed focusing on the council's need to increase its recycling rate from 30% to 40%, but again encouraging people to take part in the interactive 'Online Discussion Forum' or calling an advisor in Info by Phone.

More media coverage then led to a third advertisement being used, and an extension of the discussion period up to 10 July.

There were approximately 500 inputs into the discussion.

Overview of responses

There was never an intention to make this a quantitative survey; it was an opportunity for people to express their views about council proposals before the council draws up the specification for a new waste collection contract.

'Online Discussion Forum'/website responses

There were several comments that people are happy with the current system so why change.

For those who commented on the suggestion of keeping a weekly collection of residual refuse, the majority were in favour. Some, who said they did not produce much refuse would be happy with alternate weekly collection, but for many fortnightly collection they believed would encourage vermin and create smells.

The use of black bags for weekly collection had rather mixed responses, many being concerned about the bags adding to the material going to landfill and therefore desiring that the bags be made from biodegradable material. Other issues included the problem with animals tearing open the bags once they have been presented for collection, and for some the litter problem when the empty bags are blown about. Some would like bulk delivery of bags.

The use of wheelie bins for mixed recyclables also received a mixed response, those 'against' citing: loss in value of 'contaminated' recycled materials; storage and access problems; unsightliness if wheelie bins have to be stored at the front of properties;

potential vandalism; cost; difficulties that may be encountered by older, disabled and vulnerable people.

Responses also indicated the Ross-on Wye 'blue-box' scheme is held in very great esteem and that it is hoped that alternative employment is found for EnviroAbility employees.

There were several suggestions for 'rigid containers' for glass recycling, rather than wheelie bins.

The majority of those not currently on a kerbside collection round would be glad to be included in the new scheme, although some are content to use household waste/bring sites.

For those who considered wheelie bins as a means of collecting residual waste, fears were expressed about bins being 'chipped', possibly leading to differing council tax demands for those producing too much waste or not recycling enough.

Other concerns expressed focussed on green waste disposal and the cost of green bags that then go to landfill, and improvement of household waste sites.

Info by phone

As with the on-line discussion the majority of people think collecting residual waste weekly is the right thing to do. Most would also prefer to keep the black bag system as opposed to a wheeled bin, but comments again centred on using biodegradable bags if possible.

About half the telephone respondents would be happy to have a fortnightly collection of mixed recyclables, with fewer people wanting a wheelie bin for this purpose.

Opposition to wheeled bins centred around access, unsightliness, and older/disabled people not being able to physically handle the bins or move them to kerbside.

Where other comments were noted people expressed pleasure with the current scheme, especially 'blue-box' recycling.

Contact with the waste services manager

In addition to the Online Discussion Forum and telephone messages, Richard Wood received messages via emails direct to him and ethelpline. There were 37 in total.

There was a clear majority in favour of a weekly collection, a majority in favour of keeping with the existing black sack collections and also a majority against the introduction of wheeled bins. Interestingly, the main objections to wheeled bins were difficulty of access, long drives and difficulties for the elderly whilst one of the respondents had experience of wheeled bins in Torbay and commented that it worked well even though it was hilly, residents were elderly and they were in favour of wheeled bins.

The way forward

It should be noted that approximately 500 people contributed to this discussion and there are ~80,000 households in Herefordshire.

Respondents were also limited to those who read the Hereford Times or the Hereford Journal and have access to the internet or a telephone.

Respondents were not offered a range of choices for waste collection but were asked to comment on proposals put forward by the council.

Whilst the results of this discussion are interesting, it should be recognised that often people do not have an opinion until actually faced by the reality of a situation. Once the council has decided on the specification for the new waste collection contract, and change is imminent, there may be much greater interest and concern around specific issues.

What the discussion has highlighted is the need for a public relations programme and continuous communications around the future of waste, in order for people to have fears allayed and customers to know the council does listen to them.

The 'frequently asked questions' should be publicised widely and modified over time as new significant questions arise.

TREASURY MANAGEMENT ACTIVITIES 2007/08

PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

31 JULY 2008

Wards Affected

Countywide.

Purpose

To note the council's treasury management activities for the period 1 April 2007 to 31 March 2008 and the outturn of Prudential Indicators for the year 2007/08.

Key Decision

This is not a key decision.

RECOMMENDATION

THAT the report detailed in Appendix 1 be noted.

Reasons

1. The reporting of the past financial year's performance is a requirement of the council's Treasury Management Policy Statement.

Considerations

2. A detailed report is attached at Appendix 1 with the following key points specifically drawn to the attention of Cabinet:
 - a. Herefordshire Council regards the successful identification, monitoring and control of risk as the prime criteria by which the effectiveness of its treasury management activities are measured.
 - b. With regard to the transactions for the financial year 2007/08, the council's treasury management activities created an under spend against budget (Section 4 of the report refers).
 - c. The return on internally managed investments exceeded the index benchmark for 2007/08 (Section 3 of the report refers). In 2007/08 treasury management activity made a contribution of £2.8m to the Council's finances. This was £804k above target.
 - d. The externally managed funds were brought in-house during 2007/08. This was done because the Council's own investment performance exceeded that of Investec who had been managing £7.8m of our funds.
 - e. The treasury limits and prudential indicators were complied with during 2007/08 (Section 7 of the report refers).

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

Risk Management

3. Risk is managed in accordance with the Treasury Management Policy Statement.

Consultees

None identified.

Background Papers

None identified.

TREASURY MANAGEMENT REPORT 2007/08

PURPOSE

The purpose of this report is to advise Cabinet of the council's treasury management activities for 2007/08.

1. INTRODUCTION AND BACKGROUND

1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice on Treasury Management 2001 was adopted by this council in February 2002 and this council fully complies with its requirements. The primary requirements of the Code are the:-

- a. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the council's treasury management activities.
- b. Creation and maintenance of Treasury Management Practices which set out the manner in which the council will seek to achieve those policies and objectives.
- c. Receipt by the Cabinet of an annual strategy report for the year ahead and an annual review report of the previous year.
- d. Delegation by the council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

1.2 Treasury management in this context is defined as:

“The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.3 The authority's treasury management activities expose it to a variety of financial risks:

a.Credit risk: The possibility that other parties might fail to pay amounts to the council.

b.Liquidity risk: The possibility that the council might not have funds available to meet its commitments to make payments.

c.Market risk: The possibility that financial loss might arise for the council as a result of changes in such measures as interest rates.

The council in adopting the CIPFA Code of Practice on Treasury Management to produce its annual Treasury Management Strategy has operated within a control framework to minimise risks relating to financial instruments.

1.4 An Internal Audit review in March 2008 concluded that the monitoring and control of the treasury management system is **good**.

1.5 This annual treasury report covers:

- a. the council's borrowing transactions 2007/08.
- b. the council's investment transactions 2007/08.
- c. the outturn position 2007/08.

- d. the strategy for 2007/08.
- e. the economy in 2007/08 (borrowing and investment rates in 2007/08).
- f. compliance with treasury limits and Prudential Indicators.

1.6 Effective treasury management can make a useful contribution to helping achieve the council's strategic objectives.

2. THE COUNCIL'S BORROWING TRANSACTIONS 2007/08

2.1 The following summary gives information relating to the council's long-term borrowing transactions in 2007/08.

Long-term Borrowing	£
As at 1 st April 2007	93,852,794
New Borrowing (see paragraph 2.3)	12,500,000
Less: Repayments	(464,180)
As at 31st March 2008	105,888,614

2.2 The Public Works Loan Board (PWLB) remains the main source of long-term borrowing for the council. In addition to PWLB loans the council has two LOBO (Lender Option, Borrowing Option) loans totalling £12m.

2.3 After careful consideration of interest rate forecasts, expected capital spending, repayment profile and having regard to the existing debt, loans were taken during 2007/08 as follows:

Date	Loan Type	Lender	Amount £	Period (years)	Interest Rate %
27/11/07	Fixed Maturity	PWLB	5,000,000	34	4.48
07/01/08	Fixed Maturity	PWLB	5,000,000	30	4.42
13/03/08	Fixed Maturity	PWLB	2,500,000	4	3.99
			12,500,000		

2.4 As comparative performance indicators, average PWLB maturity loan interest rates for 2007/08 were:

Period (years)	Interest Rate %
1 year	5.18
4 years	5.10
9.5–10 years	5.07
25-30 years	4.74
30-35 years	4.68
49.5–50 years	4.60

2.5 The average rate of interest paid on borrowings during the year was 4.50% compared to 4.48% in 2006/07.

2.6 The longer term debt at 31st March 2008 falls due for repayment as follows:

Long-term Debt Profile	£	% of total debt
Within		
1 year	12,485,952	12
1 – 5 years	3,581,792	3
5 – 10 years	1,818,994	2
10 – 15 years	7,932,108	7
15 years and over	80,069,768	76
TOTAL	105,888,614	100

2.7 In addition to the external borrowing identified above, the council has a bank overdraft facility with its bankers, National Westminster Bank plc, of £6,000,000, which was used on a limited basis during the year. This was used in replacement of any short-term borrowing of amounts less than £100,000 where it would not be cost effective to borrow through the money market.

2.8 The council's aim is to maintain a nil cleared balance, as far as possible, in low-interest bearing accounts. In practice this is hard to achieve because some payments are made directly in to the bank. However, such sums are not significant in overall terms. The average daily bank balance for 2007/08, on which debit and credit interest is calculated was £46,642 in credit.

3. THE COUNCIL'S INVESTMENT TRANSACTIONS 2007/08

3.1 **Internally Managed Investments** – The council manages its in-house investments with the institutions listed in the council's approved lending list. The council placed investments for a range of periods from overnight to 364 days. The length depended on factors such as cash flow requirements and if it was viewed that interest rates would change.

3.2 During the year the interest rate earned on internally managed funds varied between 5.25% and 6.8% and the average daily investment managed internally was £53,672,976. The actual daily investments ranged from £30,540,000 to £68,499,566, which illustrates how much the temporary cash flow fluctuates throughout the year. The temporary short-term investment transactions for 2007/08 are summarised as follows:

Internally Managed Investments	£	£
As at 31 st March 2007		33,205,906
Investments made during year (276 transactions)	785,912,456	
Less: Investments recalled during year	777,973,510	7,938,946
As at 31st March 2008		41,144,852

3.3 The level of funds that were available for internal investment increased during the year, due to bringing in-house the investments previously managed by Investec Asset Management Limited (paragraph 3.6).

3.4 The average interest rate achieved on internally managed funds was 5.96%, which compares favourably with the generally accepted benchmark of the average 7-Day London Inter-Bank Bid (LIBID) rate of 5.6%. The Bank of England Bank Rate increased from 5.25% at the start of the year to 5.75% in July to combat the threat of inflation. However, in August the U.S. sub-prime mortgage disaster exploded, which stopped any further increase. This

crisis generated volatility and fear that gave rise to a credit squeeze resulting in market rates rising significantly above the Bank Rate. The council was therefore able to make investments at very good rates during the year.

3.5 **Externally Managed Investments** – At 31st March 2007 council funds of £7,778,736 were managed externally by Investec Asset Management Ltd (Investec). Due to Investec’s poor performance the council withdrew the fund from Investec in June 2007 in order to manage the investments in-house.

3.6 The following table summarises the investment income received in 2007/08:

Summary of Investment Income	£	£
Internally Managed Funds		3,180,843
Externally Managed Funds (net)		89,965
		<u>3,270,808</u>
Less: transfers to Schools	(142,838)	
Interest payments to trusts etc.	(243,601)	
		<u>(386,439)</u>
Interest Received 2007/08		2,884,369

4 TREASURY MANAGEMENT OUTTURN 2007/08

- 4.1 The outturn position for treasury management activities was an underspend against budget of £803,534. The main reasons for this were:
- Investment interest rates above the target rates were achieved.
 - Cash flow advantages in delays in spending, and in particular slippage on the capital programme.

5 THE STRATEGY FOR 2007/08

- 5.1 The treasury management strategy for 2007/08 was based on a view of a steady rate of growth in the UK. It took into account advice and trends evident in the previous year.
- 5.2 The Monetary Policy Committee (MPC) had raised the Bank Rate in November 2006 and January 2007 to 5.25% due to concerns over inflation. One more increase in the Bank Rate was forecast before an anticipated switch to a falling trend as inflation came back under control, bringing the Bank Rate to a level of 5% by the end of 2007. This was predicted on the Consumer Price Index (CPI) being at target on the two year horizon, that wage growth was below the MPC’s threshold of 4.5%.
- 5.3 The effect on interest rates for the UK was therefore expected to be as follows:

Shorter-term interest rates - The view was that weak growth in the UK, US and EU would eventually lead to a decrease in the UK Bank Rate to 5% by the end of March 2008 after peaking at 5.5% at the start of the 2007/08 financial year .

Longer-term interest rates - The view on longer-term fixed interest rates (50 years) was that they would remain static around 4.25% for the whole of the year. The 25 year rate would also remain “flat” around 4.50%.

- 5.4 After taking into account the above the strategy was:
- Very long dated borrowing could be taken at any time in the financial year.

- b. Variable rate borrowing and short term borrowing were expected to be more expensive than long term borrowing and therefore unattractive throughout the year compared to long term borrowing.
- c. The Director of Resources would carefully monitor interest rates available and adopt a pragmatic approach to any changing circumstances.

6 THE ECONOMY IN 2007/08

- 6.1 **Shorter-term interest rates:** The Base Rate started 2007/08 at 5.25% with expectations that there would be further increases in rates. A further increase in rates to 5.50% duly occurred on 10th May 2007 but not before the Governor of the Bank of England had written a letter to the Chancellor in April explaining why CPI had risen to 1% or more above the official CPI inflation target of 2%. Another rise was delivered on 5th July when the Bank Rate rose to 5.75% and the markets fully expected Bank Rate to increase again.
- 6.2 August saw what has become known as the ‘credit crunch’ that affected the markets and the global economy. The crunch originated in the US through the sub-prime housing market. World wide investors, particularly banks, had invested in packages of sub-prime loans, attracted by the higher yields offered. The problems in the markets continued throughout the summer until on the 14th September it was announced that the Bank of England had provided significant financial support to Northern Rock. The MPC eventually cut Bank Rate on 6th December to 5.50% as concerns about the economy and the credit crunch mounted.
- 6.3 The start of 2008 saw 2008 major fears about the global economy. Stock markets fell sharply and government bond yields fell. The MPC cut interest rates in February to 5.25%. On the 18th February it was announced that the Government would nationalize Northern Rock. In late February and March the markets became difficult again giving rise to intervention by the world’s central banks.
- 6.4 **Longer-term interest rates** – The PWLB 45-50 year rate started the year at 4.45 and fell to a low of 4.38% in March 2008. The high point (of which there were several) for 45-50 year was 4.90% before finishing the year at 4.42%. The volatility in yields was a direct reflection of the interest rate issues brought about by the sub-prime crisis in the US. A radical change to the PWLB rate structure was introduced by the Debt Management Office on 1st November when they moved to single basis point moves in their interest rates. At the same time they introduced a separate repayment rate at a level significantly below the rate at which they would lend new money.

7. COMPLIANCE WITH TREASURY LIMITS AND PRUDENTIAL INDICATORS

- 7.1 During the financial year the council operated within the treasury limits and Prudential Indicators set out in the council’s Treasury Management Policy Statement and annual Treasury Management Strategy. The outturn for the Prudential Indicators is shown in **Annex A**. The Prudential Indicators set out are recommended by the CIPFA Prudential Code for Capital Finance.

PRUDENTIAL INDICATORS

PRUDENTIAL INDICATOR Extract from Budget Setting Report	2006/07 Actual	2007/08 Original	2007/08 Actual Outturn
Capital Expenditure (£'000)	£39,725	£66,838	£54,200
Ratio of financing costs to net revenue stream	6.61%	7.82%	6.87%
Capital Financing Requirement as at 31st March (£'000)	£125,898	£158,562	£136,270
PRUDENTIAL INDICATOR Treasury Management Prudential Indicators	2006/07 Final	2007/08 Original	2007/08 Final
Authorised Limit for External Debt -			
Borrowing (£'000)	£147,000	£166,000	£166,000
Other Long Term Liabilities (£'000)	£3,000	£3,000	£3,000
Total (£'000)	£150,000	£169,000	£169,000
Operational Boundary for External Debt -			
Borrowing (£'000)	£108,500	£127,500	£127,500
Other Long Term Liabilities (£'000)	£1,500	£1,500	£1,500
Total (£'000)	£110,000	£129,000	£129,000
Upper Limit for Fixed Interest Rate Exposure			
Net principal re: fixed rate borrowing/investments	100%	100%	100%
Upper Limit for Variable Rate Exposure			
Net principal re: variable rate borrowing/investments	50%	50%	50%
Upper limit for total principal sums invested for over 364 days (£'000)	£10,000	£10,000	£10,000

Maturity structure of fixed rate borrowing during 2007/08	Upper Limit	Lower Limit
Under 12 months	50%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

