

**Chief Executive's Office**

Chief Executive: CJ Bull

**To: All Members of Cabinet:  
RJ Phillips (Chairman)  
LO Barnett  
AJM Blackshaw  
H Bramer  
JP French  
JA Hyde  
JG Jarvis  
PD Price  
DB Wilcox**

Your Ref:

Our Ref: CJB/SAHC

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24th September 2008

Dear Councillor,

**MEETING OF CABINET  
THURSDAY 2 OCTOBER, 2008 AT 2.00 PM  
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

**AGENDA (08/06)**

**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.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close



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friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

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

**3. MINUTES**

To approve and sign the minutes of the meeting held on 11 September 2008. *(To follow)*.

**4. HEREFORDSHIRE PUBLIC SERVICES**

To note progress made regarding the development of public services in Herefordshire; and to approve the revised Terms of Reference for the Herefordshire Public Services (HPS) Steering Group. *(Pages 1 - 10)*

**5. INTEGRATED CORPORATE PERFORMANCE REPORT FOR APRIL TO JULY 2008**

To report the Council's performance for the first four months of 2008/09 against the Corporate Plan 2008/11 and national performance indicators used externally to measure the Council's performance, taking account of the separate but complementary financial performance report, the updated Council risk register and progress against the action plans produced following the Crookall review. *(Pages 11 - 84)*

**6. COMPREHENSIVE AREA ASSESSMENT - JOINT INSPECTORATE PROPOSALS AND THE IMPLICATIONS FOR HEREFORDSHIRE'S PREPARATIONS**

To inform Cabinet of the detailed proposals for the new system of Comprehensive Area Assessment (CAA) and seek agreement to how Herefordshire's preparations should be taken forward. *(Pages 85 - 128)*

**7. BUDGET MONITORING 2008/09**

To report on the Council's performance against revenue and capital budgets as at 31 August 2008 and provide an indication of the estimated outturn for the 2008/09 financial year. *(Pages 129 - 146)*

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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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mrs Sally Cole on 01432 260249 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



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# **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

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

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# HEREFORDSHIRE PUBLIC SERVICES

## PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY & FINANCE

**CABINET**

**2 OCTOBER 2008**

### Wards Affected

County-wide

### Purpose

To note progress made regarding the development of public services in Herefordshire; and to approve the revised Terms of Reference for the Herefordshire Public Services (HPS) Steering Group.

### Key Decision

This is not a Key Decision.

### Recommendations

**THAT:**

- (a) progress made against the agreed development plan be noted;
- (b) the revised Terms of Reference for the Herefordshire Public Services Steering Group be approved; and
- (c) further progress be reported to Cabinet bi-monthly.

### Reasons

To provide Cabinet with assurance that the agreed development plan has been progressed and to ensure clarity of governance arrangements within the developing partnership.

### Considerations

1. Since the approval of the development plan by Cabinet and the PCT Board in September 2007, the Steering Group has met regularly to review progress. The Development Plan identified a number of actions to be progressed between October 2007 and August 2008. These are summarised below together with an outline of progress to date.

Proposed Activity: Oct 07 to Aug 08	Progress to Date
A single Chief Executive will be appointed.	Achieved. Took up post on 10 December 2007

A joint Director of Public Health will be appointed.	Achieved. Took up post on 1 May 2008
A joint Director of Commissioning will be appointed.	Achieved. Took up post on 4 August 2008.
Other single senior management appointments will be made where appropriate.	Achieved. A single senior management structure has been announced and is in the process of being implemented.
A single code of conduct for staff and HPS organisational values will be agreed.	Underway. A revised council employee code of conduct has been agreed, taking account of the Crookall Review recommendations and existing policies. Both Council and PCT have agreed mirror procedures for the development and approval of policies which require consideration to be given to the alignment of the two organisation's policies where possible and appropriate to do so. Work on the values is being taken forward both within the context of the organisational development programme, and in the articulation of the public services vision.
Interim accommodation will be identified and secured for the CEO and senior team.	Achieved. Interim joint HQ accommodation has been established at Brockington for the Chief Executive, senior management team, elected council members and PCT Non Executive Directors.
A PST Interim Board will be established.	Transitional Terms of Reference for the Herefordshire Public Services Steering Group were agreed in January 08. The Steering Group recommend that an Interim Board is not a necessary vehicle within the context of existing governance arrangements. Revised Terms of Reference for the Steering Group have been developed to better reflect its reporting relationships, extend membership and clarify responsibilities as a working group of both the PCT Board and Cabinet and are attached to this report for approval.
A readiness for change audit will be conducted and action plan flowing this developed and implemented.	Achieved. A readiness for change audit was conducted and was used to inform a review of the communication strategy.
The Communication strategy will be reviewed and updated.	Achieved. Updated action plan circulated April 08.
A single communications and PR service	Achieved.

will be established.	
The corporate identity for the Public Service Trust development will be agreed.	Underway. A transitional identity 'Herefordshire Public Services' has been agreed and is in use. A new brand structure for use by the Council and PCT has been agreed which uses the logo identities of both organisations for Herefordshire Public Services communications supporting the message that the Council and PCT are working in partnership for the people of Herefordshire.
A workshop for Councillors and Non-Executive Directors will take place.	An initial briefing seminar for councillors was held on 28 March. Further health-focussed seminars have been scheduled quarterly. Bi-monthly joint Cabinet Member and Non Executive Director sessions are also taking place.
The project structure will be reviewed to ensure that it is fit for purpose.	The further development of closer partnership working where there are benefits in doing so has deliberately been moved away from a 'project' structure to ensure that it is seen as part of core activity.  Joint Management Team, supported by the Office of Public Management (OPM), are leading an organisational development programme that will facilitate continual improvement and change at a greater pace than has previously been the norm.
The project structure and processes will be reviewed to engage other key stakeholders in an effective and meaningful way e.g. The Herefordshire Partnership, Third (Voluntary) Sector, Local Medical Committee, Hereford Hospitals NHS Trust, Education and Head Teachers.	As above.
The existing arrangements will be supplemented by a separate work stream that will develop the Shared Services review and by enhanced arrangements to support the formulation and agreement of the governance framework.	In early June 2008, the Chief Executive initiated a Shared Services Strategic Review. Integrated Shared Support Services is confirmed as one of the key strategic service improvement programmes.
A review of shared services incorporating Hereford Hospitals Trust will be	As above.

conducted, options produced and next steps agreed.	
A review of existing Section 75 arrangements will be undertaken, any recommendations arising from this considered and implemented.	The 5 existing agreements have been reviewed. A single overarching agreement is being considered, to be underpinned by individual schedules. Adoption of the draft will be subject to agreement of key principles outcomes in relation to jointly commissioned services.
The Audit Commission will provide its report and recommendations on the review of the process.	Achieved.
Existing Council and Primary Care Trust plans and strategies will be rationalised.	Ongoing – will be taken forward as opportunities for rationalisation/alignment arise.
An information sharing agreement will be agreed and implemented.	Achieved. Agreement in place and being implemented.
An integrated compliments and complaints process will be agreed and single team for handling them established.	Existing processes in both organisations have been mapped. Exploration of the use of the council's CRM system to manage the process has begun. Still need to progress principles for establishment of a single team.
An integrated risk management process will be agreed and established.	Achieved. Implementation training programme being delivered.
A joint commissioning unit will be established.	The Director of Integrated Commissioning took up post at the beginning of August 2008 and is developing proposals to progress this action.
The interim governance arrangements will be defined and agreed with all key stakeholders.	The Steering Group has agreed that the council and PCT pursue deeper partnership working arrangements whilst retaining their existing respective governance arrangements; the proposed Steering Group Terms of Reference reflect this.
Interim governance arrangements will be implemented.	See above
Full governance arrangements will be defined and agreed with all key stakeholders.	See above
A Financial Resource Management Strategy will be agreed and published.	Given the requirement to retain distinct financial arrangements, a single resource management strategy has not been progressed. However, a greater shared understanding has been reached of the requirements and

	processes to be followed by the two organisations.
A Benefits Realisation paper will be agreed, externally audited and published.	A draft benefits realisation framework has been developed, based on the Council's existing process. This is being piloted before final agreement is sought.
A Performance Management Framework will be developed, agreed and implemented.	A review of existing performance management arrangements has begun led by the Interim Deputy Chief Executive
A Corporate Strategy (Strategic Plan) will be developed and agreed.	Existing plans have been retained. A review of future strategic and business planning will be undertaken
An Annual Operating (Business) Plan will be developed and agreed in accordance with the Corporate Strategy.	As above
Children's Trust arrangements will be established.	Achieved. Now to be integrated with HPS governance and LSP governance arrangements.
A Partnership Agreement will be signed.	To be deleted – no longer relevant to this period.
The Council and Primary Care Trust Board will receive a further report from the Steering Group based on progress and achievement against the detailed project plan.	Refreshed Development Plan to be considered by the Steering Group in October.

2. Priority activity for the next two months includes:
- Completion and implementation of a benefits realisation and reporting framework.
  - Establishment of the criteria for allocation of the partnership fund.
  - Establishing synergies between the existing Council and HPCT values and behaviours
  - Development of a forward work plan for the Steering Group, focussing on health and wellbeing and service improvement to support the realisation of integration benefits, and identifying key milestones.
  - Mapping of synergies between World Class Commissioning and Comprehensive Area Assessment criteria.

**Financial Considerations**

3. The establishment of the single Joint Management Team has been cost-neutral.
4. The organisational development programme being developed to further improve partnership working with the PCT is being financed from the jointly resourced modernisation budget.

## **Risk Management**

During the summer of 2007 the Audit Commission undertook an audit of the then proposal to establish a Public Services Trust. Following the subsequent decision not to progress Trust establishment, the Audit Commission have continued to be briefed on arrangements for pursuing closer partnership working between the two organisations.

## **Alternative Options**

There are no Alternative Options.

## **Consultees**

None

## **Appendices**

Appendix 1 – Draft Herefordshire Public Services Steering Group Terms of Reference..

## **Background Papers**

None identified.

## HEREFORDSHIRE PUBLIC SERVICES

### STEERING GROUP

#### TERMS OF REFERENCE (Revised July 2008)

**Constitution:** Herefordshire Council and Herefordshire Primary Care Trust (HPCT) hereby resolve to agree revised terms of reference for the Steering Group whose responsibility is to provide strategic direction for the integration of public services in Herefordshire for the benefit of optimising public services for its community.

**Purpose:** Herefordshire Council and Herefordshire PCT are together focussed on securing benefits for the people of Herefordshire through achieving better outcomes, better integrated services, improved value for money, and improving the quality of their experience of living and working in Herefordshire. The governance of Herefordshire Public Services is based on the operation of an innovative and extensive partnership between the Council Cabinet and the PCT Board. Both bodies remain as separately accountable public authorities, making publicly accountable decisions through the meetings of the Council Cabinet and PCT Board.

**Membership:** The Steering Group is appointed from amongst the Cabinet, Non Executive Directors, Executive Directors and Officers of the constituent organisations and other relevant bodies as appropriate. The membership will include:

- Leader of the Council
- Chairman of HPCT
- Joint Chief Executive (or nominated representative)
- Chair of HPCT's Professional Commissioning Executive
- A maximum of a further three Cabinet Members
- A maximum of a further three Directors (Non Executive or Executive) of the HPCT
- A representative from the Government Office of the West Midlands.

A quorum shall be not less than four members, one of whom must be the Leader of the Council or the HPCT Chairman and one of whom must be the Chief Executive (or nominated representative). The Steering Group's membership will be kept under regular review to ensure that it engages those who are needed to contribute effectively to the success of delivery of its

business.

- Chairman and Vice Chair:** The Leader of the Council and Chairman of HPCT will jointly Chair the Steering Group and therefore fulfil the roles of both Chair and Vice Chair.
- Authority:** In pursuit of the objectives of HPS, the Steering Group will exercise all powers available to individual members of the Steering Group, within the authority delegated by existing council and HPCT governance arrangements.
- Accountability:** The Steering Group is a working group that is jointly accountable to Herefordshire Council's Cabinet and Herefordshire Primary Care Trust Board.
- Reporting Arrangements:** The minutes of the Steering Group meetings shall be formally recorded and submitted to the Council's Cabinet and the Primary Care Trust Board. The Chair of the Steering Group shall draw to the attention of the Council and the Primary Care Trust Board any issues that require disclosure to the Cabinet, full Council / Primary Care Trust Board or require their action. Where necessary this will be recorded by the Steering Group in its minutes and action log.
- Secretarial/ Administrative Support:** Administrative and secretarial support will be provided to the Steering Group. This will necessitate the:
- Attendance at meetings to take minutes, keep a record of matters arising, decisions taken, action agreed and issues to be carried forward;
  - Preparation of the agenda and collation of papers;
  - Provision of general administrative support to the Steering Group in relation to its work.
- Frequency of Meetings:** Meetings shall be held not less than bi-monthly. Other meetings may be held at the request either of the Chief Executive / Chairs or by agreement by the Steering Group if they consider it necessary to the successful development of Herefordshire's public services.
- Define minimum notice period for meetings:** A schedule of meetings will be agreed by the Steering Group. Agenda and papers will be distributed a minimum of one week prior to the date of the meeting.
- Attendance:** Members of the joint management team may be invited to attend meetings to report on the progress of their respective directorate / group, to respond to any questions of Steering Group members and to seek advice or clarification on any issues requiring the support or direction of the Steering Group as appropriate.  
The Steering Group can require the attendance of any employee or other that it considers necessary for the efficient and effective conduct of its business.



**Key Relationships:** The Steering Group reports to Herefordshire Council's Cabinet and Herefordshire Primary Care Trust Board; outcome benefits being secured in partnership with the Local Strategic Partnership (Herefordshire Partnership) and through the Local Area Agreement.

**Principal Responsibilities / Duties:**

The responsibilities of the Steering Group will be to:

- Set the strategic direction for HPS development and the priorities for realising that strategy
- Establish the criteria for measurement of success including the identification, quantification and effective delivery of benefits to be achieved through the development of an integrated approach to services in Herefordshire
- Hold the partnership system to account for progress against those success criteria

These will be achieved through:

- Ensuring that robust partnership arrangements are in place
- Providing guidance to the Cabinet and HPCT Board regarding policy co-ordination, resource allocation and implementation to ensure the objectives of HPS are clearly reflected in the policies of the council and HPCT, and are carried through effectively
- Ensuring a unified and integrated approach to business in pursuit of optimising efficiency, effectiveness and services for people in Herefordshire
- Ensuring that the benefits are communicated widely and fully understood
- Establishing the criteria for allocation of the partnership fund, by Joint Management Team, and reporting within council and PCT financial monitoring systems.
- Holding Joint Management Team to account for the development and implementation of a framework for the prevention and prompt resolution of disputes presenting significant risk to the integrity of the HPS partnership
- Maintaining an effective system of integrated governance, internal control and risk management, across the whole of its activities (both non-clinical and clinical), in support of the achievement of its aims and objectives

**Management Team / Working Groups:**

Wherever possible work will be carried out through existing management arrangements and structures. However additional support may be provided through the use of ad hoc arrangements established to aid the delivery of the objectives and fulfil achieve the realisation of benefits. Such arrangements will be established by the Steering Group who will approve the terms of reference/timeframe for such individuals and/or groups. Any such arrangements will be dynamic and subject to continuing review to reflect the needs of delivering the HPS objectives and must be incorporated into existing management arrangements at the earliest opportunity.

Currently task groups include:

- Change Management & Communications.
- Information Management.

**Date Established:** 1 February 2007

**Date Terms of Reference Originally Agreed:** 1 February 2007

**Dates Terms of Reference Reviewed:** 16 April 2007.  
(To include a representative from the Government Office of the West Midlands in the membership of the Steering Group, as a result of a meeting held between members of the Steering Group, the Strategic Health Authority and GOWM on 12 March 2007).

1 September 2007  
(To reflect the establishment of the Corporate Strategy & Resourcing Working Group – replacing the Corporate Resources, Finance & ICT and Planning, Commissioning & Performance Management Working Groups).

19 October 2007  
(To reflect the establishment of the Change Management & Communications Working Group replacing the Change Management & Human Resources and Communication, Involvement & Clinical Engagement Working Groups).

11 December.  
(To reflect changes to the Steering Group as a result of the appointment of a single Chief Executive and operationalisation of the development of public services in Herefordshire).

21 July 2008  
(To reflect changes in the membership of the group and clarify its role within the organisations' governance arrangements)

**Date of Next Review** January 2009

All Terms of Reference, Agenda, Papers, Minutes, Action Plans and Reports must be archived in accordance with current best practice.

All documents produced should include the appropriate reference in accordance with the Freedom of Information Act.



## INTEGRATED CORPORATE PERFORMANCE REPORT FOR APRIL TO JULY 2008

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

**CABINET****2 OCTOBER 2008**

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### Wards Affected

County-wide

### Purpose

To report the Council's performance for the first four months of 2008-09 against the Corporate Plan 2008-11 and national performance indicators used externally to measure the Council's performance, taking account of the separate but complementary financial performance report, the updated Council risk register and progress against the action plans produced following the Crookall review.

### Key Decision

This is not a Key Decision.

### Recommendations

#### THAT Cabinet

- (i) **considers performance to the end of July 2008 and the measures being taken, where necessary, to improve it;**
- (ii) **in particular notes progress in implementing the action plans produced following the Crookall review; and**
- (iii) **agrees that future reports be made quarterly, namely in relation to performance at the end of September, December, March and June.**

### Reasons

The Council's Corporate Plan sets out its objectives, priorities, targets and key actions for each of the three years 2008-11. It includes all the indicators and targets in the new Local Area Agreement (LAA), as well as those in the Herefordshire Community Strategy (HCS). Progress needs to be assessed regularly, together with the risks to achievement and the action being taken to address these and improve performance.

## Considerations

1. This is the first of a new-style of corporate performance report, aligned with the seven themes of the new Corporate Plan. This approach will be followed through into the quarterly reviews of performance to be carried out by the Leader and Chief Executive with lead Cabinet members, as well as the rolling self-evaluation, to be updated quarterly, that will enable the Council and its partners to provide the evidence required for Comprehensive Area Assessment (CAA), which comes into effect from April 2009.
2. The details of performance are provided in the appendices, with the highlights and directors' commentaries in respect of each Corporate Plan theme in appendices 2 to 8. Appendix 1 provides the key to the full details in appendices 2A to 8A.
3. Appendix 1A provides an overall summary. It shows a broadly positive aggregate position, particularly in respect of Direction of Travel indicators, the majority of which are improving. This picture is, however, tempered by the large number of Corporate Plan indicators (58 out of 111, including 23 of the 35 in the LAA) in respect of which it is not yet possible to determine whether targets are likely to be achieved.
4. Assessed in terms of the Council's priorities, as set out in the Corporate Plan, the highlights are:

### ***Best possible life for every child***

- A generally positive picture in respect of Corporate Plan indicators
- But a significant number of reds against a wider basket of indicators, including timely assessment, referrals going to initial assessment and a number in respect of looked-after children

### ***Reshaped health and social care***

- Too early to judge the majority of indicators, but a positive picture in respect of those relevant to Direction of Travel
- A few reds, notably in respect of the timeliness of assessments and packages, direct payments and telecare
- Over-spending projection to be retrieved, with a risk of this becoming greater, depending on the extent to which cases are deemed to require continuing health care and are therefore funded by the PCT

### ***Essential infrastructure for a successful economy***

- Little substantive performance information because the majority of indicators are part of the new National Indicator Set and have as their target this year the establishment of a baseline

- Over-spending projection to be retrieved, at the same time as meeting new demands as a result of the economic down-turn, rising energy costs and loss of car parking income

***Affordable housing***

- A number of reds, reflecting the substantial increased demand being fuelled by the economic down-turn
- But successful action has been taken – and continues - to minimise the impact, including increased preventative work and the use of the private sector; this has already reduced projected overspending to 300K

***Better services, quality of life and value for money, particularly through partnership with the PCT and other organisations***

- A reassuring Annual Governance Letter 2008 from the Audit Commission
  - Improvements in a number of Revenues and Benefits and Human Resources indicators, but action having to be taken to address higher than target levels of sickness absence
5. The key risks to the achievement of the Corporate Plan targets are set out in the risk register at Appendix 9. This has been subject to a major overhaul and rationalisation. The risks numbered from C37 onwards are new. A number of these are about the management within agreed budgets of currently projected overspends (for the details, see the complementary financial report being considered at this meeting). Others concern matters affecting the delivery of targets for benefits and local tax systems; the waste management PFI; the impact of the economic downturn on income from car parking; corporate workforce planning; and systems for the effective management of human resources.
  6. Three risks score “high” (i.e. a residual score of 15 or above) even after the mitigating measures have been taken into account. They are:
    - CR5 – inability to provide critical services due to the failure of ICT networks
    - CR29 – potential loss of data centres
    - CR30 – legacy systems out of support from vendors
  7. Progress against the action plans put in place in the light of the Crookall review is at Appendix 10. Since last reported, a further 14 actions have been completed. None of the remainder is red-flagged.

## **Risk Management**

By highlighting progress against the Council's Corporate Plan, including the risks to achievement and how they are being mitigated, this report is an essential component of the Council's management of risks.

## **Alternative Options**

Not applicable.

## **Consultees**

Not applicable.

## **Appendices**

Appendix 1 – Key to the detailed reports against indicators by Corporate Plan theme

Appendix 1A – Summary of overall progress against indicators

Appendix 2 – Children and young people: headlines

Appendix 2A – Children and young people: details

Appendix 3 – Health and well-being: headlines

Appendix 3A – Health and well-being: details

Appendix 4 – Older people: headlines

Appendix 4A – Older people: details

Appendix 5 – Economic development and enterprise: headlines

Appendix 5A - Economic development and enterprise: details

Appendix 6 – Safer and stronger communities: headlines

Appendix 6A – Safer and stronger communities: details

Appendix 7 – Sustainable communities: headlines

Appendix 7A – Sustainable communities: details

Appendix 8 – Organisational improvement and greater efficiency: headlines

Appendix 8A - Organisational improvement and greater efficiency: details

Appendix 9 – The Council's current risk register

Appendix 10 – Progress in implementing the Crookall review action plans

## **Background Papers**

None identified.

Reference Number		Indicator	Lead Directorate	2007/2008 outturn	2008/2009 target	Quarter 1 outturn	Analysis	RAG rating	Direction of Travel
NIS	CP	LAA	HCS	BVPI	PAF				
<p>Performance Indicator Reference:                      NIS = National Indicator Set                      CP = Corporate Plan                      LAA = Local Area Agreement                      HCS = Herefordshire Community Strategy                      BVPI = Best Value Performance Indicator (retained for this year only)                      PAF = Performance Assessment Framework</p>									
<p>Performance compared to last year</p>									
<p>Commentary, either putting latest outturn into context, or detailing the activity underway that will impact on outturn when reported</p>									
<p>Baseline</p>									
<p>Performance to date</p>									
<p>Judgement against target for Corporate Plan, LAA and HCS indicators. Other indicators are judged against last year's performance only.  <b>Red</b> = data or analysis suggests that target will not be achieved, or there is no evidence of activity taking place  <b>Amber</b> = data/lack of data or analysis suggests that the target may not be achieved, but should be capable of achievement if remedial action is taken  <b>Green</b> = on target / met target, or, where a baseline is to be set, activity is taking place to establish the baseline and improve performance</p>									





## Appendix 1A

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	<b>111</b>	<b>32</b>	<b>58</b>	<b>21</b>
of which				
Local Area Agreement (LAA)	<b>35</b>	<b>8</b>	<b>23</b>	<b>4</b>
Herefordshire Community Strategy (HCS)	<b>55</b>	<b>13</b>	<b>33</b>	<b>9</b>
All reported indicators	<b>196</b>	<b>77</b>	<b>73</b>	<b>46</b>

<b>Direction of Travel</b>	
Improving	53
No real change	14
Deteriorating	32
<b>Total</b>	<b>99</b>



**Children and Young People**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	13	4	8	1
of which				
Local Area Agreement (LAA)	6	1	5	0
Herefordshire Community Strategy (HCS)	4	1	3	0
All reported indicators	42	18	9	15

<b>Direction of Travel</b>	
Improving	14
No real change	2
Deteriorating	15
<b>Total</b>	<b>31</b>

**Headlines**

- A generally positive picture in respect of Corporate Plan, LAA and Community Strategy indicators
- But a significant number of reds against the wider basket of indicators, including those relevant to Direction of Travel assessment, e.g. timely core assessments, referrals going to initial assessment, foundation years achievement, youth work outcomes and a number of PIs in respect of looked-after children
- Currently projected end-year over-spending of some £300K will have to be retrieved. The directorate is carrying out work to stay within budget, whilst minimising the impact on services.

**Children's and Young People's Director commentary**

*'Performance overall is on track across the range of Local Area Agreement, Herefordshire Sustainable Community Strategy and Herefordshire Council Corporate Plan children and young people related indicators. Data for many of the indicators are not available in Quarter 1 because they relate to examination results and the*

*outcome of the TellUs survey of children and young people; these outturns will be available in September (examination results in unvalidated form). However, provisional data for GCSE results this year show a significant improvement on last year with 69.5% of pupils achieving 5 A\*-C GCSEs, compared with 62% in 2007.*

*A larger survey of children and young people, building on the previous Teenage Lifestyle Survey of 2006, will take place later in the year and will provide outturns for a number of the Community Strategy indicators.*

*In relation to children's social care, the focus on improving the timeliness of initial assessments and the percentage of referrals going on to initial assessment continues. In the first quarter, 64.7% of initial assessments were completed in 7 working days, an improvement on the 2007/2008 outturn (57.4%) and ahead of the 2008/2009 target (60%). Current practice is being reviewed and revised in the light of comparative information from our statistical neighbours to ensure there is good referral taking to enable effective decision making about the need for assessment.'*

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel	
	LAA	HCS	CP	BVPI									PAF
51	Yes				Effectiveness of child and adolescent mental health (CAMHS) services	Children & Young People	15	15	No Data	There continues to be progress towards a comprehensive CAMHS provision. There is now a CAMHS Strategy and an operational meeting monitors the service used by children and adolescents to ensure that service continues to meet clients' needs.	A		
59			Yes		Initial assessments for children's social care carried out within 7 working days of referral	Children & Young People	57.4%	60%	64.7%	This indicator is being closely monitored within the Referral and Assessment Team and working practice reviewed and revised to ensure everything possible is being done to support timely assessment.	G	△	
60				C64	Core assessments for children's social care that were carried out within 35 working days of their commencement	Children & Young People	75%	75%	71%	This indicator outturn has improved greatly over the last year, achieving better than the target. The first quarter downturn in performance, based on a rolling year, reflects the effect of the delays in timely completion of initial assessments, during the final quarter of 2007/8, due to staffing shortages in Referral and Assessment and by capacity issues in the teams undertaking core assessments. Increased focus on timely completion in Referral and Assessment is anticipated to produce a gradual improvement in performance.	R	▽	
61					Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Children & Young People	90%	100%	80%	This drop in performance relates to a small group of children - the exact reasons for this drop will be the subject of further analysis.	R	▽	
62				49	A1	Stability of placements of looked after children: number of moves	Children & Young People	6.5%	8%	6%	Placement stability, alongside quality of provision, remains a central concern of the looked after children review processes. We are looking at ways to engage external providers more effectively to reduce the number of placements made in crisis.	G	△
63					D78	Stability of placements of looked after children: length of placement	Children & Young People	71%	62%	71.7%	Although this is an encouraging result, we acknowledge that we could still enhance our permanence planning processes.	G	△
64			Yes		C21	Child protection plans lasting 2 years or more	Children & Young People	0%	0%	0.0%	Independent Reviewing Officers continue to scrutinise child protection planning to ensure it remains purposeful.	G	△
65		26	Yes		A3	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Children & Young People	14%	14%	13%	Steady progress continues to be made in this area and anticipated greater stability in our workforce should further improve the quality of risk management in this area.	G	△
66			Yes		C68	Looked after children cases which were reviewed within required timescales	Children & Young People	99%	100%	98%	Although positive compared to our statistical neighbours, this slight drop in performance is disappointing and will be addressed in the coming quarter.	A	▽
67			Yes	162	C20	Child protection cases which were reviewed within required timescales	Children & Young People	93%	100%	94.7%	The drop in performance relates to three children whose review was erroneously booked for nine days outside the required timescale. Appropriate measures have been taken to avoid recurrence of this error.	A	△
68			Yes			Referrals to children's social care going on to initial assessment	Children & Young People	52.1%	65%	51%	Practice regarding referral and initial assessment in light of comparative data and practice in the statistical neighbour group is being reviewed and revised, to support good referral taking to enable effective decision-making about the need for assessment.	R	▽

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
72					Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Children & Young People	48.9% (to be confirmed)	53%	43.4%	Data has only recently been collated. Initial analysis would suggest that results are falling due to (1) greater rigour in the Foundation Stage Profile Moderation process (2) evidence being gathered more from child-initiated activities rather than adult-directed tasks as per guidance from National Assessment Agency (3) the increasing number of children with English as an Additional Language coming into Herefordshire.	R	▽
75	Yes	31			Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	Children & Young People	51.7%	56%	No Data	Annually - Unvalidated results for academic year ending 2008 available in Sept - Final Results available early Jan 2009.	A	
88					Number of Extended Schools	Children & Young People		58%	73.7%	As of 01/07/08 - 100% High Schools, 100% Special Schools, 68% Primary schools provide access to the Full Core Offer - This is better than national average of 52%.	G	
89					Number of schools in special measures	Children & Young People		0	1	There is one primary school in Ofsted special measures.	R	
92					Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Children & Young People	35% (to be confirmed)	33%	37%	Further analysis needs to be carried out in order to establish whether the initial hypothesis (see NI 72 above) is responsible for the declining results above and the widening of the gap.	R	▽
93	Yes		Yes		Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Children & Young People		86%	No Data	Annually - Unvalidated results for academic year ending 2008 available in Sept - Final Results available early Jan 2009.	A	
94	Yes		Yes		Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Children & Young People		83%	No Data	Annually - Unvalidated results for academic year ending 2008 available in Sept - Final Results available early Jan 2009.	A	
103					Special Educational Needs – statements issued within 26 weeks	Children & Young People		90%	100%	The number of Final Statements of SEN issued since the commencement of the reporting period April 2008 is 9 (correct as at 01/07/2008). The number of Final Statements of SEN, excluding exception cases, issued since the commencement of the reporting period April 2008 is 8 (correct as at 01/07/2008). One case missed the 26 week target deadline as an exceptional case under Regulation 17 (4c and 4d) and is therefore excluded from the calculation. There are 9 designated Sure Start Children Centres as of 01/07/08. All 9 children's centres from Phase 1 and Phase 2 are designated and delivering services. Planning is underway for Phase 3.	G	
109					Number of Sure Start Children Centres	Children & Young People		83%	100%	This indicator will be measured through the annual Tellus survey conducted in schools between April and June. It will measure the proportion of young people in school year 10 participating in any group activity led by an adult outside school lessons (such as sports, arts or a youth group)?: "The Tellus survey results will be released in September. Systems for collecting information about positive activities are being developed as is the MyPlace website to promote positive activities.	G	
110	Yes				Young people's participation in positive activities	Children & Young People	N/A	Establish baseline	No Data		G	

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
			CP	BVPI	PAF								
117	Yes	40				16 to 18 year olds who are not in education, training or employment (NEET)	Children & Young People	5.4%	5.2%	No Data	Although the situation does not become clear until education leavers come into the NEET group in September, the current NEET percentage (May '08) is considerably less than the same time last year. This will put us in a good position to reduce the percentage of NEET by December.	A	
148		41		161	A4	Care leavers in employment, education or training	Children & Young People	94%	100%	No Data	Performance is anticipated to be good within this area, and the Aftercare Service has developed a range of services to support care leavers in employment and training as well as supporting them in further and higher educational opportunities.	A	
				221a		Youth Work – The percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the Local Authority area	Children & Young People	82.9%	60%	36.4%	Outturn based on figures collected for April/May as Youth base MIS has been down. Recruitment for assistant vacancies is now underway to improve performance.	R	▽
				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	Children & Young People	54%	30%	35.7%	Outturn based on figures collected for April/May as Youth base MIS has been down.	G	▽
				43a		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	Children & Young People	100%	100%	100%	The number of Proposed Statements of SEN issued since commencement of the reporting period April 2008 is 9 (correct as at 01/07/2008).	G	△
				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	Children & Young People	100%	100%	100%	The number of Proposed Statements of SEN issued since commencement of the reporting period April 2008 is 9 (correct as at 01/07/2008).	G	△
				163	C23	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	Children & Young People	11.8%	8%	10.8%	With such a small cohort, some fluctuation between quarters is anticipated, but the performance remains in line with our expectations.	G	◁▷

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
			CP	BVPI	PAF								
						Of children aged at least 10 and under 16 looked after at 31 March (excluding those placed with parents) the percentage who were in foster placements or placed for adoption	Children & Young People	80%	80%	86%	This indicator is showing steady year on year progress. Specific work to improve our placement strategy is being progressed as part of our review of our in house fostering service and this will result in measures to ensure that only those children who are unable to settle in family settings are placed in residential care.	G	△
						2054SC / DIS 1111 Percentage of looked after children fostered by relatives or friends	Children & Young People	15.8%	16.0%	14.6%	This remains slightly short of our target level. Further analysis will be carried out to establish whether this is part of a trend in placement choice or simply the result of a small cohort.	R	▽
						2060SC / DIS 1114 Percentage of looked after children with a named social worker who is qualified as a social worker	Children & Young People	98.7%	100%	91.8%	During the past 12 months, there has been a shortage of social workers across all social work teams, particularly in the last quarter of 2007/2008, which has had a significant impact on the service overall. However, there has been a drive through the workforce strategy to increase the social work population to ensure that the service is fully resourced to meet the needs of its clients, including looked after children having an allocated social worker. As a result, between April and June 2008, five permanent full-time social workers have been recruited and are in post. As part of the strategy, the Senior Management Team is also committed to overseas recruitment which has secured seven qualified and trained American social workers who will be in post in September 2008.	R	▽
						2024SC / DIS 1219 Percentage of children and young people who are the subject of a child protection plan, or on the child protection register, who are not allocated to a social worker.	Children & Young People	14.28%	0%	0%	All children subject to child protection plans are allocated to a social worker. This remains the highest priority. The "snapshot" figure at 31st March highlighted the issue of prompt updating of the system, which is being addressed. The temporary arrangements to support completion of initial assessments also affected the outturn, due to capacity issues in the Children and Families Teams. These arrangements are being kept under review, as are working practices and protocols for transfer of cases.	G	△
						2035SC / KIGS CH10 Children whose child protection plans were discontinued, or were de-registered, per 10,000 population aged under 18	Children & Young People	18.8	17	18.8	Purposeful child protection planning continues to keep our performance positive in this area.	G	◀▶
						2052SC / KIGS CH44 Percentage of children looked after in residential accommodation	Children & Young People	12.3	13%	13.9%	As outlined above in NI 62, we are undergoing formal contract reviews with our residential providers to ensure purposeful planning is supported. Specialist foster care is also being explored as an option to reduce reliance upon residential provision.	R	▽
						2016SC / KIGS CH142 Percentage of referrals that are repeat referrals within 12 months	Children & Young People	22.1%	18%	23.1%	This indicator remains within the statistical neighbour average. CAF implementation should have an impact on this though not in the near future. Meanwhile, the work on referral practice is intended to support improved outturn in this area.	R	▽



NIS		LAA		HCS		CP		BVPI		PAF		APA		Indicator		Lead Directorate		2007-08 Outturn		2008-09 Target		Latest Outturn		Activity Reported		RAG rating		Direction of Travel						
													2037SC KIGS CH12	Percentage of children who were subject to s47 enquiries which led to initial child protection conferences which were held within 15 working days	Children & Young People	26.4%	50%	28.7%	Although some progress has been made in this area, we are still a long way from our anticipated figures. Specific work will be carried out to assess the obstacles to progress.	R										Δ				
												C69	The percentage of children newly looked after in the year, and still looked after at 31 March, who were placed at 31 March more than 20 miles from their home address from which first placed	Children & Young People	12%	10%	13.2%	Although this is an improving area of performance, the target remains a challenging one for an authority with large rural areas. We are exploring more collaborative commissioning models with local providers to avoid the need to use placements outside of the county boundaries, except when the most complex needs requiring any specialist support make this appropriate.	R										▽					
												C63	The number of children and young people who communicated their views specifically for each of their statutory reviews as a percentage of the number of children and young people who had been looked after at 31 March for more than four weeks	Children & Young People	97%	100%	96%	Although performance in this area remains strong we will need to ensure that our target for the year is achieved.	R										▽					
												5026SC	What percentage of children with disabilities aged 14+ had a transition plan to support their move from Children's Services to Adult Services?	Children & Young People	Up to 90%	No Target	100%	All young people open to the Children with Disabilities Team have their transition planning started at the age of 14. At this stage, the plan is unlikely to be in the form of a written plan because the young person's future needs are evolving and it is not usually appropriate to have decided what support, training, employment etc. will need to be accessed at this stage. Social Workers are actively considering the young person's move to adulthood and planning accordingly. This involves liaising with adult social care teams to make them aware of the young person. This begins a process of exchanging information & after a period, usually towards the latter part of the young person's time in the children's team, adult teams will attend key meetings, such as reviews along with children's team workers. At the time of transferring to adulthood, all young people open to the Children with Disabilities Team have a written transition plan. There is a transitions protocol with guidelines in place to ensure this process is carried out.	G															Δ
												B8	Average gross weekly expenditure per looked after child in foster care or in a children's home	Children & Young People	£819	£760	£781	There was a reduction in the number of children placed in agency placements, resulting in lower expenditure during the first quarter but further reduction will be needed to meet the target.	R											Δ				

NIS	LAA	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
		HCS	CP	BVPI	PAF								
					E44	Gross expenditure on children in need but not looked after, as a percentage of gross expenditure on all children's services	Children & Young People	29%	33%	29.01%	Last year's figures were slightly distorted by an exceptionally high amount of expenditure on direct payments. Changes to the way grants to voluntary organisations are recorded in the EX1 statutory return have also affected this indicator.	A	△
					D74	Practice learning: The number of assessed social work practice learning days per whole time equivalent social worker for employees working in children's services	Children & Young People	18.3	15	15.7	This figure is extrapolated from figures produced in July. As Herefordshire is a rural authority and students are often required to drive considerable distance for placements, students will be deterred from accepting placements in Herefordshire because of the current economic climate and high fuel costs.	G	▽

**Health and Well-being**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	26	5	18	3
of which				
Local Area Agreement (LAA)	7	1	5	1
Herefordshire Community Strategy (HCS)	16	3	12	1
All reported indicators	38	10	22	6

Direction of Travel	
Improving	10
No real change	3
Deteriorating	4
<b>Total</b>	<b>17</b>

**Headlines**

- It's too early to form a clear judgement about the majority of indicators, often because in-year data is not yet available.
- But a positive picture in respect of indicators relevant to Direction of Travel assessment.
- Three reds are because no information has been provided.
- The other three are in respect of the timeliness of social care assessments and packages, and direct payments.
- A projected end-year overspend of some £300K will have to be retrieved. This could be greater depending on the balance of care falling on the council (in the case of social care) or on the PCT (in the case of continuing health care).

**Adult Social Care Director commentary**

*Overall reasonable progress is being made against the range of adult social care indicators. The CSCI have required councils with Adult Social Services responsibilities to continue to collect and report against the PAF set. The latest*

*forecasting of the PAF set reports that all but four of the PIs are currently showing a positive Direction of Travel. Good progress continues to be made against the 'access' indicators, assessment, care plans and reviews, which are key areas considered by CSCI. The levels of people being placed in permanent residential care are in line with the low targets set and we are continuing to sustain the excellent end of year out-turn in this area. More people than ever before now have the opportunity of a single room if they need to go into residential care. The integrated equipment store and telecare service, which now includes Just Checking, continues to support high levels of people to remaining independent and in control at home.*

*Data for a range of the National Indicator Set is not currently available from health colleagues, some of which are monitored only on a bi-annual basis. Work has begun to consider more joined-up reporting and sharing of performance data with health colleagues - it is intended that joint reporting across both agencies will become routine by the end of the year. We are in discussions with the Director of Public Health about how to monitor progress against certain health PIs.*

*Good progress is also being made in line with the corporate plan actions; single line management is agreed for intermediate care and care pathways are being re-designed; the Single Assessment Process continues to strengthen through joint policies and procedures and consistent practice across health and social care, and a new suite of assessment and care management policies, procedures and pathways are being developed in line with the new Frameworki electronic solution, which is due to go live in November 2008.*

*A new adult safeguarding trainer is in place, personalisation is now being rolled out across the Directorate, and the carers hub is now up and running, with the new CEO in post. The Signposting Scheme is also being extended to provide information and advice to self-funders.*

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP								
8			Yes	Adult participation in sport	Environment & Culture	22.02% (2006)	>22.02%		Walking for health – British Heart Foundation accreditation received and first of the two walk leader courses completed with 6 new trained leaders now active. 2012 Olympic Games - 3 Venues selected in the Paralympics Training Guide. Raising our Game Logo and Action Plan launched. MoM '09 have applied for Inspire Mark (Cultural Olympiad). Talent ID Framework obtained funding. Bromyard Equestrian Centre hosted Paralympics fundraiser.	A	
53		20		Prevalence of breastfeeding at 6-8 weeks from birth	Children & Young People	N/A	Establish baseline	51.10%	The indicator measures the number of babies that are totally or partially breastfed at 6-8 weeks. 100% of babies have their breastfeeding status recorded. Compared with nationally, Herefordshire has a good track record of breastfeeding. The focus is on training breastfeeding peer counsellors to educate mothers to support other mothers within their community. The initial wave has trained 20 mothers in South Wye, four of whom are teenage parents.	G	
56	Yes	22d		Obesity among primary school age children in Year 6	Children & Young People	16.7%	16%	No Data	Data will be available in March 2009. The weighing and measuring survey of Year 6 children took place in June 2008. An obesity Care Pathway has been developed for referrals from other sources and a pilot project of the Mind, Exercise, Nutrition and Diet (MEND) programme will be run later this year, which involves counselling and lifestyle changes, for children with obesity and their parents.	A	
57	Yes	22b		Children and young people's participation in high-quality PE and sport	Children & Young People		Establish baseline	No Data	For introduction in 2009/10. The indicator measures the new Programme which extends 2 hours high quality PE & sport to 5 hour high quality PE & sport. Reporting is due termly; End of July, end of December and the end of March (year End).	G	
113		23		Prevalence of Chlamydia in under 20 year olds	Children & Young People	N/A	3,350	173	This year, the indicator measures the percentage of young people accepting a test/screen for Chlamydia. This remains a high risk area with a limited number of screens completed by the end of June. In order to achieve the target, activities include expansion of screening sites to include schools, General Practice, Youth Services and community based pharmacies and a sustained media campaign to engage screening sites and young people.	A	
119		12a-d		Self-reported measure of people's overall health and wellbeing	Adult Social Care		Establish baseline		To be collected through the Place Survey	G	
120		11		All-age all cause mortality rate	Adult Social Care	603.4 per 100,000 (2004-06)	<603.4		In-year data not currently available. In discussion with Director of Public Health about links to plans.	A	
121	Yes	9		Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	Adult Social Care	59.4	57.8		In-year data not currently available. In discussion with Director of Public Health about links to plans.	A	

NIS LAA	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	HCS	CP	BVPI PAF								
122	8			Mortality from all cancers at ages under 75 per 100,000 population	Adult Social Care	103.2	<103.2		In-year data not currently available. In discussion with Director of Public Health about links to plans.	A	
123	Yes			16+ current smoking rate prevalence per 100,000 population aged 16+	Adult Social Care	780.6	808.1		In-year data not currently available. In discussion with Director of Public Health about links to plans. This PI is being revised for 2009, with data to be available from the Integrated Household Survey.	A	
130	Yes	Yes		Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) per 100,000 population aged 18+	Adult Social Care	97	107	101.4	This PI is being revised for 2009.	A	△
132		195	D55	Timeliness of social care assessment	Adult Social Care	89.60%	92%	89.20%	Compared to 94.1% at same period last year.	R	▽
133		196	D56	Timeliness of social care packages	Adult Social Care	84.70%	90%	80.90%	Compared to 94.1% at same period last year.	R	▽
135	Yes	Yes		Carers receiving needs assessment or review and a specific carer's service, or advice and information	Adult Social Care	12.90%	17.9%	13%	Carers hub expected to be a significant contributor to the success of this indicator. Service only started in April this year.	A	
142	Yes	Yes		Number of vulnerable people who are supported to maintain independent living	Adult Social Care	96.73	97.75 (2010-11)		<b>No activity reported</b>	R	
10				Mortality rate from chronic diseases	Adult Social Care	150 (2004-06)	<150		In-year data not currently available. In discussion with the Director of Public Health about links to plans.	A	
28				Percentage of respondents who said they have been bullied in the previous 12 months	Children & Young People	24%	<24%	No Data	Survey will be undertaken in October 2008 - results available in January 2009.	A	
53				Number of falls/accidents admissions to A&E	Adult Social Care		<22		<b>No activity reported</b>	R	
22a				Percentage of respondents who said they smoked at least 1 cigarette in the last 7 days	Children & Young People	7%	<7%	No Data	Survey will be undertaken in October 2008 - results available in January 2009. The Stop Smoking service within the PCT delivers a range of interventions and works closely with a range of professionals to identify referrals and deliver smoking cessation services. A Stop Smoking midwife specialist provides additional support to encourage pregnant women to stop smoking, which, in turn, reduces the risks of second hand smoke to other children in the home. In addition, there is effective enforcement of underage cigarette sales legislation.	A	
22c				Percentage of respondents who said they ate at least 5 portions of fruit and vegetables the previous day	Children & Young People	24%	>24%	No Data	Survey will be undertaken in October 2008 - results available in January 2009. Food in schools has a high priority and a schools Food Steering Group is chaired by the PCT, bringing together school food providers, schools colleagues and Healthy Schools to promote best practice and the implementation of the new food standards. This is a priority area for the Healthy Schools team.	A	

NIS LAA	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	HCS	CP	BVPI PAF APA								
	22e			Percentage of pupils consuming 2 or more units of alcohol in the previous week	Children & Young People	18%	<18%	No Data	Survey will be undertaken in October 2008 - results available in January 2009. Activities underway to reduce alcohol misuse include the implementation of the annual Young Persons Substance Misuse Plan/Alcohol Reduction Plan and the Hidden Harm action plan and teenage alcohol abuse programmes in secondary schools.	A	
	22f			Percentage of respondents who said they had taken some form of illegal drug in the previous 12 months	Children & Young People	6%	<6%	No Data	Survey will be undertaken in October 2008 - results available in January 2009. Activities underway as per 22e above.	A	
	22g			Percentage of respondents who said they worry about one problem 'quite a lot' or 'a lot'	Children & Young People	71%	<71%	No Data	Survey will be undertaken in October 2008 - results available in January 2009. The mental health needs of children and young people are being met through the implementation of the CAMHS strategy (see NI 51).	A	
			1041YJ	The referral of juveniles manifesting mental health difficulties to Child and Adolescent Mental Health Services	Children & Young People	100%	100%	100%		G	△
		Yes	56	D54	The percentage of items of equipment delivered and adaptations made within 7 working days	Adult Social Care	96.36%	97%	96.20%	G	△
			201	C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	Adult Social Care	97.6	115	95.8	R	▽
		Yes		C29	Number of adults with physical difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	4.8	5	3.4	G	△
		Yes		C30	Number of adults with learning difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	2.9	3	2.9	A	◀▶
		Yes		C31	Number of adults with mental health difficulties helped to live at home (per '000 of population aged 18 to 64)	Adult Social Care	4.3	4.4	4.2	A	◀▶
		Yes			Local indicator: (Safeguarding) Percentage of cases dealt with within 5 days from referral to date of strategy discussion	Adult Social Care		75%		R	

NIS	LAA	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
		HCS	CP	BVPI								
				B11	The number of households receiving intensive home help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care. Average gross weekly expenditure per person on supporting adults and older people in residential and nursing care and providing intensive home care.	Adult Social Care	19.75%	22%	20.50%		A	△
				B12	The percentage of single adults and older people going into permanent residential and nursing care who were allocated single rooms	Adult Social Care	£527.92	£500	£514		A	△
				D37	Percentage of people receiving a statement of their needs and how they will be met	Adult Social Care	95.60%	96%	93.30%	Compared to 84.1 at same period last year.	G	△
				D39	Adult and older clients receiving a review as a percentage of those receiving a service	Adult Social Care	96.10%	100%	96.70%	Compared to 94.01 at same period last year.	A	△
				D40	Assessments of adults and older people leading to provision of service	Adult Social Care	78.06%	80%	34%	Compared to 24.72 at same period last year. Outturn is cumulative.	G	△
				E82	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care	Adult Social Care	83.60%	78%	76.80%	Compared to 79.42 at same period last year.	A	▽
				C73	The number of carers receiving a 'carer's break' or a specific carers' service as a percentage of clients receiving community based services	Adult Social Care	1.5	1.5	1.5 (forecast)		G	◁▷
				C62		Adult Social Care	11.50%	12%	12.50%	Compared to 9.63 at same period last year.	G	△



**Older People**

**N.B.** This section covers performance in respect of indicators that relate wholly or mainly to older people. All-age indicators that are also relevant to performance in respect of older people feature elsewhere, notably under the Health and well-being theme in Appendix 3.

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	7	3	3	1
of which				
Local Area Agreement (LAA)	1	0	1	0
Herefordshire Community Strategy (HCS)	1	1	0	0
All reported indicators	9	5	3	1

Direction of Travel	
Improving	4
No real change	0
Deteriorating	1
<b>Total</b>	<b>5</b>

**Headlines**

- A positive overall picture, with only telecare red.
- A projected end-year overspend of some £300K will have to be retrieved. This could be greater depending on the balance of care falling on the council (in the case of social care) or on the PCT (in the case of continuing health care).

**Adult Social Care Director commentary**

*Overall reasonable progress is being made against the range of adult social care indicators. The CSCI have required councils with Adult Social Services responsibilities to continue to collect and report against the PAF set. The latest forecasting of the PAF set reports that all but four of the PIs are currently showing a positive Direction of Travel. Good progress continues to be made against the 'access'*

*indicators, assessment, care plans and reviews, which are key areas considered by CSCI. The levels of people being placed in permanent residential care are in line with the low targets set and we are continuing to sustain the excellent end of year out-turn in this area. More people than ever before now have the opportunity of a single room if they need to go into residential care. The integrated equipment store and telecare service, which now includes Just Checking, continues to support high levels of people to remaining independent and in control at home.*

*Data for a range of the National Indicator Set is not currently available from health colleagues, some of which are monitored only on a bi-annual basis. Work has begun to consider more joined-up reporting and sharing of performance data with health colleagues - it is intended that joint reporting across both agencies will become routine by the end of the year. We are in discussions with the Director of Public Health about how to monitor progress against certain health PIs.*

*Good progress is also being made in line with the corporate plan actions; single line management is agreed for intermediate care and care pathways are being re-designed; the Single Assessment Process continues to strengthen through joint policies and procedures and consistent practice across health and social care, and a new suite of assessment and care management policies, procedures and pathways are being developed in line with the new Frameworki electronic solution, which is due to go live in November 2008.*

*A new adult safeguarding trainer is in place, personalisation is now being rolled out across the Directorate, and the carers hub is now up and running, with the new CEO in post. The Signposting Scheme is also being extended to provide information and advice to self-funders.'*

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP								
125			Yes	Achieving independence for older people through rehabilitation/ intermediate care	Adult Social Care		Establish baseline		Joint team established under single line management to ensure consistent approach. Baseline being established in-year.	<b>G</b>	
131			Yes	Delayed transfers of care from hospitals per 100,000 population aged 18+	Adult Social Care		Establish baseline		Replacement for PAF D41. Department of Health will provide the baseline. The Council has an exemplary record: no delays due to adult social care and no reimbursements therefore payable.	<b>G</b>	
136	Yes		Yes	People supported to live independently through social services (all ages) per 100,000 population	Adult Social Care	3,095	3,793	2,550	Measurement during the year includes only activity recorded on the client index database. Other services added at the year end will see the actual recorded value improve. The current reported activity is in line with expected results for the time of year.	<b>A</b>	△
139	18a-c			The extent to which older people receive the support they need to live independently at home	Adult Social Care		Establish baseline		To be collected through the Place Survey	<b>G</b>	
			Yes	The number of households receiving intensive home care per 1,000 population aged 65 or over	Adult Social Care	7.5	9	7.5	Compared to 6.7 at same period last year.	<b>A</b>	△
			54	Older people helped to live at home per 1,000 population aged 65 or over	Adult Social Care	81.3	83	58.5	Compared to 51.08 at same period last year.	<b>G</b>	△
			Yes	Reduction in the number of new admissions to residential care	Adult Social Care	53.2	55	12.4	Compared to 17.24 at same period last year.	<b>G</b>	△
			Yes	Local indicator: Number of people using Telecare	Adult Social Care	571	625	553		<b>R</b>	▽
			Yes	LPSA indicator: The gap between the percentage of people 65 and over using home care services provided through Social Care, and people 65 and over who directly purchased services using Direct Payments, who report being satisfied with the help they received from Herefordshire Social Care and perfection (100%)	Adult Social Care	58% (2006 survey)	66%		Action plan in place to maximise out-turn at point of final survey in early 2009. Includes <i>Spotlight on Services</i> newsletter and DVD: <i>Putting People First</i>	<b>A</b>	



**Economic Development and Enterprise**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	14	5	8	1
of which				
Local Area Agreement (LAA)	6	1	4	1
Herefordshire Community Strategy (HCS)	9	3	5	1
All reported indicators	15	6	8	1

Direction of Travel	
Improving	1
No real change	0
Deteriorating	0
<b>Total</b>	<b>1</b>

**Highlights**

- There is little substantive performance information, since the majority of the indicators are part of the new National Indicator set and have as their target that baselines should be established this year.
- The Regeneration Directorate has to retrieve a currently projected out-turn some £500K over budget, at the same time as meeting major new demands arising from the economic down-turn (for those in respect of homelessness see Appendix 7 – Sustainable communities).

**Regeneration Director Commentary**

*'The overall performance is on track to meet the identified targets for 2008/2009 across a range of Local Area Agreement, Herefordshire Community Strategy and Herefordshire Council Corporate Plan indicators.*

*The introduction of the National Indicator Framework has meant that there are a number of indicators for which in year data is not presently available, as many rely on the new Place Survey, which is being carried out during the second half of this year. In the meantime, work is being conducted to influence the outcome of the survey*

*across the directorate. The change to the National Indicator set has meant that there is a greater reliance on services delivering agreed service plan actions, to enable the services to establish and agree baseline data.*

*In addition there are a number of performance indicators that whilst the council are responsible for reporting, the services are being delivered by partnership agencies. We continue to work in partnership with these agencies in order to influence and monitor the performance outturn.'*

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
152	Yes				Working age people on out of work benefits	Regeneration		Establish baseline		Schemes being developed to address "Worklessness". Schemes funded by EU sources	A	
161	5	Yes			Learners achieving a Level 1 qualification in literacy	Regeneration	58	32		Achievement data for each academic year will be available in the April following the end of the academic year. i.e. 2008/09 will be generated in April 2010. This is contracted out to the skills for life voluntary sector organisation - Learning Activities have been negotiated and agreed between the Council and the skills for life voluntary sector organisation	A	
162	5	Yes			Learners achieving an Entry Level 3 qualification in numeracy	Regeneration		Establish baseline		Achievement data for each academic year will be available in the April following the end of the academic year. i.e. 2008/09 will be generated in April 2010. This is contracted out to the skills for life voluntary sector organisation - Learning Activities have been negotiated and agreed between the Council and the skills for life voluntary sector organisation	G	
163	Yes				Working age population qualified to at least Level 2 or higher	Regeneration		Establish baseline		Initiatives include the College of Technology and Train to Gain are being developed to involve learners throughout the county in a range of learning activities which may lead to qualifications. 25% of those in disadvantaged wards are being targeted. In addition other needs may be identified from sector organisations. (i.e. Higher Education)	G	
164	4a				Working age population qualified to at least Level 3 or higher	Regeneration		Establish baseline		Initiatives include the College of Technology and Train to Gain are being developed to involve learners throughout the county in a range of learning activities which may lead to qualifications. 25% of those in disadvantaged wards are being targeted. In addition other needs may be identified from sector organisations. (i.e. Higher Education)	G	
165	4a				Working age population qualified to at least Level 4 or higher	Regeneration		Establish baseline		Initiatives include the College of Technology and Train to Gain are being developed to involve learners throughout the county in a range of learning activities which may lead to qualifications. 25% of those in disadvantaged wards are being targeted. In addition other needs may be identified from sector organisations. (i.e. Higher Education)	G	
166	1				Average earnings of employees in the area	Regeneration	£384.40	>£384.40		Rotherwas Futures is a key scheme to raise salary levels. New road opened in July and Enterprise Centre operational.	A	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
167		7a-b			Congestion – average journey time per mile during the morning peak	Regeneration		Establish baseline		A review of traffic control systems has commenced to develop a planned replacement programme. Prior to the introduction of fixed penalty notices for streetworks the street works system has been improved. Testing is underway with all utilities. New protocol for traffic regulation orders developed. A detailed analysis of the 2007-08 survey has informed the development of the 2008-09 Joined Up Programme with Anney which is now being delivered. A detailed analysis of the 2007-08 survey has informed the development of the 2008-09 Joined Up Programme with Anney which is now being delivered. Support for businesses, including Enterprise Centres (Hereford) and Enterprise Hubs (Leominster - open; Ross in planning stage) Support for businesses, including Enterprise Centres (Hereford) and Enterprise Hubs (Leominster - open; Ross in planning stage). - Also introducing new development programme for rural businesses to improve premises.	A	
168	Yes		Yes	223	Principal roads where maintenance should be considered	Environment & Culture	6%	5%			A	
169	Yes		Yes	224a	Non-principal roads where maintenance should be considered	Environment & Culture	11%	10%			A	
171	Yes	2	Yes		New business registration rate per 100,000 resident population aged 16+	Regeneration	40.1 (2006)	>40.1			A	
172			Yes		% of small businesses in an area showing employment growth	Regeneration		Establish baseline			G	
178	Yes	7a-b	Yes		Bus services running on time	Regeneration	67%	69%		<b>No activity reported</b>	R	
		3			Number employed in knowledge and technology intensive industries	Regeneration	10,923	>10,923		Scheme devised with and run by Hereford Group Training.	A	
				100	The number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road	Environment & Culture	0	0	0		G	Δ



**Safer and Stronger Communities**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	<b>16</b>	<b>6</b>	<b>5</b>	<b>5</b>
of which				
Local Area Agreement (LAA)	<b>10</b>	<b>5</b>	<b>3</b>	<b>2</b>
Herefordshire Community Strategy (HCS)	<b>10</b>	<b>5</b>	<b>3</b>	<b>2</b>
All reported indicators	<b>37</b>	<b>19</b>	<b>10</b>	<b>8</b>

<b>Direction of Travel</b>	
Improving	13
No real change	6
Deteriorating	2
<b>Total</b>	<b>21</b>

**Headlines**

- Generally positive in respect of Direction of Travel.
- Six reds because no information has been provided.
- Others in relation to slight road injuries and the time taken to repair street lighting.
- Impact of steeply rising energy costs, not least on cultural and recreational facilities.
- Services having to be managed so as to retrieve currently projected end-year overspending of some £500K in Regeneration and around £550K in Environment and Culture (and in the latter case an underlying recurrent overspend of about £1 million being off-set this year by one-off grant income).

**Regeneration Director Commentary**

*'The overall performance is on track to meet the identified targets for 2008/2009 across a range of Local Area Agreement, Herefordshire Community Strategy and Herefordshire Council Corporate Plan indicators.'*

*The introduction of the National Indicator Framework has meant that there are a number of indicators for which in year data is not presently available, as many rely on the new Place Survey, which is being carried out during the second half of this year. In the meantime, work is being conducted to influence the outcome of the survey across the directorate. The change to the National Indicator set has meant that there is a greater reliance on services delivering agreed service plan actions, to enable the services to establish and agree baseline data.*

*In addition there are a number of performance indicators that whilst the council are responsible for reporting, the services are being delivered by partnership agencies. We continue to work in partnership with these agencies in order to influence and monitor the performance outturn.'*

### **Environment and Culture Director commentary**

*'Within the themes of economic development and enterprise, safer and stronger communities and sustainable communities, performance overall is on track for all Local Area Agreement, Community Strategy and Corporate Plan indicators on which the Directorate leads or towards which it is making a significant contribution. There is a similar picture for other indicators, including those from the National Indicator set.*

*With the introduction of the National Indicator set there has been a significant increase in the proportion of performance indicators for which in-year data is not available, reflecting the number of perception indicators that rely on data from the new Place Survey and those where data is being provided annually by Government departments and agencies. For a number of other indicators, 2008-09 is the year in which baseline data is being collected. All this has meant that a greater reliance is being placed this year on delivery of agreed actions.'*

NIS	Reference				Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI							
1	Yes	63	Yes		Deputy Chief Executive	73% (2006)	77.8% (2010-11)		Recently we have supported the setting up of 2 community associations: Mayalee and Polish. We are in the process of supporting a third.	G	
2					Deputy Chief Executive		Establish baseline		We are in the process of organising a local social cohesion forum.	G	
3			Yes		Deputy Chief Executive		Establish baseline		<b>No activity reported</b>	R	
4	Yes	61	Yes		Regeneration	29% (06/07)	>29%		Current Progress :- Parish Councils – Democracy First project funded through LPSA2 funding – leaflets distributed with Herefordshire Matters in June to inform residents of the role of Parish Councils, how they could get involved and find out more information. Post Offices – Action Plan agreed by Cabinet on 10th July on how to respond to the forthcoming announcement on post office closures. Removal of telephone boxes – publicity organised by the Council to raise awareness with local communities and also mechanism put in place to co-ordinate consultation responses. Support for the development and implementation of Parish Plans – reduced development support work due to lack of funding for Community First. Implementation supported through LPSA2 funding – 7 projects being progressed. The Herefordshire Community Development Partnership are supporting the development and implementation of the Local Compact Volunteering Code of Good Practice. The HCDP are to ensure that a robust volunteering infrastructure is available and promoted locally by raising awareness and understanding of what volunteering is and promote mutual benefits and the value of volunteering to the individual, community and organisation.	G	
6	Yes	62			Regeneration		Establish baseline		The Herefordshire Community Development Partnership are supporting the development and implementation of the Local Compact Volunteering Code of Good Practice. The HCDP are to ensure that a robust volunteering infrastructure is available and promoted locally by raising awareness and understanding of what volunteering is and promote mutual benefits and the value of volunteering to the individual, community and organisation.	G	
9	Yes		Yes		Environment & Culture		3% point improvement by 2010-11		Bookstart for babies and pre school children - 65 certificates handed out in April, May & June. Summer reading challenge for children – Reading Challenge and Team Read launched. Book Festival – 30 schools participated. First friends of Ross library meeting June Year of Reading – monthly programme of activities underway Enhanced Home Delivery Library Service – draft criteria under discussion with Adult Social Care.	A	

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP								
11	Yes			Engagement in the arts	Environment & Culture		3.1% point improvement by 2010-11		h.art guide & other promotional print ready end July. Tenders received from artists for Art of Life – pilot project in Canal Road Day centre to deliver arts activity as part of social care re-ablement programme.	A	
17	Yes	43	Yes	Perceptions of anti-social behaviour	Environment & Culture	27% (baseline)	32% (2010-11)		A multi-agency tasking and coordination group meets fortnightly to share intelligence information and use shared resources to target identified hot-spots. The police and relevant representatives of the Council attend each PACT meeting to identify and respond to local concerns.	A	
19	Yes	36		Rate of proven re-offending by young offenders	Children & Young People	N/A	Establish baseline	No Data	There has been a delay in setting the targets for this indicator, as we have been waiting for notification of the baseline from the Youth Justice Board. This has now been confirmed as the January to March 2005 cohort. Targets against this baseline will be set in October, and the first set of re-offending data for Quarter 1 will be available in November 2008. Work is ongoing to focus on the small cohort of young people who re-offend, particularly those on community penalties. The latter area will be the subject to a benchmarking exercise with other Youth Offending Services.	G	
21			Yes	Dealing with local concerns about antisocial behaviour and crime by the local council and police	Environment & Culture		Establish baseline		A multi-agency tasking and coordination group meets fortnightly to share intelligence information and use shared resources to target identified hot-spots. The police and relevant representatives of the Council attend each PACT meeting to identify and respond to local concerns.	G	
30	Yes			Re-offending rate of prolific and priority offenders	Regeneration	20.70%	19% reduction		<b>No activity reported.</b>	R	
39	Yes (Local)			Alcohol-harm related hospital admission rates per 100,000	Regeneration	294	295		<b>No activity reported.</b>	R	
40	Yes			Drug users in effective treatment	Regeneration	494	504		<b>No activity reported.</b>	R	
43				Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Children & Young People	2%	<5%	1%	Only one custodial sentence was imposed in Herefordshire during the reporting period.	G	Δ

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS CP	BVPI	PAF								
45					Young offenders' engagement in suitable education, employment or training	Children & Young People	74.1%	95%	89.60%	This target is set nationally and applies to all Youth Offending Services. Although we are currently below the target after the first quarter, it is a significant improvement on the 2007/2008 outturn and Herefordshire is above other areas in its statistical neighbour group in terms of its trajectory to achieve the target by March 2009.	A	△
46					Young offenders access to suitable accommodation	Children & Young People	98%	95%	98%		G	◁▷
47	Yes	52	Yes	99a	People killed or seriously injured in road traffic accidents	Regeneration	133 (2007)	129 (2008)	36 (January to June)	Compared with 43 for the same period last year	G	△
48				99b	Children killed or seriously injured in road traffic accidents	Regeneration	11 (2007)	11 (2008)	4 (January to June)	Compared with 5 for the same period last year	G	△
111					First time entrants to the Youth Justice System aged 10 – 17	Children & Young People	290	282	69		G	△
				99c	The number of people slightly injured in road traffic collisions	Regeneration	713	<713	301	Compared with 194 for the same period last year.	R	▽
				126	Domestic burglaries per year, per 1,000 households in the Local Authority area	Regeneration	3.9	<3.9	0.9	Compared to 0.9 for the same period last year.	A	◁▷
				127a	Violent crime per year, per 1,000 population in the Local Authority area	Regeneration	15.6	<15.6	3.7	Compared to 4.7 for the same period last year.	G	△
				127b	Robberies per year, per 1,000 population in the Local Authority area	Regeneration	0.2	<0.2	0.1	Compared to 0.1 for the same period last year.	A	◁▷
				128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	Regeneration	5	<5	1.2	Compared to 1.3 for the same period last year.	G	△
		42c			Overall crime numbers	Regeneration	11,172	<11,172	3,850		A	◁▷
		43a			Perception of speeding traffic as a problem in your local area	Regeneration	74%	<76%		<b>No activity reported</b>	R	
		44			Fear of crime as measured through the new Place Survey	Regeneration		Establish baseline		<b>No activity reported</b>	R	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
					Substance Misuse: the proportion of young people with identified substance misuse needs who receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days (Substance Misuse Assessment)	Regeneration	100%	To meet or exceed 95%	100% received assessments and interventions (15/15)	Outturn data is for period Q1 to 30 June 08. On course to meet target	<b>G</b>	△
				165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	Environment & Culture	92%	100%	94%		<b>A</b>	△
				215a	The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Environment & Culture	6.61 days	6.61 days	2.45 days	Compared with 2.79 days for the same period last year.	<b>G</b>	△
				215b	The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Environment & Culture	9.5 days	9.5 days	19.2 days		<b>R</b>	▽
				218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	Environment & Culture	94.74%	94.74%	100%		<b>G</b>	△
				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	Environment & Culture	97.83%	97.83%	100%		<b>G</b>	△
				2a	The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	Deputy Chief Executive	3	3	3	We have declared at level 3 of the Equality Standard subject to external verification in Oct /Nov. The standard is in the process of changing to the Equality Framework that will be introduced in April 2009.	<b>G</b>	◁▷

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
			2b		The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	Deputy Chief Executive	78%	85%	78%	The RES has been reviewed and is in place. Progress towards targets is adequate.	A	◀▷
			175		The percentage of racial incidents reported to the Local Authority that resulted in further action.	Deputy Chief Executive	100%	100%	100%	All incidents, comments and complaints result in further action.	G	△
		37			Percentage of young people undertaking some kind of volunteering after school.	Children & Young People	35%	35%	No Data	Survey will be undertaken in October 2008 - results available in January 2009.	A	





**Sustainable Communities**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	<b>19</b>	<b>2</b>	<b>11</b>	<b>6</b>
of which				
Local Area Agreement (LAA)	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>
Herefordshire Community Strategy (HCS)	<b>15</b>	<b>0</b>	<b>10</b>	<b>5</b>
All reported indicators	<b>28</b>	<b>4</b>	<b>14</b>	<b>10</b>

<b>Direction of Travel</b>	
Improving	3
No real change	3
Deteriorating	4
<b>Total</b>	<b>10</b>

**Headlines**

- Firm judgements are not possible at this stage for the majority of indicators.
- There are two reds because no relevant information has been provided.
- A number of reds in respect of housing indicators reflect the substantial increased demand being fuelled by the economic down-turn. Action has been taken to minimise the impact, including increased preventative work and use of the private sector to reduce projected end-year overspending to £300K.
- Fly-tipping and levels of detritus have been identified as particular problems.
- Services having to be managed so as to retrieve currently projected end-year overspending of some £500K in Regeneration and around £550K in Environment and Culture (and in the latter case an underlying recurrent overspend of about £1 million that is being off-set this year by one-off grant income).

**Regeneration Director Commentary**

*'Homelessness acceptances in Quarter 1 have risen, due to a considerable demand for services from the homelessness and housing advice team due to the 'credit crunch'. This has meant an increased demand for temporary housing accommodation, therefore placing pressure on the homelessness budgets. However, the LAA performance indicator target in respect of temporary accommodation is on track, as there has been a significant decrease in the number of households living in temporary housing accommodation in the following period.'*

**Environment and Culture Director commentary**

*'Within the themes of economic development and enterprise, safer and stronger communities and sustainable communities, performance overall is on track for all Local Area Agreement, Community Strategy and Corporate Plan indicators on which the Directorate leads or towards which it is making a significant contribution. There is a similar picture for other indicators, including those from the National Indicator set.*

*With the introduction of the National Indicator set there has been a significant increase in the proportion of performance indicators for which in-year data is not available, reflecting the number of perception indicators that rely on data from the new Place Survey and those where data is being provided annually by Government departments and agencies. For a number of other indicators, 2008-09 is the year in which baseline data is being collected. All this has meant that a greater reliance is being placed this year on delivery of agreed actions.*

In the priority area of waste the proportion of waste recycled or composted continues to show an improvement. Compared with the same period last year (April to June) it has increased from 26.32% to 31.12%.'

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP								
155	Yes		Yes	Number of affordable homes delivered (gross)	Regeneration	141	200	44	Outturn based on figures collected for Q1. Q1 is usually below target due to the nature of development. On going monitoring being undertaken due to the current financial market, but on course to meet the target by end of year	A	△
156	Yes	14	Yes	Number of households living in Temporary Accommodation	Regeneration	133	109	115 (end August)	The credit crunch has seen a considerable upturn in demand for services from the Council's homelessness and housing advice team. Demand for temporary accommodation has risen against a backdrop of a reduction in the availability of such resources, as required by the Government target of reducing temporary accommodation by 50% by 2010. This has created a challenge locally, and regionally, as the dynamics have led to a bottleneck in availability of resources to meet rising demand, and a slow down in the affordable housing market more broadly. Even so, after an increase at the end of June to 132, the number of households has been reduced.	A	◊
157				Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	Regeneration	68% 80% 89%	60% 65% 80%	63% 73% 85%	In all cases performance figures are exceeding national targets. There has been a marginal fall back in performance since 2007/08. This is the result of staff turnover.	G	▽
175			Yes	Access to services and facilities by public transport, walking and cycling	Regeneration	91%	91%		<b>No activity reported</b>	R	
185			Yes	CO2 reduction from Local Authority operations	Environment & Culture		Establish baseline		A full inventory of the Council's vehicle fleet is currently underway. Accreditation to ISO 14001 (GEM) retained. Eco-schools event being planned. Business case being developed for LED traffic signals. The MyEnergy scheme is currently being evaluated. External funds are being sought to establish a recyclable "Energy Fund" World Environment Day (5th June) and Earthwatch (7th – 9th June) supported.	G	
186	Yes	58	Yes	Per capita reduction in CO2 emissions in the LA area	Environment & Culture		13.1% less by 2010 against 2005 baseline		Participating in RE:think Energy, a capital grant scheme for SMEs (small/medium enterprises) in the RRZ (rural regeneration zone) supporting the installation of renewable energy technologies. Encouraging schools, parishes and community groups to take up three different grants - each for up to 50% towards microrenewables. Herefordshire Declaration on climate change revived. Application for a £25k grant from the Energy Saving Trust for a community awareness campaign	A	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
187			Yes		Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Regeneration		Establish baseline		It has been agreed that baseline and target setting should be delayed until Apr-09, as the data presently available to calculate the baseline is inaccurate. DEFRA are currently preparing an energy efficiency survey form which local authorities can send out to a random selection of households receiving income-based benefits. This will be conducted in Herefordshire in September 2008, with the results providing the baseline for target setting.	G	
191	Yes	56a	Yes		Residual household waste per head	Environment & Culture	851.85 kg (2006/07)	762 kg	197.6kg (to June)		A	
192				82a i-ii 82b i-ii 82c i-ii 82d i-ii	Household waste recycled and composted	Environment & Culture	30.26%	32%	31.12% (to June)	Performance at the same period last year was 26.32%	G	△
193					Municipal waste landfilled	Environment & Culture		64.92%	66.4% (to June)		A	
195	54	Yes	199a-c		Improved street and environmental cleanliness (levels of (a) graffiti, (b) litter, (c) detritus and (d) fly posting)	Environment & Culture		(a) 10 (b) 12 (c) 2 (d) 1		The first Local Environmental Quality Survey (LEQS) conducted on behalf of Defra is currently being analysed to improve targeted action and develop a longer-term improvement plan. The survey highlights detritus as a particular problem, which has been borne out by local analysis over the first first four-months.	A	
196				199d	Improved street and environmental cleanliness – fly tipping	Environment & Culture	Grading 3	Grading 2	Grading 3	The number of fly-tipping incidents continues to increase. A more rigorous approach to enforcement has now been developed. The first Local Environmental Quality Survey conducted on behalf of Defra has been received and is currently being analysed to improve targeted action and develop a longer-term improvement plan. The survey indicates that, in relation to fly tipping, standards are good.	R	◊
197	Yes	55 57	Yes		Improved local biodiversity – active management of local sites	Regeneration	28.70%	3.5% increase (30 sites)		Includes sites under the Woodland Grant Scheme, English Woodland Grant Scheme, Countryside Stewardship Agreements, Environmental Stewardship Agreements; along with all of the designated Sites of Special Scientific Interest and Local Nature Reserves (currently 109 in Herefordshire); and local sites with other specific management plans, e.g. Community Commons Project, Pond Restoration and Celebration Project and Earth Heritage Trust.	A	

Reference		HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
NIS	LAA													
				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	Regeneration	164	110	4	Outturn based on figures collected for Q1. Q1 is usually below target, but figures on completed rent/deposits are still to be provided by the Homelessness Team, which should see an increase in the outturn for Q1. Ongoing monitoring being undertaken and target on course to be met by end of year.	A	▽
				183a			The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	Regeneration	5.06 weeks	1.5 weeks	5.29 weeks	Outturn based on figures collected for Q1. The Council has been swift to respond to changes in the market, and is remodelling supply to meet demand. As a result, the number of families occupying bed and breakfast accommodation is falling again.	R	▽
				183b			The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Regeneration	27.43 weeks	1 week	11 weeks	See points for BVPI 183a and NI 156.	R	△
				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 (per 1,000 households)	Regeneration	4	4	0.8	The credit crunch has seen a considerable upturn in demand for services from the Council's homelessness and housing advice team. This has resulted in an increase in the prevention work carried out by the team. In addition the team have drafted a RSL Homelessness Prevention protocol, and is seeking agreement from RSL's to drive Homelessness Prevention forward and therefore help to reduce the number of people in Temporary Accommodation.	R	▽
				204			The number of planning appeal decisions allowed against the Local Authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	Regeneration	36.40%	<36.4%	36.40%		A	◁▷
				59a-e			Ease of access to services	Regeneration		Establish baseline		<b>No activity reported, only how the indicator will be measured.</b>	R x5	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP	BVPI								
		60b-f			Quality of Life - % of people who feel certain aspects need improving: a. Affordable decent housing b. Job prospects c. Level of crime d. Level of traffic congestion e. Wage levels and local cost of living f.	Regeneration		Establish baseline		b. See NI 155 c. See NI 171/172 d. See HCS 42c e. See NI 167 f. See NI 166	<b>A</b> <b>x5</b>	

**Organisational Improvement and Greater Efficiency**

	No. of indicators	On course to achieve target (or establish baseline)	Some progress, but data not available to determine whether the target will be achieved	Not on target / no activity reported
Corporate Plan (including LAA and HCS)	<b>16</b>	<b>7</b>	<b>5</b>	<b>4</b>
of which				
Local Area Agreement (LAA)	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Herefordshire Community Strategy (HCS)	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
All reported indicators	<b>27</b>	<b>15</b>	<b>7</b>	<b>5</b>

<b>Direction of Travel</b>	
Improving	8
No real change	0
Deteriorating	6
<b>Total</b>	<b>14</b>

**Headlines**

- Improvements in a number of Human Resources indicators, but also four reds, the reasons for which are explained in the interim Head of Service's commentary below.
- Improvements in a number of Revenues and Benefits indicators. There is also one red, in respect of a slightly increased processing time for benefits claimants' change of circumstances, which has arisen as a result of a high volume of changes received, together with the time it took to obtain all the required information from claimants. The latest figures – to end August - show a significant improvement: 14.5 days compared with the 16 reported to the end of July. The target is 14.
- A reassuring Annual Governance Letter 2008 from the Audit Commission (more detail in the Director of Resources' commentary below).
- The Deputy Chief Executive's Office is currently projecting overspending of £170K. Work is underway to retrieve this.

### **Interim Deputy Chief Executive Commentary**

*'Key actions confirmed in the Corporate Plan and Local Area Agreement have been formulated into the DMT's performance improvement cycle, which is reviewed monthly, together with the risk register.*

*Community engagement plans and activities are being reviewed to support increased opportunities for community engagement, greater inclusion of more extended groups and communities (relevant to CAA NI 1) and better integration across Herefordshire Public Services contacts with the public. This will be supported by the review of the customer services strategy, which is expected to convene in October, linked to the upgrading of the Connects customer services ICT system.*

*Initial feedback from the external Data Quality Audit was positive and demonstrated sound improvements over the past year.*

*External verification of the Council's Equality Standard declaration is scheduled for October/November.*

*IIP preparations are being led by HR.*

*These are all key elements of the preparations for Comprehensive Area Assessment commencing in 2009.'*

### **Interim Head of Human Resources commentary**

*'The preponderance of HR performance indicators rated as red is mainly due to the small target figures. Although these reflect historical benchmarking within the authority and are therefore appropriate, the margin for error is very small. Often the traditional measure using percentages, also equates to less than one full time equivalent and this also skews performance negatively at times.*

*To mitigate the inherent risks in this respect, an evaluation process is underway to assess a basket of more meaningful and appropriate performance measures, which will be introduced, for 2009/10.*

*The primary exception to this, at present, is the average number of days taken off sick per employee. This has shown deterioration since the end of March 2008. HR is working closely with directorate managers to help correct this position as quickly as possible and remedial actions will be implemented to bring this area back on line.'*

### **Resources Director Commentary**

*'The Resources directorate has developed a set of five service plans that comply with the corporate standard. Our plans set out what we will do to focus our activity on supporting council priorities as set out in the Corporate Plan 2008 – 2011. The Resources directorate contributes most to the council's corporate priority on 'organisational improvement and efficiency'. We have reflected this in our service plans under the themes of 'our customers', 'our staff' and 'improving value for money'. Performance management arrangements have been established across the directorate at a team, head of service and directorate management team level. We have introduced a 'traffic light' system similar to that used in the ICPR to assess whether we are on track. Performance is reviewed at each level on a monthly basis and we monitor progress with implementation of action plans and provide feedback to staff in the directorate each month via Team Talk. We also review our financial position and risk register on a monthly basis.*



*The indicator basket relating to the Resources directorate is broadly in line with expectations at this point in the year and, at present, there are no apparent obstacles to a positive direction of travel. Identified budget pressures are being managed within the directorate and indeed the Financial Services team has contributed to an improved corporate position through further gains in treasury management. We continue to closely monitor staffing issues, particularly within the Asset Management & Property Services team, and are contributing fully to the development of the new HR and workforce development strategy*

*Despite a significant increase in numbers of notified changes in benefits claimants' circumstances, remedial action was taken to bring performance back towards target by the end of August. Across the wider basket of benefits indicators the end August figures show a positive direction of travel.*

*The Annual Governance Letter 2008 has just been received from the Audit Commission. It identifies no issues in relation to financial reporting and no material issues in respect of internal control. It confirms an unqualified opinion on last year's statements of account and the council's arrangements for securing value for money.'*



NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
	LAA	HCS	CP								
14			Yes	Avoidable contact: The average number of customer contacts per resolved request	Deputy Chief Executive		Establish baseline		There is a requirement that, for certain service areas, the first submission is to be made in April 2009. We are aiming to start monitoring in October, possibly using Customer Relationship Management (CRM); however, due to the planned upgrade, this may not be possible, so a sample survey will be run in each of the required service areas.	A	
179			Yes	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Resources		£1.5m		This figure is built into the Council's Medium Term Financial Management Strategy and includes £750k procurement savings, £500k supplies and services budget reductions and £250k reduction in the cost of temporary staff. The targets for 2009/10 and 2010/11 will build on this start, with efficiency savings generated by the Herefordshire Connects programme, once final decisions on the programme have been made by Cabinet.	A	
180				Changes in Housing Benefit / Council Tax Benefit entitlements within the year	Resources		19,500	6,404		A	
181				Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	Resources		20	19.57		A	
			8	Creditor Days - The average number of days taken to pay for purchases	Resources		19	17.68	Indicator description has changed from 2007/8.	G	
			9	The percentage of council tax collected by the Local Authority in the year	Resources		98.80%	40.14%	Compared to 40.4% at same period last year.	A	▽
			10	The percentage of non-domestic rates collected	Resources		98.63%	44.41%	Compared to 39.45% at same period last year.	G	△
			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	Resources		24 days	24 days		G	△
			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	Resources		14 days	16 days		R	▽

Reference		HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
NIS	LAA													
	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	Resources	62.30%	63%	68.45% (June)		<b>G</b>	△
	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	Resources	48.90%	49%	27.26% (June)	Compared to 13.5% at same period last year.	<b>G</b>	△
	Yes						Use of Resources score	Resources	2	3		The Council's current Use of Resources score of 2 relates to the 2006/07 year of account. The Use of Resources self assessment for 2007/08 was submitted to the Audit Commission in September 2008. Progress was evident in all elements of the assessment in line with the Use of Resources improvement plan for the 2007/08 assessment and corporate governance improvement plans. The Audit Commission will not be determining councils' Use of Resources scores until early 2009.	<b>A</b>	
	Yes						VFM PROC SI 5: Percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations	Resources		3%		We continue to monitor compliance with the Council's policy on using West Mercia Supplies. The Strategic Procurement Manager advises on the use of framework contracts wherever possible. A rolling programme of financial management training for officers and councillors including procurement is scheduled with positive feedback on the sessions held to date. Resources continue to reinforce the message but all directorates need to ensure they adhere to Council policies and procedures.	<b>A</b>	
	Yes			11b			The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	Deputy Chief Executive	2.36%	3%	2.26%	Work is ongoing to develop this area and build our profile within this staff group, in line with our agreed approach to equality and diversity.	<b>R</b>	▽
	Yes			11c			The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	Deputy Chief Executive	0.79%	1.40%	0%	Due to staff changes our recent % level within this area has been lost, which is partially due to the relatively small numbers employed overall in the staff group. Work is ongoing to develop this area and build our profile within this staff group, in line with our agreed approach to equality and diversity.	<b>R</b>	▽

		Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
NIS	LAA	HCS	CP	BVPI	PAF								
				14		The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	Deputy Chief Executive	0.28%	<0.28%	0.07%		G	△
				15		The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total workforce	Deputy Chief Executive	0.16%	<0.16%	0.07%		G	△
			Yes			Direction of Travel assessment based on the rate of improvement	Deputy Chief Executive	Improving adequately	Improving well		Outturn for 2007/08 (and reported to Cabinet in July 08) shows that the % of PI's improving has slowed to 63% compared with 74% in 2007. This rate of improvement still lies within the 60.8% - 63.2% average of single tier authorities in 2007. 77% of PI's have improved over the last 3 years (51% in 2006). Initial reports on the in year assessments of adult social care, children, use of resources, data quality etc indicate improvements but the impact of the individual service scores on the overall DoT assessment is not clear.	A	
			Yes			Investors in people accreditation	Deputy Chief Executive		Accreditation (2009-10)		Work is underway to develop a corporate action plan which will lead to accreditation in 2009/2010. The action plan will be presented to JMT at the end of September 2008.	G	
			Yes			VFM HR SI 1: Average days per full-time employee per year invested in learning and development	Deputy Chief Executive		Establish baseline		This is a complex area as information has not been collated centrally to date. Work is underway to establish the current overall expenditure on learning and development within the council.	G	
			Yes	12		VFM HR PI 5: Average working days per employee (full time equivalent) per year lost through sickness absence	Deputy Chief Executive	8.58 days	8 days	9.21 days	There is a review of the absence management initiative being run in the Autumn and this increase will be factored into the consideration of any remedial activity we can implement to address the increase seen.	R	▽
			Yes	11a		VFM HR SI 10: Percentage of leadership posts occupied by women	Deputy Chief Executive	40.94%	42%	42.86%	This is on target at present and we will be maintaining the momentum to achieve the improvements still required to meet future expectations.	G	△
			Yes	16		VFM HR SI 11: Percentage of employees who consider themselves to have a disability	Deputy Chief Executive	0.86%	>0.86%	0.96%		G	△
			Yes	17		VFM HR SI 12: Percentage of Black and Minority Ethnic (BME) employees in the workforce	Deputy Chief Executive	0.73%	>0.73%	0.68%		R	▽

NIS		Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating	Direction of Travel
		HCS	CP	BVPI	PAF								
			Yes			Deputy Chief Executive	2	2		The Council is audited each year between June and August essentially on its data quality improvement work in the previous financial year. The results are published in the following February i.e. some 10 months after the end of the year to which they primarily relate. This is not a scored audit, rather the results are deduced from the auditor's feedback. Progress against the Council's data quality improvement plan is reported regularly as required by the Cabinet approved policy. The draft results of the 2008 audit are expected shortly.	G		
			Yes		VFM ICT PI 7: Commissioner and user satisfaction index – measuring the perceptions of service users and commissioners of the effectiveness of the service.	Deputy Chief Executive		Establish baseline	2.68 2.89	This is the first time performance has been measured in relation to this indicator. Discussions are underway to establish appropriate targets.	G		
			Yes		VFM ICT SI 3: Unavailability of ICT services to users	Deputy Chief Executive		Establish baseline	0.37	This is the first time performance has been measured in relation to this indicator. Discussions are underway to establish appropriate targets. It should be noted, however that this figure can only be measured at present against internet and microsoft exchange. Additional resources will be required to broaden this analysis to all business critical systems.	G		

Corporate Risk Register  
as at 22nd September 2008

Risk Reference Number	Risk Details			Existing Controls			Assessment of Residual Risk			Action Log			
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR4	Organisational improvement and greater efficiency	Failure to prepare adequately for CAA and raise our DoT score from improving adequately.	4	2	8	<p>The key mitigation actions are:</p> <ol style="list-style-type: none"> <li>1) sustaining our current rate of improvement in key performance indicators through the introduction of the NIS</li> <li>2) action to fundamentally improve data quality</li> <li>3) preparing adequately for audits / inspections in 2008 and avoiding negative reports</li> <li>4) properly explaining the reduction in our overall score from February 2008 to staff, the public and partners;</li> <li>5) a project managed programme of key preparatory projects through 2008/09 including joint planning and performance management across Herefordshire; and</li> <li>6) New rolling self-evaluation for CAA; adequate provision of supporting evidence, including Price Waterhouse Cooper benchmarking material, to the Audit Commission lead for this year's Direction of Travel (DoT) assessment</li> </ol>	3	2	6	ALL / Chief Executive	<p>a) proactive management of all corporate audits e.g. performance indicators and data quality</p> <p>b) deliver robust improvement plans where audit results were poor in the past</p> <p>c) continue to improve PIs, especially satisfaction indicators and evidence other improvements for the DoT</p> <p>d) agreeing a standard approach prior to all future audits/inspections</p> <p>e) redirect improvement Managers to the areas that need most improvement.</p>	Deputy Chief Executive  Relevant HoS / Director; Head of Policy & Performance  Relevant HoS / Director; Head of Policy & Performance  Head of Policy & Performance  Head of Policy & Performance	Mar-08  Mar-08  Sep-08  Apr-08  Apr-08

Risk Reference Number	Risk Details				Existing Controls				Assessment of Residual Risk			Action Log	
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR5	Organisational improvement and greater efficiency	The inability to provide critical services due to the failure of the ICT networks	4	5	20	Substantial capital investment has been made in ICT network and disaster recovery arrangements. Extensive ICT specific service continuity plans have been developed and are exercised. Workshops held for all directorates and service continuity plans have been prepared and are due for testing during the year in business critical systems and services. Monthly checks made to ensure amendments are made to all plans. The Audit Commission's Use of Resources report 2008 notes that the Council lacks a consolidated business continuity plan. This is an issue that needs urgent attention to improve to at least minimum acceptable standards by 31/03/08.	3	5	15	Deputy Chief Executive	The service continuity plans developed by directorates are reviewed on an annual basis following service continuity week in September. The current plans are reviewed to create an authority wide response to any critical incident. Mapping of key ICT systems is complete. No corporate testing of plans, only at service level. In the process of identifying the critical services that would need to continue - and any spare capacity. ICT mock disaster recovery scenario held.	ALL / Deputy Chief Executive	Oct-08
CR11	Organisational improvement and greater efficiency	Failure to recruit and retain staff where there are national skills shortages and including the impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims.	3	3	9	Succession planning as part of management development provision. Utilise SRDs / implement career development posts and conclude job evaluation. HR to support Directorates deliver to identified training needs, to work to Investor in People standard. Focused recruitment activity to support identified shortages e.g. Social Work (Children's) and more recently difficulties in recruiting to Asset Management & Property Services posts. Develop secondment opportunities internally and with partners. Implement Market Forces Supplement. Improving leadership and management through revised management development provision. Pride in Herefordshire approach to be implemented.	2	3	6	ALL / Head of Human Resources		ALL / Head of Human Resources	Jan-09



Risk Reference Number	Risk Details				Existing Controls				Assessment of Residual Risk				Action Log		
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date		
CR17	Organisational improvement and greater efficiency	Reputation and organisational risk of failing to improve Use of Resources assessments to 4 by the end of the Corporate Plan period - 2011.	3	4	12	Use of Resources 2007/08 improvement plan has been implemented and reflects in a robust self assessment submitted in September 2008. A positive Annual Governance Report 2008 is a further reassurance of improvement over the last 12 months. The directorate is actively engaged in preparing for the Comprehensive Area Assessment including the new Use of Resources.	2	3	6	ALL	Joint Management Team to ensure that their directorate and service plan targets for Use of Resources are actioned as part of monthly performance management arrangements.	ALL	Jan-09		
CR27	Organisational improvement and greater efficiency	CRB process not carried out to an appropriate and reliable level	4	4	16	Officers agreed areas of concern and an action plan to be drawn up to redress the issues as quickly as possible.	3	4	12	Head of Human Resources	An action plan has been developed that will address the identified areas of concern. Additional resources and finance have been approved by agreement with the Chief Executive and recruitment to additional posts, to meet the increased workload, has commenced. The CRB policy is being reviewed, with a draft and update on progress to be presented to JMT in October 08.	Head of Human Resources	Oct-08		
CR28	Organisational improvement and greater efficiency	Deliverable benefits from Herefordshire Connects not realised	4	3	12	MTFS updated for 08/09 to include modernisation fund to allow for review of Herefordshire Connects programme to be integrated with accommodation strategy for future organisation arrangements between Herefordshire Council and the PCT.	3	3	9	Director of Resources	a) Benefits and Commercials Group in place and meeting regularly, benefits envisaged to be assessed at each meeting b) Programme Board receive regular exception reports c) Actual investment and savings monitored against the MTFS.	Head of Financial Services Programme Manager (Herefordshire Connects) Head of Financial Services	Dec-08 Dec-08 Dec-08		

Risk Reference Number	Risk Details				Existing Controls				Assessment of Residual Risk			Action Log	
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR29	Organisational improvement and greater efficiency	Both Data Centres are in leased accommodation, are near capacity, plus there are environment issues such as power and fire suppression that need to be addressed. Loss of data centres will affect delivery of all services.	4	5	20	Decisions required from accommodation strategy to establish where future data centres should be located. Project to be established to relocate data centres to these locations. Investment required, server virtualisation will reduce risk in part.	3	5	15	Deputy Chief Executive	Agreed that the data centre outside of the scope of the accommodation strategy. Alternative sites are being looked at (with potential of joint PCT/Council data centre). Server virtualisation project commenced.	Head of ICT	Oct-08
CR30	Organisational improvement and greater efficiency	Legacy systems out of support with vendors, and on old hardware. Compounded by CR28 Benefits from Connects e.g. Cedar	4	4	16	Establish which systems are deemed critical and make good the systems. Any expenditure may need to be deducted from Connects benefits.	4	4	16	Deputy Chief Executive	Complete contract register of IT systems within the Council being compiled. Including support / warrantee agreements. For many systems this information is in directorates. Cedar upgrade commenced to ensure support agreement in place.	Head of ICT	Dec-08
CR35	Organisational improvement and greater efficiency - data quality	Inadequate attention to data quality governance and leadership, policies, systems and processes, people and skills as well as poor data use and reporting, i.e. failure to adopt the voluntary national standards promoted by the audit commission	5	3	15	Include internal and external audits, directorate held proformas for each indicator, limited checks on source systems, limited staff training, limited data sharing protocols	3	3	9	ALL / Deputy Chief Executive	Across all five areas of the data quality standards but especially the current lack of a comprehensive set of operational procedures and guidance. Inconsistent application of the above, lack of standards for shared data, contract clauses, inadequate communication with staff and a lack of systematic training	ALL / Head of Policy & Performance	Nov-08

Risk Reference Number	Risk Details				Existing Controls			Assessment of Residual Risk			Action Log		
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR36	Organisational improvement & greater efficiency	Failure to deliver services and meet key objective of performance targets due to lack of Data Base Administrator support and sufficient server capacity for housing benefit and local tax systems (risk BES1 from the Benefit & Exchequer Services risk register refers).	3	3	9	Remote support is provided by Academy and ICT are attempting to recruit additional Data Base Administrators. Working with the suppliers and ICT to identify options for resolving the server capacity issue.	3	3	9	Director of Resources	Recruitment process for additional Data Base Administrators failed. ICT are considering temporary resourcing. By March 2009, identify and implement the option that will offer the required system capacity with appropriate back-up.	Head of Benefit & Exchequer Services	Oct-08
CR37	Organisational improvement & greater efficiency	Failure to deliver services and meet key objective of improvements needed in benefit requirements of the new benefit inspection regime due to customer services performance (risk BES2 from the Benefit & Exchequer Services risk register refers).	4	4	16	An improvement plan has been developed with the Department for Work & Pensions for benefit and customer services. Input is being provided to the Customer Services Strategy Review.	3	4	12	Director of Resources	Benefit improvement plan agreed with effective dates now being implemented, with monitoring to ensure anticipated benefits are achieved. Ongoing evaluation of other Key Lines of Enquiry. Feed issues into the Customer Services Strategy Review. Encourage customers to use the self-service facility. Evaluate the options for reducing the number of calls. Update customer forms and information to make them easier to understand and seek customer feedback.	Head of Benefit & Exchequer Services	Oct-08

Risk Reference Number	Risk Details				Existing Controls				Assessment of Residual Risk			Action Log	
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR38	Sustainable Communities	Failure of integrated Waste Management PFI either through termination or because the contract fails to ensure there are adequate alternatives to land filling waste. Failure would mean that the Council would have termination costs to pay and the authority would be unable to meet its diversion targets exposing the Council to the risk of heavily inflated landfill costs - possibly between £100 and £200 per tonne. Failure of the contract would also lead to the loss of PFI credits at a level of £1.4 million per annum.	2	4	8	An ongoing commitment from Herefordshire and Worcestershire to retaining the existing contract is being developed. The councils are developing a revised Joint Municipal Waste Management Strategy, which is expected to deliver an adequate solution to diverting waste from landfill, so will enable the authorities to vary the PFI contract to minimise the risk of termination. Mercia Waste Management are negotiating a contract to secure capacity at an energy from waste plant to ensure the two authorities meet their diversion targets. The contracts are both "out of County" and are designed to deliver the minimum quantity of waste to meet our Landfill Allowance Trading Scheme target and to minimise the amount of waste being transported out of the counties. In addition, further work is being undertaken to secure appropriate diversion technology to secure the longer term viability of the contract. The two councils are planning to establish a senior project board to drive the contract's delivery.	2	4	8	Director of Environment & Culture	Full engagement of the Council's representatives on the Project Board to enable it to achieve its objectives	Head of Culture & Leisure	Dec-08
CR39	Sustainable Communities	Environment and Culture Directorate spending pressures outweigh the resources available to meet them.	4	3	12	The forecast 2008-09 outturn for the Directorate is an overspend of £550,000, with a recurrent underlying overspend of £1m+. The Directorate has developed a cross-directorate approach to identify both short and longer-term opportunities for efficiencies and increases in income.	3	2	6	Director of Environment & Culture	Develop a revised budget management plan for the Directorate.	Director of Environment & Culture	Oct-08

Risk Reference Number	Risk Details					Existing Controls					Assessment of Residual Risk				Action Log	
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date			
CR40	Sustainable Communities	A "normal" winter during 2008/9 would result in an overspend of £300,000 due to historic under allocation to cover costs of winter maintenance. A severe winter would result in even higher level of overspend.	4	3	12	The Council's Medium Term Financial Strategy highlights the requirement for all Directorate budgets to be managed within budget. Review of opportunities for improved efficiency and cost reductions in delivery of winter services to reduce any potential overspend. Risk of overspend to be highlighted corporately to seek assistance from earmarked reserves if weather conditions result in the need to overspend in this important area of service.	4	2	8	Director of Environment & Culture	Review of opportunities for improved efficiency and cost reductions in delivery of winter services to reduce any potential overspend. Risk of overspend to be highlighted corporately to seek assistance from corporate budgets if weather conditions result in the need to overspend in this important area of service. Further consideration will be given to the effects of climate change on services following the publication of the Local Climate Impact Profile.	Head of Highways	Jan-09			
CR41	Sustainable Communities	Increasing frequency of summer flooding and adverse weather events. This is leading to increased and unpredictable pressure on highway maintenance budgets.	3	3	9	Emergency Plans in place to ensure service and partners effectively responds to events as they arise. Belwin funding process available to provide some funding to respond to severe events, although threshold funding must be met from the Council's own funds	3	2	6	Director of Environment & Culture	Further consideration will be given to the effects of climate change on services following the publication of the Local Climate Impact Profile.	Head of Highways	Mar-09			
CR42	Economic Development and Enterprise	Economic downturn affects car parking income due to drop in number of visitors resulting in budget shortfall in 2008/09 of up to £280,000	4	3	12	Charges increased in June 2008 will help to minimise shortfall in income but economic downturn is still having a net effect. Costs will be managed as far as possible during current year.	4	2	8	Director of Environment & Culture	Further increases in charges and the possible introduction of on-street parking charges will be considered following the Strategic Consultation.	Head of Highways	Mar-09			
CR43	Sustainable Communities	Regeneration Directorate spending pressures outweigh the resources available to meet them.	4	4	16	The Council's Medium Term Financial Strategy highlights the requirements for all Directorate budgets to be managed within budget. Work is continuing, to understand the potential clawback for the ARCH (Action for Regeneration Communities in Herefordshire) programme.	2	4	8	Director of Regeneration	A detailed recovery plan is being developed for Homeless Services.	Director of Regeneration	Oct-08			
CR44	Children and Young People	Directorate spending pressures outweigh the resources available to meet them.	4	4	16	The Council's Medium Term Financial Strategy highlights the requirements for all Directorate budgets to be managed within budget.	2	4	8	Director of Children's Services	A budget management plan to identify savings for Children and Young People is being taken forward.	Director of Children's Services	Oct-08			

Risk Reference Number	Risk Details				Existing Controls			Assessment of Residual Risk			Action Log		
	Council Objective	Identified Risk Area	Likelihood (probability)	Potential Consequences (severity)	Risk Score	Controls in Place	Likelihood (probability)	Consequences (severity)	Residual Risk Score	Risk Owner	Action Description	Action Owner	Target / Review Date
CR45	Organisational improvement & greater efficiency	Human Resources - an inability to develop robust and fit for purpose data management and strong transactional services to Directorates, which will enable and inform sound decision making and planning within the Council.	3	5	15	None	2	5	10	Head of Human Resources	New system is in the process of being evaluated and purchased subject to Cabinet approval.	Head of Human Resources	Dec-08
CR46	Organisational improvement & greater efficiency	Potential failure to provide a robust corporate workforce plan will lead to the risk that we fail to maximise our opportunities in relation to recruitment and retention, as well as assessing and meeting our key future priorities in relation to learning and development.	2	3	6	None	2	3	6	Head of Human Resources	A corporate framework and plan are currently in the early stages of development	Head of Human Resources	Dec-08
CR47	Health and Well-Being / Adult Social Care	Adult Social Care - £300k projected overspend to be managed. This could be greater depending on the balance of care falling on the council (in the case of social care) or on the PCT (in the case of continuing health care).	3	3	9	The Council's Medium Term Financial Strategy highlights the requirements for all Directorate budgets to be managed within budget.	2	3	6	Director of Adult Social Care	Budget management plan. Joint assessment of individual cases with PCT.	Head of Commissioning and Safeguarding	Oct-08

**CROOKALL REVIEW**

To provide members with assurance that work on the issues identified in the action plans arising from the Special Report by the Director of Resources and the subsequent Independent Review of Herefordshire Council's ICT Financial and Contractual Governance Arrangements (Crookall Review), is being progressed Cabinet agreed at its meeting on 27<sup>th</sup> March 2008 that progress be monitored within the overall performance and risk reporting framework provided by the Integrated Performance Report (IPR).

The updated action plans are attached below. Those actions previously reported as completed have been removed to avoid unnecessary repetition. Of the 34 remaining actions none have been assessed as 'red light', and a further 14 have now been completed.

## CROOKALL REVIEW

## Crookall Review Action Plan

	Action	Lead	Progress
2.	Member Development Policy Group be asked to give consideration to the suggested actions in respect of member training, support and development, and bring forward an action plan to Cabinet.	Chief Executive/ACE (L&D)	<p>The Leadership Centre for Local Government is providing facilitation for this work, linked with the overall organisational development programme. An initial diagnostic has been undertaken, and a programme in response to the issues identified is now being developed. There will be elements of joint activity with the PCT Non Executive Directors to support a shared understanding of the priorities and opportunities for improved outcomes across both organisations.</p> <p>A survey of all members regarding satisfaction with member support was undertaken during April and elicited a response rate of just below 28%. The responses from the survey, which were largely positive, together with improvement actions, were considered by the Member Development Policy Group at its meeting in June. Dedicated PA support for Cabinet Members is being established.</p>
3.	<p>Consideration be given to the suggested actions in respect of:</p> <ul style="list-style-type: none"> <li>• The structure for management and effective deployment of the key corporate resources.</li> <li>• The development and team building of the senior management teams of the council.</li> </ul>	Chief Executive/ACE(HR)	<p>The unified senior management structure is in place with the following outstanding:</p> <ul style="list-style-type: none"> <li>• Deputy Chief Executive recruitment process underway; interviews scheduled for early October</li> <li>• No appointment was made at recently held interviews for the Director of Clinical Leadership and Quality Assurance: options regarding search, secondments and other approaches are currently being investigated</li> </ul> <p>Team development is being lead by the Office for Public Management (OPM) and work will need to be aligned with the leadership and team development processes defined as part of the implementation of the World Class Commissioning agenda. In turn this work is being linked to the Member Development initiative with a proposal to provide a joint session between OPM and the Leadership Centre.</p>



## CROOKALL REVIEW

	Action	Lead	Progress
4	Consideration be given to how best to re-establish trust and confidence between members and officers, and between officers and officers, based on an approach which encourages appropriate challenge, resolves issues with a way forward that is supported by all, and creates the discipline to follow through and abide by decisions taken.	Chief Executive	To be progressed through organisational development and member development work mentioned above, ensuring both dovetail throughout the respective processes.
5	Consideration be given to the suggested actions in respect of: (a) The need for additional specialist audit ICT resource (b) Proposals for strengthening the strategic procurement function (c) Proposals for appropriate financing models for corporate services and bring forward an action plan to CMB.	DoR(HC)	<p>(a) Restructuring proposals for Audit Services have been agreed; the first stage of implementation is complete with staff at risk interviewed and confirmed in posts in line with the council's change management policy. The remaining vacancies were externally advertised in July 2008; interviews are scheduled for early September.</p> <p>(b) The West Midlands Centre of Excellence has started to review the council and PCT's procurement arrangements. Results of this review are expected in September 2008. The council's procurement strategy has been reviewed and considered by SMC and was approved by Cabinet in July.</p> <p>(c) In early June 2008, the Chief Executive initiated a Shared Services Strategic Review. Integrated Shared Support Services is confirmed as one of the key strategic service improvement programmes with a board consisting of the Interim Deputy Chief Executive, Director of Resources (Council), Director of Resources (PCT) and Interim Head of HR. The board is being supported by the Corporate Programmes Manager and is due to finalise a Project Initiation Document for discussion and agreement by early September. The shared service review will encompass consideration of appropriate funding models for each corporate support service.</p>

CROOKALL REVIEW

	<b>Action</b>	<b>Lead</b>	<b>Progress</b>
6	<p>The relevant professional officers (Monitoring Officer, Section 151 Officer, Interim Head of Human Resources) be asked to lead reviews of the Council's procedures and protocols, and the corporate rules, standards and processes to ensure they are fit for purpose, proportionate and workable. Review programmes to be reported to CMB.</p>	<p>Chief Executive</p>	<ul style="list-style-type: none"> <li>• A policy approval procedure has been approved to support consistency in policy and procedure development, communication and embedding.</li> <li>• With the support of a project manager, lead officers are progressing review programmes, prioritised in relation to risk, which are being implemented over a 12 month period. A number of new policies have been developed with trades union colleagues across the Council and PCT. Documents now coming forward in draft to JMT include:               <ul style="list-style-type: none"> <li>• Close personal relationships (see also point 11)</li> <li>• Protocols for the establishment of integrated teams</li> <li>• Managing change policies</li> <li>• A more comprehensive approach for the management of CRB checks and associated safeguarding approvals/checks</li> </ul> </li> </ul> <p>The revised Travel and Subsistence policy was consulted on during July and will be brought to JMT for approval in September.</p> <p>The new policy re processes for the engagement and payment of external contractors i.e. interims is being finalised prior to consultation in September.</p>
7	<p>Consideration be given to the suggested actions in respect of refreshing and embedding an effective performance management culture, and an action plan brought forward to CMB.</p>	<p>ACE(HR)</p>	<p>Work with OPM (Office for Public Management) is now underway following a diagnostic phase with JMT, senior managers and the change management and communications working group which reports to the HPS Steering Group</p> <p>A framework for organisational development (OD) activity has now been drafted incorporating aspects of leadership and manager development with an emphasis on:</p> <ul style="list-style-type: none"> <li>• Identifying a baseline from which progress is measured</li> </ul>

## CROOKALL REVIEW

	Action	Lead	Progress
			<ul style="list-style-type: none"> <li>• Getting PCT and Council staff involved in delivery, learning new skills and building up expertise</li> </ul> <p>At same time work is underway on the development of an HR strategy encompassing OD and performance targets and measures which will be aligned to new work on the development of a corporate Workforce Plan. These and other aspects must be embedded in the organisation so as to influence and change the culture of the partnership.</p>
10	<p>Consideration be given to the suggested action in respect of establishing value for money in relation to the community network, and an action plan taken to CMB. (NB Action to progress a value for money study, to be undertaken by SOCITM, has now been agreed with the Director of Resources)</p>	Interim Head of ITCS	<p>Completed. The value for money and benchmarking study undertaken by SOCITM, found overall that:</p> <ul style="list-style-type: none"> <li>• The contract is comparable to others</li> <li>• There is no evidence that it is overpriced</li> <li>• It has delivered what it set out to</li> <li>• The unit costs in 2006/07 are lower cost than some others and close to the median.</li> </ul> <p>The Audit Commission had no comment to make in respect of the review undertaken by SOCITM. The current contract expires in 2010 and, taking account of the recommendations made by SOCITM, JMT have agreed a process, supported by internal audit, for reviewing the scope and requirements to form the basis of the future community network tendering process and development of an exit strategy for the existing contract should that prove necessary. A report will be brought to cabinet at the appropriate stage in the tendering process.</p>
11	<p>Clear guidelines be established and embedded in respect of close personal line management relationships.</p>	ACE (HR)	See 6 above
12	<p>Consideration be given to the suggested actions in relation to officer training and development needs, and</p>	ACE (HR)	Requirements are being considered within the organisational development process. Training and

## CROOKALL REVIEW

	<b>Action</b>	<b>Lead</b>	<b>Progress</b>
	an action plan be brought to CMB.		awareness specifically in relation to policies is now built into the new policy approval process.
13	A programme of awareness-raising and training across the council be implemented to ensure the Whistleblowing Policy is clearly understood, accessible and implemented consistently throughout the organisation.	ACE (L&D)	Completed <ul style="list-style-type: none"> <li>• Further print run of leaflets undertaken.</li> <li>• Officer seminar/briefing has taken place</li> <li>• Future reviews/promotion will be carried out in line with the new policy approval process.</li> </ul>

## CROOKALL REVIEW

## Special Report Action Plan

	Issue to address	Agreed corporate response	Responsible officer(s)	Revised date	Progress
1	Regular review on the progress implementing this corporate response.	CMB to monitor on a monthly basis and report to Cabinet. Report to each Audit & Corporate Governance Committee meeting.	CMB DoR	Ongoing.	Completed. Future progress reporting aligned with response to Crookall review within ICPR.
2	Ensure the corporate response to the travel and expenses audit review is implemented effectively and to timescale.	CMB to consolidate the corporate responses to the travel and subsistence review and the corporate response to this report into one action plan.	DoR MO	September 08	See Travel & Subsistence review action plan below. Remaining actions relating to approval of a revised policy scheduled for consideration by JMT in September.
3	Establish the cost of existing ICT and Customer Services operations and future investment needs to be urgently concluded to inform the Performance Improvement Cycle.	Director of C&CS to lead with support from Financial Services.	DC&CS HoFS		Completed. A close working relationship between Information, Technology & Customer Services and Financial Services has been established and embedded. The outturn for 2007/08 was in line with that reported to Cabinet in the bi-monthly IPFR. There was an overspend of £1.1m relating to the Council's contribution to the Community Network Upgrade project.
4	Establish permanent managerial arrangements for ICT and Customer Services.	CMB to discuss and agree proposals from DC&CS.	DC&CS CMB	Subject to substantive DCE appointment	Interim managerial arrangements have been in place since April 2007. Permanent managerial arrangements will be established as part of the revised senior management structure.

## CROOKALL REVIEW

5	Review approach to and arrangements for the delivery of project management services. All post implementation reviews must include a technical and financial appraisal.	CMB to discuss and agree proposals from DC&CS.	DC&CS CMB		Completed. Permanent managerial arrangements have been established as part of the revised senior management structure.
9	Improve the quality of working papers/files recording business activity.	Guidance on the standards of record keeping needs to be devised.	Information Manager Democratic Services Manager CIA	April 2009	Work is being undertaken by DCE and ACE (L&D) across the council & PCT re governance and reporting arrangement including quality of reports presented. Aligned to this, standards are being developed linked to the Data Quality Policy and information management requirements, for the maintenance of efficient and effective records.
10	Improve standards of internal control for fundamental systems.	Minimum acceptable standard is satisfactory – this is a non-negotiable.	CMB HoHR CIA		Completed. The Audit Services Assurance Report for 2007/08 shows that 16 out of 17 fundamental systems achieved the minimum standard. The system that did not was the payroll system within Children's Services; this team has since been realigned to join the non-education payroll team within the Resources Directorate which meets the required standard.
11	Improving financial governance in ICT and Customer Services.	DC&CS to implement agreed action plans for the FMS system in ICT, travel and expenses and use of contractors audit reviews.	DC&CS DoR	October 2008	Actions have been completed to time. Internal Audit were scheduled to complete an 'Audit of Audits' during the first quarter of 2008/09; this has now been rescheduled to the second quarter.
12	Complete work in progress on internal recharging mechanisms to the agreed timetable.	Actions identified and agreed in a report to CMB on 16th August from the SMT SLA working group.	Anne Heath, Chair of SMT SLA Working Group, reporting to CMB.		Completed. An internal recharging mechanism for ICT services has been agreed and revised SLA's distributed.

## CROOKALL REVIEW

15	Promote compliance with corporate financial governance arrangements by reviewing management practices and accountabilities.	Make compliance with corporate financial arrangements a non-negotiable. CMB to carry out immediate checks on contracting arrangements and authorised signatory lists.	CMB HoHR		Completed. Authorisation limits have been reviewed across the Council (including schools) by Financial Services in line with the Financial and Contractual Procedure Regulations agreed by Council in March 2008.
16	Enhance Key Manager's financial skills and knowledge of the Council's approved corporate governance framework, ensuring the message is constantly reinforced through effective training.	Make attendance on training courses a pre-requisite to getting a "licence to practise" as a manager. Attendance at refresher training courses will also be mandatory.	HoHR HoFS MO CIA	2009/10	Financial Management training (including procurement) has been revised to incorporate the new Financial and Contractual Procedure Regulations. The first three session programme was held in April 2008 with further programmes scheduled in July and September. A leadership framework is being developed as part of the organisational development work facilitated by OPM. During 2009/10 this will be further developed to include the identification of key skills for managers, and mandatory training requirements. Member training is also diarised through to 2009.
17	Ensure all capital and revenue budget proposals are identified through agreed service and financial planning processes.	Ensure in-year budget proposals are only brought forward in exceptional circumstances.	CMB		Completed. Budget 08/09 and MTFMS 2008/11 in place including capital budget.
18	Enhance Audit Services' capacity.	CMB to agree restructure proposals identified during the PIC process costing £45k. This can be met from the existing base budget for the Resources Directorate.	CMB DoR	October 2008	Restructuring proposals for Audit Services have been agreed. The first stage of implementation is complete with staff at risk interviewed and confirmed in new posts in line with the council's Change Management Policy. The remaining vacancies were externally advertised in July 2008 with interviews scheduled for early September.

## CROOKALL REVIEW

19	Enhance strategic procurement capacity to ensure compliance with the Council's contracting policies and procedures.	CMB to agree additional resources to centralise monitoring of contract procedures within Resources. This can be met from the existing base budget for the Resources Directorate.	CMB DoR	December 2008	The West Midlands Centre for Excellence has started to review the council and PCT procurement arrangements. Results of this review are expected in September 2008 and will be reported for decision, if necessary, through the respective governance arrangements. The Council's Procurement Strategy has been revised as reported to Cabinet in July.
20	Check that issues highlighted in ICT and Customer Services are not repeated elsewhere.	CMB needs to be prepared to respond quickly to Audit Services.	CMB		Completed. The Audit Services Assurance Report 2007/08 and Annual Governance Statement 2007/08 provide additional evidence of improved internal control arrangements and compliance.
21	Ensure budget is in place before committing expenditure.	CMB to reinforce the message that Key Managers need to work closely with Financial Services colleagues to ensure all appropriate permissions to spend are in place before letting a contract.	All		Completed. Extensive financial management training is taking place. Service managers are involving financial and procurement services much more closely in their activities than has previously been the experience. This suggests that the message that all managers are accountable for managing their service responsibilities within the approved budget is embedding.



## CROOKALL REVIEW

## Travel &amp; Subsistence Action Plan

	Agreed action	Responsible officer(s)	Revised target date	Progress
1	Review the Code of Conduct for Employees to ensure the Council's expectations on the required standard of conduct on giving hospitality are clear.	Head of HR		Completed. Revised Code of Conduct was reported to Council at its meeting on 25 <sup>th</sup> July 08.
2	Review the Code of Conduct for Employees to ensure the Council's expectations on the required standard of behaviour in relation to consumption of alcohol during office hours and whilst representing the Council after office hours is clear.	Head of HR		As above
3	Review the Code of Conduct for Employees to ensure the Council's expectations on the standard of behaviour regarding working under the influence of alcohol is clear.	Head of HR		As above

CROOKALL REVIEW

<p>4</p>	<p>Revise guidance on travelling claims to require separate confirmation by attaching a signed memorandum that the line manager certifies overnight stays within the Council's area.</p> <p>Payroll to reject all claims for overnight stays in the Council's areas that are not accompanied by separate written authorisation by Head of Service and Director.</p>	<p>Head of HR</p>	<p>Sept 2008</p>	<p>The revised Travel and Subsistence Policy will be considered for approval by JMT in September; in the meantime staff have been reminded of the requirements for travel and subsistence claims, and payments staff are rejecting any non-compliant claims</p>
<p>6</p>	<p>Revise guidance on travelling claims to require monthly submission of travel and expenses claims within a month of the period they relate to.</p> <p>Payroll to reject claims that are received after the deadline indicated in the Councils' Travel &amp; Subsistence Policy.</p>	<p>Head of HR</p>	<p>Sept 2008</p>	<p>The revised Travel and Subsistence Policy will be considered for approval by JMT in September; in the meantime staff have been reminded of the requirements for travel and subsistence claims, and payments staff are rejecting any non-compliant claims</p> <p>All staff have been advised accordingly.</p>

## CROOKALL REVIEW

7	<p>Payroll to reject claims that are incomplete and in contravention of the Council's policies unless all exceptions are individually certified by the relevant Head of Service and Director in writing.</p> <p>Travel &amp; Subsistence Claim Form to be reviewed to ensure the disclaimer the claimant and authorising officer make on signing the form is clear that failure to comply with the Council's policies on travel &amp; subsistence could lead to disciplinary action.</p>	<p>Head of HR</p> <p>Head of Benefit &amp; Exchequer Services</p>	<p>Sept 2008</p>	<p>The revised Travel and Subsistence Policy will be considered for approval by JMT in September; in the meantime staff have been reminded of the requirements for travel and subsistence claims, and payments staff are rejecting any non-compliant claims.</p> <p>The Head of Benefit &amp; Exchequer Services has reviewed the declaration both claimant and authorising officer are required to make on the travel and subsistence claim form. No changes were deemed necessary.</p>
10	<p>Travel &amp; Subsistence policy to be revised to so that all overseas trips are authorised at Director level.</p>	<p>Head of HR.</p>	<p>Sept 2008</p>	<p>Council agreed on 2<sup>nd</sup> November 2007 to adopt the Audit &amp; Corporate Governance Committee's recommendation that 'all overseas trips be authorised in advance and are cash limited and that the appropriate Cabinet Member be informed'.</p> <p>The revised Travel and Subsistence Policy will be considered for approval by JMT in September; in the meantime staff have been reminded of the requirements for travel and subsistence claims, and payments staff are rejecting any non-compliant claims</p>
11	<p>Contractors should support charges for travel and subsistence included in their invoices with a completed travel and subsistence claim form where the contract allows for reimbursement of costs as incurred.</p>	<p>Head of HR advice to Key Managers.</p>	<p>Sept 2008</p>	<p>The revised Travel and Subsistence Policy will be considered for approval by JMT in September; in the meantime staff have been reminded of the requirements for travel and subsistence claims, and payments staff are rejecting any non-compliant claims. Additional guidance in relation to contractors will be included.</p>





## COMPREHENSIVE AREA ASSESSMENT – JOINT INSPECTORATE PROPOSALS AND THE IMPLICATIONS FOR HEREFORDSHIRE'S PREPARATIONS

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

**CABINET**

**2 OCTOBER 2008**

### **Wards Affected**

County-wide

### **Purpose**

To inform Cabinet of the detailed proposals for the new system of Comprehensive Area Assessment (CAA) and seek agreement to how Herefordshire's preparations should be taken forward.

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

**THAT:**

- (i) the development and re-launching of the CAA preparation programme so that all energies are focused on the delivery of the improvement programmes of the Council with the PCT and the wider Herefordshire Partnership, tested against the proposed CAA key questions and lines of enquiry be agreed;
- (ii) this be buttressed by a rolling programme of self-evaluations against the key questions for the area assessment and the key lines of enquiry for the Council's organisational assessment, updated quarterly, the first cut of which to be produced by November and finalised before the end of December;
- (iii) the Council's response to the inspectorates' proposals be developed and submitted within the County Councils' Network; and
- (iv) the final report on the out-going CAA preparation programme be noted.

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

## Reasons

The Council and its partners must be well-prepared for the new system of CAA.

## Considerations

1. The joint inspectorates consulted over the winter months on their initial and outline proposals for CAA. In the light of responses, they published revised and detailed proposals at the end of July. The full July consultation document is at **Appendix 1**. There is a short summary at **Appendix 2**. The consultation runs until 20 October.
2. The arrangements will be confirmed early in 2009 and in operation from 1 April, with the first published assessments in November of that year.
3. The revised proposals respond to the spirit, and a good deal of the letter, of local authorities' and others' responses to the initial consultation. In particular:
  - simplifying the arrangements so that that there will be just two, complementary forms of assessment – area assessment and organisational assessment - rather than four (see figures 1 and 2 on page 11 of Appendix 1);
  - the organisational assessment of the Council will comprise two elements: managing performance and the use of resources (similar use of resources assessments will be carried out on the PCT and some other key public service partners);
  - having a shared evidence base for the area assessment and the organisational assessment;
  - using the National Indicator Set (NIS) as a key source of evidence, but far from the only one, for both the area and organisational assessments, and publishing performance against the 198 indicators without a separate narrative report;
  - no longer referring to the area assessments as “risk assessments”, in view of the negative connotations and the risk that local partnerships could be unwilling to set challenging targets; and
  - promising a proportionate approach, once the baseline assessments are in place under the new system, by concentrating in subsequent years on what has changed.
4. Potentially controversial areas that remain less clear (and are likely to remain so until the new system is in operation) include:
  - acknowledging that the LAA and its delivery is the starting point for the assessments, but also making it clear that the inspectorates will assess whether it really does address the most important

challenges for the area; and also looking beyond the LAA in assessing whether the needs and aspirations of disadvantaged and vulnerable people are being addressed adequately;

- the tension between political choices and “objective” means to determine priorities; and
- the basis for undertaking inspections (the document confirms that the only currently planned regular inspections, perhaps every three years, will be in respect of children in care and young offenders, but with only very general criteria as to when others could be launched, essentially leaving this at the discretion of the inspectorates’ and Ministers).

5. Having said all this, the basic thrust of the proposals hasn’t changed. Thus the key remains the operation of a planning and performance management cycle in which the Council, the PCT and their partners:

- understand the needs of the area and the diverse communities, businesses and groups within it;
- engage with those communities, businesses and groups to understand their aspirations;
- evaluate the effectiveness and efficiency of existing services and interventions in the light of these needs and aspirations;
- commission value for money services and interventions to ensure that they meet prioritised needs and aspirations;
- secure the desired outcomes for people and communities in terms of better life-chances and quality of life; and
- do all of this with particular regard to meeting the needs and aspirations of disadvantaged and vulnerable groups and individuals.

6. Unless we begin to take action now to have available more up-to-date information, most of the baseline for the first year of CAA, which will operate from April 2009, will be provided by the judgements made about us in the current, final year of CPA (in respect of which most of the performance data relates to 2007-08). The proposals say that the inspectorates will expect to draw on additional evidence quarterly.

7. Success under CAA will depend on high quality self-evaluations for both the area assessment and the Council’s organisational assessment, as well as on decisive action to address the weaknesses they expose. *Whatever the inspectorates’ requirements, the discipline of quarterly updating will be valuable to us in its own right. Rather than as something separate and driven by CAA, we should embrace it as the core of performance management and reporting for the Council, public service arrangements with the PCT and the Herefordshire Partnership.*

8. For the first time, we now have a fairly precise description of what the requirements will be for the two forms of assessment. Although details may change in the light of the consultation and the action learning in ten pilot areas, the underlying substance is unlikely to alter. Moreover, we can't afford to wait until early 2009 when the detailed arrangements are finally confirmed. The present CAA preparation programme was put in place before we had the proposed key questions for the area assessment (pages 42-44 of Appendix 1) and the key lines of enquiry for the organisational assessment (pages 45-49 of Appendix 1). Proceeding on the basis of the present preparation programme would meet only part of these proposed tests and distract us from the single-minded focus on performance improvement that is required.
9. Our intention is to have, by early November, a first cut of the fuller self-evaluations (i.e. in respect of the area assessment and the Council organisational assessment) proposed in paragraph 8 above. These would be finalised before the end of the year and, thereafter, maintained and updated quarterly.
10. Progress in implementing the out-going CAA preparation programme is at **Appendix 3**. There are no red-flagged actions, although a number are flagged **amber** because they have yet to be completed. These will be taken into account in the proposed self-evaluations and associated improvement planning.
11. We are continuing and intensifying the programme of CAA preparation seminars for members, non-executives and officers of the Council, the PCT and partner organisations. The immediate objective has to be to ensure that all with a part to play understand the proposed requirements. But, even more important, we need to ensure that they will be able to contribute effectively to meeting those requirements. This latter depends not on the precise processes of CAA but on the delivery of sustainable improvements, based on a sound understanding of community needs and aspirations.
12. Most of the time at the seminars is therefore to be devoted to presentations, by managers of the Council, the PCT and other partner organisations, about how they are addressing these matters, and to discussion and shared learning. This will complement and reinforce the rolling programme of self-evaluations proposed above. The seminar programme is at **Appendix 4**.
13. The seminars are only one element of a much wider process of working across the Council and with partner organisations to ensure that we secure the necessary understanding, improvements to services and outcomes and the evidence to prove what we have achieved.
14. It is proposed that we should develop our response to the proposals within the County Councils Network. This proved effective in responding to the initial proposals. We couldn't expect to have same clout responding from Herefordshire alone.

## **Risk Management**

The risks are that we will be ill-prepared for CAA, that our record of sustainable improvement will not be all that it needs to be, and that the Council's and partners'



reputations will suffer when we are judged publicly. The proposals in this paper are designed to enable us to manage these risks successfully.

## **Alternative Options**

Not applicable.

## **Consultees**

These proposals have been considered by the Joint Management Team, which commends them. They will be considered by the Herefordshire Partnership Chief Executive Group on 26 September.

## **Appendices**

Appendix 1 – Comprehensive Area Assessment: Joint Inspectorate Proposals for Consultation – Summer 2008

Appendix 2 – Summary of the proposals

Appendix 3 – Progress in implementing the out-going CAA preparation programme

Appendix 4 - The programme of CAA preparation seminars

## **Background Papers**

None identified.



## Comprehensive Area Assessment

### *Joint Inspectorate Proposals for Consultation – Summer 2008*

Summary of proposals:

- CAA will assess those outcomes delivered by councils working alone or in partnership e.g. health and well-being, community safety, children's and older people's services, etc.
- CAA will replace CPA, Children's services JARs, APA of services for children and young people and social services star ratings. Performance frameworks for specific services (e.g. schools, colleges, police, probation and health and social care) will continue.
- CAA represents a fundamental change in the way councils and their partners are assessed. It involves a forward-looking assessment of the prospects for the future achievement of shared priorities by the council and other local partners.
  - Inspectorates will gather evidence from a range of sources – including the national indicator set – throughout the year. CAA will draw as far as possible on the information used by councils and partners to manage their own performance – taking full account of self-assessments. The inspectorates will only undertake additional work to fill evidence gaps where necessary. The evidence base will be updated throughout the year.
- The proposals envisage a streamlined framework involving two assessments:
  - The **area assessment** – a qualitative assessment of prospects for improvement. Performance data for the majority of indicators in the National Indicator Set will be available from Spring 2009 and will be a source of evidence for area and organisational assessments. They will provide information about inequalities, progress towards targets and improvement, as well as informing the assessment of performance or priority issues. For each indicator, the council's performance will be compared with established comparator groups or those facing similar challenges, with particular attention given to those indicators contained in our LAA, comparison of which will be made with other areas where the same indicators have been selected as priorities.

The assessment will focus around three overarching headings:

- ◆ How well do local priorities express community needs and aspirations?
- ◆ How well are the outcomes and improvements needed being delivered?
- ◆ What are the prospects for future improvements?

It will be reported as a narrative and flags will be used to draw attention to performance issues and innovative practice. A red flag will indicate that significant concerns about outcomes, performance or future prospects are not being adequately addressed. A red flag would not be raised if the

council and its partners are effectively tackling the issue. Green flags will indicate where others have something to learn from innovative or exceptional success in an area.

The area assessment will evolve, to tell a story of the place over time. In the first year of CAA a baseline will be set using available evidence. In future years, the focus will be on what has changed.

- A scored **organisational assessment** for all councils (alongside organisational assessments for other partners e.g. PCT health check). Each organisational assessment will comment directly on the performance of key local council services. It will comprise of two assessments:
  - ◆ *Managing performance* - a joint inspectorate judgement focussing on how well the council is delivering services, outcomes and sustainable improvement in local priorities. There will no longer be a separate direction of travel assessment; the elements of the direction of travel assessment that remain relevant to CAA have been incorporated in the new managing performance theme. The Council will be assessed on how effective it is at:
    - identifying and delivering priority services, outcomes and improvements;
    - providing the leadership, capacity and capability it needs to deliver future improvements;
    - contributing to improving wider community outcomes; and
    - tackling inequality and improving outcomes for people in vulnerable circumstances.
  - ◆ *Use of Resources* - the Audit Commission has already published the methodology for this assessment separately.
- CAA will change the way inspectorates engage locally - moving from rolling programmes of on-site inspection (apart from for children in public care and safeguarding and for Youth Offending teams) to an on-going relationship with local areas. The Inspectorates will look for high quality local performance management data, take account of any locality self-assessments and only undertake inspection activity where necessary, triggered by the area and organisational assessments.

## **Initial Herefordshire Comprehensive Area Assessment preparation programme – final report: September 2008**

### **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*

### 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
1.1 Joint Strategic Needs Analysis – JSNA (health and well-being; statutory, comes into effect 1 April 2008)				Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services	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>
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)	Apr 08	Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Considered by Joint Management Team on 7 <sup>th</sup> July.	In accordance with the Government guidance. Joint programme agreed by the Council and PCT, with involvement of other partners.	(Other directors, Research, Heads of service and partner organisations)	
Carry out the initial programme	Mar 09		Programme completed that provides a sound basis for setting health and social care priorities, objectives and targets, and for commissioning		
1.2 Needs analyses for other aspects Determine overall leadership	Feb 08	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)	Clear leadership	Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services	Existing needs analyses, including <i>The State of Herefordshire Report The Sub-regional Economic Assessment</i>

Appendix 3

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



Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		December. On schedule, mail out being readied for 25 <sup>th</sup> Sept as per guidance.		service)	Community Consultation Strategy
1.5 Equalities impact assessments (EIAs) Current round	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
Next round	Mar 09	Year 5 started. All DMTs for the 3 directorates under the spotlight this year (Resources, Environment & Culture, and the Deputy Chief Executive's 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.			

Appendix 3

**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, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged</p>	<p>Dec 08</p> <p>Mar 08</p>	<p>Jennifer Watkins has been commissioned to develop a Community Involvement and engagement strategy as well as to work on the involvement strands of World Class Commissioning.</p> <p>Initial scoping and gap analysis done. Being completed in the light of statutory guidance since published by Government, together with a community empowerment white paper. Prioritised programme to be in place by November 08.</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>Able to meet statutory duty</p>	<p>Apr 09</p>	<p>Work commenced on identifying any likely changes required to the Council's Constitution.</p>	<p>Compliance with the statutory duty</p>		
<p>2.2 Systematic collection and understanding of customer feedback and complaints</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>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
Council	Mar 08	New customer feedback process launched publicly in January 2008. The new IT-based system for recording complaints and compliments received by the Council has been in place since July. The reporting system is in development, with the first reports to be available before the end on 2008.	feedback/complaints	improvement managers, PCT and other partner organisations)	
2.3 Establish stronger, more effective links with neighbourhoods and parishes	Dec 08	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.	Measurable improvements in services/outcomes demonstrably related to local people's involvement. Improved public perception ratings of the Council overall and individual services/factors. Improved ratings in respect of the public's perception of involvement and influence.	Martin Heuter, Nina Bridges, Robert Blower (Heads of service, Research, Environment)	Early wins from parish plan action plans already made available to services. PACTs, LINKs.

**Appendix 3**

<b>ACTION</b>	<b>WHEN</b>	<b>PROGRESS</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/ PROJECTS &amp; OTHER COMMENTS</b>
		<p>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.</p>			

### 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, Chris Bucknell (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. Issues Support being provided through the Regional Improvement and Efficiency Programme. Currently working with Learning to Deliver on a risk strategy for the LAA overall which will help to inform this.	Addresses the main risks to achieving SCS objectives and LAA targets	Deputy Chief Executive, Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers)	
3.3 Review of the Sustainable Community Strategy 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 being pulled together to inform the 2009 Review.	SCS reviewed to reflect the findings of the needs analyses	Deputy Chief Executive, Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09	We will not be amending the current LAA to align with the refreshed HCS but the subsequent LAA will be.	LAA revised, as necessary, to reflect the findings of the needs analyses	Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers, Research)	SCS Review in Section 3.3
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)	Procurement Plan

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.8 Commissioning plans	As agreed under 3.7		Improved services and outcomes for people; and improved value for money	improvement managers)  The designated head of service for each commissioning plan (to be agreed under 3.7)	Procurement Plan

**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
<p>4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership</p>	<p>April 08</p>	<p>Partnership Performance Improvement Framework, approved by the Chief Executive's Group in July. To be finalised to reflect decisions following the review of the Partnership's governance. Main elements of PCT cycle already included in the Council's improvement cycle. Nature and extent of further integration to be determined. All elements of integration will be taken to a new plane by the introduction from December 08 of a rolling programme of self-evaluation linked to CAA.</p>	<p>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.</p>	<p>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)</p>	
<p>4.2 Joint commissioning capacity established with the PCT, including compact principles</p>	<p>Dec 08</p>		<p>Joint Council and PCT commissioning capacity in place. Measurable improvements in services and outcomes for users; and better value for money</p>	<p>Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations, including the Alliance)</p>	<p>Areas to be determined and prioritised under 3.7 above</p>



Appendix 3

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	Working with the West Midland regional Improvement and Efficiency Partnership to review the way procurement is performed by the Council and PCT. The process has just been completed and feedback will be given mid September.	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)	

Appendix 3

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.                      The Assistant Chief Executive HR has been appointed and is due to take up her post in early November.                      Recruitment processes are underway for the remaining external recruitments: the Director of Clinical Leadership and Quality and the Deputy Chief Executive.                      Guidance on processes regarding the creation of integrated teams across the PCT and Council structure has been completed.                      New or adapted Heads of Service appointments in place in the Environment, Regeneration and Adult Social Care Directorates.                      The review of Herefordshire Partnership governance arrangements (see 4.8) is developing options for organisational structures to meet future priorities.</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>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.7 Implement new Council/PCT and Partnership organisational structures	To be determined under 4.6	As 4.6.	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	Andrew Williams, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Chris Bucknell)	
4.8 Review Herefordshire Partnership governance arrangements	Jun 08	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 29 <sup>th</sup> July.	Review completed and action agreed	Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Chris Bucknell)	
4.9 Implement revised Herefordshire Partnership governance arrangements	Sep 08	The Governance proposals go to the Board at the beginning of October.	New arrangements in place and operating effectively	Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Chris Bucknell)	
4.10 Review ICT requirements to deliver this programme	Sep 08	Being taken forward as part of the revised <i>Herefordshire Connects</i> programme.	Initial review completed, early priorities agreed	Deputy Chief Executive, Head of ICT	<i>Herefordshire Connects</i>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			Review finalised, longer-term priorities agreed	(Heads of service, performance improvement managers, PCT, other partner organisations)	
4.11 Implement the ICT requirements	To be determined under 4.10		To be determined under 4.10	Head of ICT (Heads of service, performance improvement managers, PCT and other partner organisations)	Herefordshire Connects
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

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.14 Council and PCT workforce development strategy to deliver the programme	<p>Mar 08</p> <p>Sep 08</p>	<p>Work has begun to develop a joint HR strategy, including extensive consultation with staff.</p> <p>Investors in People accreditation continues to be pursued by means of an action plan following informal assessment.</p> <p>Council and PCT organisation development programme underway. Includes 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>Full joint strategy in place 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>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08	Focus for now is on the programme of CAA preparation seminars, which runs monthly until March 09. The nature and extent of a broader Partnership-wide training and development programme will be considered as part of the CAA-related rolling self-evaluation.	Initial programme agreed and in place	Liz Wallace (PCT, other partner organisations)	Communications strategy and action plan (see section 8 below)
	Aug 08		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.		
4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating	Mar 08	In place for Council 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)	

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
them to each individual's role and responsibilities		implemented from September. Joint Council and PCT induction programme for new Council and PCT employees in development for introduction later this year.			
4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process	Mar 08	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. Partnership understanding of risks to the LAA and their management being developed with external assistance during Oct/Nov 08, leading to a risk register for each of the 35 LAA indicators.	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.	Andrew Rewell (Tony Geeson, PCT)	

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.18 <i>Member Development Programme</i> to include what is needed to equip members to play a fully effective role in the CAA preparation programme	Mar 08	Two members' CAA seminars have taken place. Members have also been invited to the next phase of the general CAA preparation seminar programme, as have the non-executive members of partner organisations. Working with the Leadership Centre, part of which includes member development.	CAA elements included in the <i>Member Development Programme</i>	Alan McLaughlin (Tony Geeson, PCT, other partner organisations))	<i>Member Development Programme</i> , taking account of the Crookall Report
4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA	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	



Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.20 Revise the standardised core agenda for the quarterly Executive's performance review meetings with individual lead Cabinet and JMT members	July 08	Arrangements agreed and will operate from October 08.	Reviews implemented from end-of-July	Tony Geeson (Performance Improvement Managers)	

**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 includes the arrangements for the management of its risks (see 4.1 above). The procurement of an integrated performance and risk management system is going ahead as part of the Herefordshire Connects programme: preferred suppliers identified, with evaluation of responses planned for Oct/Nov 08</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, Chris Bucknell, 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 inspectorates' detailed proposals for CAA, published in July 08, no longer describe the new area assessment as primarily about risk. Nonetheless, the identification and management of risks will remain crucial and will be taken forward as for 5.1 above. This will be linked to the CAA-related self-evaluation rolling programme.</p>	<p>Agreed process understood by key managers across the Council, PCT and principal partner organisations. Agreed process operating effectively. Favourable joint annual risk assessments and</p>	<p>Tony Geeson, Andrew Rewell, Wendy Huxley-Marko (Policy and Performance, PCT, other partner organisations, Chris Bucknell, 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>

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners</p>	<p>Sep 08</p>	<p>See 5.1 and 4.17.</p>	<p>other judgements by the inspectorates</p> <p>Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear.</p> <p>Successful management of the identified risks.</p> <p>Favourable joint annual risk assessments by the inspectorates.</p>	<p>Andrew Rewell, Wendy Huxley-Mariko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Chris Bucknell, heads of service, performance improvement managers)</p>	

**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	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	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
	Mar 09		Action plan implemented		
	Mar 09		Improved performance against indicators	Higher assessment rating	
	Feb 10				

Appendix 3

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>	Mar 08	<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>	Action plan in place	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.	
	Mar 09		Action plan implemented			
	Mar 09		Improved performance against indicators			
	Feb 10			Higher assessment rating		
<p>6.5 Evidence-based Direction of Travel self-assessment for the Council and the Partnership. Initial self-assessment based on CPA Key Lines of Enquiry and current proposals for CAA.</p>	Sept 08	<p>Evidence of outcomes being assembled. Will continue as part of rolling self-evaluation for CAA. Meeting held with Audit Commission on 12<sup>th</sup> September to discuss their requirements; existing evidence sources provided. Awaiting confirmation as to whether more will be needed, over and above the initial CAA self-evaluation</p>	Higher assessment rating in CPA Direction of Travel	Kevin Lloyd (Directors, heads of service, performance improvement managers)		

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
Subsequent self-assessments based on proposed CAA Framework (due for publication in July, and finalised in January)	Jan 09  Mar 09 (and quarterly thereafter)		Sound CAA rating (to be defined clearly in light of the final CAA arrangements)		

Appendix 3

**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 first complete set of information was received early September and is being evaluated.</p> <p>The Head of Financial Services is in regular discussion with the Audit Commission about the forthcoming changes and guidance on the new process.</p> <p>Heads of service received a presentation on the new assessment on 12<sup>th</sup> 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,	<p>Mar 08</p> <p>Mar 09</p> <p>Feb 09 &amp; 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>	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	As for 7.1 above

Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
including milestones that could improve the Council's rating	Feb 09 & Feb 10		Assessment rating of consistently above minimum requirements, performing well	improvement managers)	
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 took place in July. Positive informal feedback. Report awaited.	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



Appendix 3

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.5 Rationalisation of back-office accommodation	Mar 08	<p>External consultants were appointed in July to carry out an options appraisal and give recommendations on the preferred method of delivery. An initial report on progress was made to Council and PCT officers in August. The consultants will submit their final report on 26<sup>th</sup> September. Thereafter officers will submit a report to Strategic Monitoring Committee in October and to Cabinet in November.</p> <p>The Council will need to assess funding implications and prepare detailed specifications for final procurement, aiming for a site start in mid 2009.</p> <p>The back-office provision will have implications for other areas of service delivery. A sub-project to provide a replacement data centre and Modern Records storage facilities is already underway. Other sub-projects regarding shared public service front office, locality offices/touchdown, library headquarters and archive facility will be scoped.</p>	Plan in place	Sonia Rees, Malcolm MacAskill (PCT, other partner organisations)	

**Appendix 3**

<b>ACTION</b>	<b>WHEN</b>	<b>PROGRESS</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/ PROJECTS &amp; OTHER COMMENTS</b>
	Dec 10		Accommodation rationalised. Measurable improvements in efficiency, effectiveness and value for money		
7.6 Rationalisation of front and back-office functions	To be determined		Functions rationalised. Measurable improvements in efficiency, effectiveness and value for money.	Chris Bull	

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

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	<p>Mar 08</p> <p>Mar 08</p> <p>Sep 08</p>	<p>Initial action plan prepared, covering Council, PCT and Partnership improvement as a whole, not just in respect of this CAA preparation programme.</p> <p>Seminars held for Council members and officers. Council Members and officers, and partner non-executives and officers have been invited to the new programme of seminars.</p> <p><i>First Press, Team Talk</i> and other Council and PCT media used to raise awareness.</p> <p>Action plan to be further developed in the light of the confirmed CAA framework and detailed arrangements.</p>	<p>Strategy and action plan in place</p> <p>The programme and its constituent parts are understood by the relevant audiences</p> <p>Committed and motivated members, staff and partner organisations</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>

Appendix 3

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				

**Preparing for Comprehensive Area Assessment: proposed seminar programme**

**Objective**

To ensure that Council members, non-executive members and managers across the Herefordshire Partnership have a good understanding of the proposed arrangements for Comprehensive Area Assessment and what needs to be done to prepare for them. This is so that Herefordshire is judged to be doing well and to have good prospects for sustained improvement in the years ahead that will deliver improved life-chances and quality of life for all the people of the county.

**The seminars**

Date, time and venue	For	Content
19 September 2008 9.00am – 11.30am Town Hall, Council Chamber	All	<ol style="list-style-type: none"> <li>1. Presentation and discussion of the proposed CAA arrangements</li> <li>2. Presentation and discussion, led by Mike Toney, Head of Benefit and Exchequer Services, of how one service area has secured substantial improvements and is preparing to meet future requirements</li> </ol>
25 September 2008 2.30pm – 5.00pm Arts Room, Courtyard Theatre	Herefordshire Partnership theme groups	<ol style="list-style-type: none"> <li>1. Presentation and discussion of the proposed CAA arrangements</li> <li>2. Agreement about what theme groups will do to fulfil their contribution</li> </ol>
8 October 2008 9.30am – 11.30am Brockington, Council Chamber	All	<ol style="list-style-type: none"> <li>1. Brief refresher presentation of the proposed CAA arrangements</li> <li>2. Presentation and discussion, led by Paul Nicholas, Acting Head of Environmental Health and Trading Standards, of how one service area has secured substantial improvements and is preparing to meet future requirements</li> <li>3. Presentation and discussion of how one partner organisation or partnership – <b>to be confirmed</b> - has secured substantial</li> </ol>

## Appendix 4

		<p>improvements and is preparing to meet future requirements</p>
<p>14 November 2008 9.00am – 11.30am Town Hall, Council Chamber</p>	<p>All</p>	<p>1. Up-date on CAA developments</p> <p>2. Presentation and discussion, led by Chris Baird, Head of Performance, Planning and Development, Children's Services, of how one service area has secured substantial improvements and is preparing to meet future requirements</p> <p>3. Presentation and discussion of how one partner organisation or partnership – <b>to be confirmed</b> - has secured substantial improvements and is preparing to meet future requirements</p>
<p>8 December 2008 9.00am – 11.30am Town Hall, Council Chamber</p>	<p>All</p>	<p>1. Up-date on CAA developments</p> <p>2. Presentation and discussion, led by Eleanor Brazil, Interim Director of Adult Social Care, of how one service area has secured substantial improvements and is preparing to meet future requirements</p> <p>3. Presentation and discussion of how one partner organisation or partnership - <b>to be confirmed</b> - has secured substantial improvements and is preparing to meet future requirements</p>
<p>30 January 2009 10.00am - 12.30pm Brockington, Council Chamber</p>	<p>All</p>	<p>1. If announced, confirmation of the final CAA arrangements – in any case, Mary-Ann Bruce, Comprehensive Area Assessment Lead, Audit Commission will be attending.</p> <p>2. Presentation and discussion, led by Natalia Silver, Head of Economic and Community Services, of how one service area has secured substantial improvements and is preparing to meet future requirements</p> <p>3. Presentation and discussion of how one partner organisation or</p>

## Appendix 4

		partnership – <b>to be confirmed</b> - has secured substantial improvements and is preparing to meet future requirements
24 February 2009 9.00am – 11.30am Town Hall, Council Chamber	All	<ol style="list-style-type: none"> <li>1. Up-date on CAA developments</li> <li>2. Presentation and discussion of how one Council service area – <b>to be confirmed</b> - has secured substantial improvements and is preparing to meet future requirements</li> <li>3. Presentation and discussion of how one partner organisation or partnership – to be confirmed - has secured substantial improvements and is preparing to meet future requirements</li> </ol>
31 March 2009 14.00pm to 16.30pm Brockington, Council Chamber	All	<ol style="list-style-type: none"> <li>1. Up-date on CAA developments</li> <li>2. Presentation and discussion, led by David Powell, Head of Financial Services, of how one Council service area has secured substantial improvements and is preparing to meet future requirements</li> <li>3. Presentation and discussion of how one partner organisation or partnership has secured substantial improvements and is preparing to meet future requirements</li> </ol>





## BUDGET MONITORING 2008/09

### PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

2 OCTOBER 2008

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#### Wards Affected

County-wide.

#### Purpose

To report on the Council's performance against revenue and capital budgets as at 31 August 2008 and provide an indication of the estimated outturn for the 2008/09 financial year.

#### Key Decision

This is not a Key Decision.

#### Recommendation(s)

THAT:

- i) **the forecast outturn for 2008/09 agreed with Directors based on service and financial performance outlined in this report be noted;**
- ii) **the continuing efforts of all Directors to ensure service targets are met within the approved budget be endorsed; and**
- iii) **an improved forecast of outturn for the 2008/09 financial year be reflected in the next financial monitoring report.**

#### Reasons

The Council's revenue and capital position is reported to Cabinet every second month. The information provides an indication of the Council's performance against budgets.

#### Considerations

1. Details of the forecast of revenue and capital outturn for 2008/09 based on service and financial performance information as at 31 August are attached in summary and then further detail is given by directorate.
2. The overall position shows a projected overspend, prior to any management action to reduce it, of £1.671m. This total is 1.2% of the Council's £131.778m net revenue budget (excluding Dedicated Schools Grant).
3. The key areas of concern are the Adult & Community Services Directorate, with a

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Further information on the subject of this report is available from  
David Powell, Head of Financial Services on (01432) 373173

projected £331k overspend; the Environment & Culture Directorate, with a £566k projected overspend; and the Regeneration Directorate where a £537k overspend is projected; the Deputy Chief Executive Directorate's £170k overspend and Children & Young People's Directorate with a £267k overspend. The Chief Executive has set an expectation that Directorates produce management proposals to bring expenditure back to balance at the end of the financial year.

4. Appendix A includes the detailed revenue budget report. The report indicates the position for the new directorate structure. It is clear that whilst the position is more favourable than at this time the previous year some key factors need to be considered. The 2007/08 final year end position saw an underspend of £591k. This was largely the result of the performance of central budgets including £804k additional interest from our investments; this cannot be guaranteed in 2008/09. As a result directorates must continue to manage their 2008/09 cash limited budgets appropriately especially given the emerging pressures around inflation as we go forward into the next budget setting period.
5. The Council's overall financial performance has a direct bearing on the level of general fund balance at year end as any overspend on the account must be funded. The report at Appendix A indicates that this could reduce to £4.772m by the end of the financial year based on current projections. This is close to recommended level of minimum general reserves of £4.5m.
6. The capital programme budget monitoring is at Appendix B. The overall position is forecast expenditure of £64.3m after allowing for additional grant funding and slippage brought forward. The increase is fully funded and includes all sources of finance including grants.

## **Financial Implications**

These are contained in the report.

## **Risk Management**

Effective financial reports and their follow up are an essential element in the management of risks and the delivery of the Council's and Herefordshire Partnership's priorities.

## **Alternative Options**

None.

## **Consultees**

None.

## **Appendices**

Financial Report for July 2008.

## **Background Papers**

None.

## 2008/09 REVENUE BUDGET MONITORING

### Summary

- The following table summarises the 2008/09 projected outturn as at the end of August 2008.

Area	2008/09 Budget £000	August 2008 Net projected over or (-) Underspending £000
Adult Services	38,757	331
Children & Young People	24,524	267
Deputy Chief Executive	10,733	170
Environment and Culture	27,812	566
Regeneration	9,858	537
Central Services	2,618	0
Resources	7,561	0
Human Resources	1,402	0
<i>Directorate Position</i>	<i>123,265</i>	<i>1,871</i>
Capital Financing Costs	12,703	0
Interest Received	-2,227	-200
Transfers to Reserves	67	0
Herefordshire Connects	0	0
WMS Profit Share	-390	0
Transfer from Reserves	-1,640	0
<b>Net Position</b>	<b><u>131,778</u></b>	<b><u>1,671</u></b>

- The overall revenue budget position for 2008/09 shows a projected £1.671 million overspend. This is 1.2% of the Council's £131.778 million revenue budget (excluding Dedicated Schools Grant funding).
- The August projected outturn is the first indication of the 2008/09 financial position. It should be noted that at this stage of the financial year projections tend to reflect a cautious assessment of the financial position by directors, and they have noted where they anticipate that the position will improve. However, this current assessment is a much lower forecast of overspend at this point in the year than in

previous years, reflecting the fact that a more vigorous approach to financial management at directorate level continues to develop.

## Revenue Reserves Position as at 31st August 2008

### General Reserves

4. As at 1 April 2008 the balance on the general reserve was £6.7 million. This is before any use to offset the projected negative cash flow in the early part of the restarted Herefordshire Connects programme in 2008/09. The council's Medium Term Financial Management Strategy (MTFMS) sets out the council's approach to managing general fund balances and specific reserves and ensuring a balanced budget. A key message is a move away from a higher level of general fund balances to specific reserves to deal with identified key corporate financial risks.
5. The projected balance on the general reserve for the end of 2008/09 financial year is as follows:

	£m
Balance brought forward	6.728
Meeting the projected overspend	-1.671
Funding Herefordshire Connects in 2008/09 (after using the invest to save reserve)	-0.285
Projected year end balance	4.772

### Earmarked Reserves

6. At 1 April 2008 the council held £16.6 million of earmarked reserves. This includes ring-fenced school balances reserves of £5.657m. The following table summarises the earmarked reserves held:

<b>Reserve</b>	<b>£000</b>
Community Buildings	64
Commuted sums	78
Schools balance in hand	5,657
Industrial Estates – maintenance	223
Support Services & Equipment renewals	276
Schools Balance of Risk	289
Winter maintenance	500
Planning	24
SRB Schemes	51
College Hill Community Centre	180
Waste Disposal	2,274
LSC	32
Herefordshire Connects Project	420
Wye Valley ANOB (AONB)	79
Invest to Save/Initiatives fund	1,115
Contingent liabilities	300
Social care contingency	677
Standards fund	92
Modernisation plans	300
2008/09 budget capacity	1,500
Edgar Street Grid	41

Whitecross School PFI	108
Bellwin Threshold	505
LPSA 2 reward grant	1,148
Herefordshire Safeguarding Children Board	48
Accommodation	591
<b>Total</b>	<b>16,572</b>

### **August 2007 Floods and the Restoration Fund**

7. A further allocation of central government funding for the 2007 floods was announced on 17 July 2008 that distributed the £30.6m Restoration Fund. A total of 62 local authorities received an allocation with Herefordshire's funding being £429k. The Government did not issue guidance on how the Restoration Fund should be spent. It has taken this approach because it feels that local authorities are best placed to decide what is best for their areas.
8. The allocation is a one-off source of funding and is to be allocated to the Environment & Culture Directorate to offset budget pressures in this financial year.

## ADULT SERVICES DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget for 2008/09 £000</b>	<b>August 2008 Net over or (-) underspending £000</b>
Adult Social Care	36,264	491
Supporting People	0	0
Modernisation	1,214	-37
Commissioning and Improvement	1,279	-123
<b>Total</b>	<b>38,757</b>	<b>331</b>

9. The projected outturn for Adult Services is an overspend of £331k. Over the last two months a major budget review and re-allocation exercise has been undertaken which has matched resources to known and anticipated commitments in all areas within Adult Services. The projection assumes the PCT will meet the costs of individuals meeting the continuing health care criteria. This amounts to £942k.
10. There is currently £1.279m of budget allocated to new modernisation schemes and initiatives. As schemes develop the costs and budgets will be allocated to the appropriate services. Schemes will be closely monitored to ensure timescales for implementation are met and that anticipated savings and cost mitigation are achieved.
11. Within the learning disability service, two factors may impact on the final outturn position and affect the projected overspend. These include continuing healthcare assessments where initial investigations suggest there is the potential for some costs currently met by the council being met by the PCT. This is under discussion with the PCT. There is also the potential for some learning disability expenditure being appropriately met by supporting people funding.
12. Within the supporting people service, there have been reductions in the overall 2008/09 programme grant of £344k and administration grant of £7k. The carried forward underspend from previous years was £5.681m but the funding is ring-fenced to supporting people initiatives so cannot be used to offset overspends on mainstream expenditure. However, appropriate projects within the learning disability service are being developed to maximise the use of available resources. Any remaining underspend will be carried forward.
13. In October 2007 new national guidance for continuing health care was published. The Interim Director of Adult Social Care considered that there were a number of individuals with complex learning disability needs who have historically been funded by social care who were likely to be eligible for continuing health care funding in line with the new guidance. The PCT agreed with the council to jointly commission an

independent initial review of 60 individuals to identify those who were considered likely to be eligible. This reduced the number to 20 individuals who will now be fully assessed and if eligible will be entitled to full funding from the PCT. The full year impact will be approximately £942k of costs met by the PCT if all 20 are eligible for continuing health care. There has been some delay in identifying an individual who can carry out these assessments but this is now in place and it is hoped that the assessments will be completed within the next few weeks.

14. Over the past year, adult social care have worked closely with supporting people staff to consider ways in which supporting people funding could be appropriately used to provide support for individuals which might also reduce some of the need for some social care funding. Some of this relates to funding new pilot services and some to part funding existing care packages. It is anticipated that this will reduce adult social care spend by £158k, and this is included in the projections.
15. The Interim Director of Adult Social Care is currently reviewing the social care budget to identify areas where it would be possible to reduce expenditure if the two issues above are not resolved. This includes using the evident trend of reducing residential placements, reviewing modernisation projects across the whole county and slowing implementation as well as cutting back on interim and project management support. Any option is likely to have an impact on progressing the improvement agenda.
16. For 2008/09 there have been a number of additions to the Adult Social Care budget including Invest to Save and an element of the social care contingency. Additional income through fairer charging and new grant allocations have also been factored into the directorate's budget. The overall budget setting process for Adult Services saw the directorate's efficiency target reduced by £800k in recognition of the high priority this service is afforded in the Corporate Plan 2008 – 2011.

## CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget for 2008/09 £000</b>	<b>August 2008 Net over or(-) Underspending £'000</b>
Inclusion & Improvement	5,275	51
Safeguarding and Assessment	10,981	0
Planning, Performance & Development	6,712	-145
Locality Teams	100	-23
Central Directorate - budget savings to be agreed	1,364	384
<b>Total</b>	<b>24,432</b>	<b>267</b>

17. The final outturn for 2007/08 was a balanced budget after the application of the Invest to Save budget and a share of the social care contingency. The Invest to Save budget and £650k of the social care contingency budget have now been transferred into base budget for 2008/09. A detailed budget review is on-going to identify savings to meet the £631k efficiency target required to manage services within the agreed budget for the year. Taking into account the savings identified to date the overall forecast is a net overspend of £267k but this is expected to reduce as outstanding savings are realised.
18. A new directorate management structure has been implemented from 1 July 2008. This saw special educational needs (SEN) and school improvement combined in a new Inclusion & Improvement service. A Planning, Performance and Development service has also been established as part of the restructure. Other services (except Safeguarding & Assessment) will be devolved to locality teams during the remainder of the year. Budget monitoring now reflects the new directorate structure for 2008/09.

#### **Dedicated Schools Grant 2008/09**

19. Notification of the final grant allocation has been received and the final allocation of £85.16m is £112k more than the budget planning total. Schools Forum in July 2008 agreed to retain the additional grant to cover possible budget overspends in 2008/09. The increase in grant arises mainly from an additional 27 early years pupils.
20. Schools Forum also agreed the allocation of the 2007/08 underspend of £1.2m to all schools at £52.50 per pupil. It also agreed the retention of £50k to match fund a pilot scheme in two school partnerships for the development of school business managers to support integrated partnership working between cluster schools. Dedicated



Schools Grant is ring-fenced and any under or over spend must be carried forward.

### **Directorate Central Budgets**

21. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport.
22. The central directorate overspend is made up of the savings target of £273k which will reduce as savings are realised and potential overspends of £83k on the ICT SLA and £30k on advertising and interim management.
23. The Council is required to meet any redundancy costs arising from within schools. The budget was overspent by £466k last year and this level of expenditure is expected to continue in future years. For 2008/09 the budget has been increased to £649k to cover the expected cost.
24. The Inclusion and Improvement service is currently expected to be overspent by £51k. There are some small variances within the service, with overspends on the School Improvement service and the contribution to the Joint Agency Management budget being partly offset by an underspend on Education Psychology.
25. Within the Planning, Performance and Development division, School Transport was underspent by £575k last year. Despite increases in fuel costs and additional school days in the 2008/09 financial year, it is projected that school transport will underspend by £155k. Included in the forecast is a provisional estimate of £100k for additional SEN transport costs following a very recent judicial review of an individual pupil's case. Officers still have to assess the wider implications for SEN transport and £100k is the best assessment of extra cost until a much more detailed review is completed. Savings from route reviews continue to be made for the new academic year. Overall Planning and Performance is projected to underspend by £145k.

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

26. Analysis of the number of residential and external agency placements shows a continuing rise in the number of placements. For background it should be noted that there were 24 placements in April 2006, peaking at 35 in May 2007 before falling back to 29 placements in March 2008. This level has continued with 29 placements in July 2008. Although external placements have reduced from last year's high point, the number of future placements can vary. Therefore, it is prudent to expect numbers to rise to an estimated 32 residential and fostering places during the remainder of the year. These placements can be expensive and typically each one costs in excess of £150k. Hence any additional placements will significantly impact on the forecast expenditure. The Council has a statutory responsibility to meet the needs of individual children if such placements are necessary.
27. In-house fostering placements have risen from 102 in April 2007, peaking at 113 in February 2008 before falling back to 99 in August 2008. This gives a projected overspend on the fostering budget of £98k on in-house fostering and £64k on agency fostering.

## **Summary**

28. Overall, the Children and Young People's budget is currently expected to overspend by £267k.

## **Efficiency Savings**

29. The efficiency savings required for 2008/09 continue to be based upon the social care modernisation proposals approved by Cabinet last year, additional transport savings identified from route reviews effective from September 2008 and a continued increase in the Directorate's performance as measured by a basket of performance indicators. The Directorate continues to work with Herefordshire Connects to continue to improve working practices.

## DEPUTY CHIEF EXECUTIVE DIRECTORATE

### Directorate Summary as at 31 August 2008

	Total Budget 2008/09	August 2008 Net over or (-) under spend £000
Hereford Connects	1,137	0
Herefordshire Partnership	258	40
Communications	395	0
Director and Administration	329	0
Emergency Planning	157	0
Legal and Democratic Services	2,615	180
INFO	1,782	-50
Policy& Performance	732	0
Information Services	363	0
Corporate ICT Projects	784	0
ICT Services	1,022	0
Corporate Programmes	59	0
Community Network Costs	1,100	0
<b>TOTAL</b>	10,733	<b>170</b>

30. The Legal and Democratic Services budget pressure is due to a reduction in local land charges income . Private sector companies are now competing for this work and the current trend suggests income will be less than budget by £100k. Work is underway to look at the charges for land charges enquiries. The costs relating to the Coroner's Service is uncertain as the council is now required to pay for inquests for service personnel. Additionally costs of up to £80k will be incurred for an inquest in which there was a Coroner's error last year.
31. INFO has additional funding of £500k in 2008/09, at the current full establishment this would generate a £50k under spend. However the purchase of additional CRM licences and maintenance could cost £80k. The customer services strategy is currently being reviewed, to assess how the service is taken forward. As agreed in

the Medium Term Financial Management Strategy (MTFMS) from 2009/10 the additional £500k of temporary funding to support service change will be withdrawn.

32. The Corporate Programmes budget is funded from generating income through work on projects. Any change in the demand for corporate programmes involvement will affect the budget outturn.
33. ICT is operating to a balanced budget, assuming service level agreement income from directorates of £2.3m and recharges to directorates for project work of £500k. To help deliver the ICT strategy £247k has been allocated to Corporate ICT Projects as part of the 2008/09 budget. For 2009/10 it is proposed that ICT and Corporate Programmes move to a base budget funded approach in line with all other support services.

## ENVIRONMENT & CULTURE DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget 2008/09</b>	<b>August 2008 Net over or (-) under spending</b>
	<b>£000</b>	<b>£000</b>
Highways	5,960	695
Environmental Health and Trading Standards	2,130	0
Waste Management	11,551	0
Culture & Leisure	7,813	300
Directorate Management & Support	358	0
Restoration Fund	0	-429
<b>TOTAL</b>	<b>27,812</b>	<b>566</b>

34. The overall position for the directorate is assisted by the non-recurring funding available in 2008/09 with the council's £429k Restoration Fund allocation being applied to meet budget pressures in 2008/09. After this has been applied the directorate estimated outturn is an overspend of £566k.
35. In addition agreement has been reached to fund £200k of additional costs to support the service review from increased investment income.

#### Highways

36. The current budget projections show an overspend on winter maintenance of £300k providing winter conditions are unexceptional. There is a £500k winter maintenance reserve available for one-off funding but this is for exceptional conditions. The current projection does not include drawing on this non-recurring source of funding.
37. Car parking fee income was expected to increase in 2008/09 following the introduction of parking fee increases on 1 June 2008. Despite the increase in charges, the overall income received to the end of August shows a £280k reduction against budget. The assessment is that the economic slow down has affected the level of income.
38. The de-trunking of the A465 has seen a £125k grant allocated to the council for the road's maintenance. The director's assessment is that this will be required in 2008/09 so cannot make a contribution to closing the projected overspend.
39. There is also pressure on the Highways budgets in relation to Roads Maintenance, Street Cleansing and Public Toilets services. Whilst every effort is being made to manage these pressures within the service budget through efficiency gains, Street Cleansing is likely to overspend by £90k and Emergency maintenance by £25k.

40. Work is currently being carried out in Highways to identify efficiency savings in 2008/09.

41. Overall there is a projected £695k overspend on Highways.

#### **Environmental Health & Trading Standards**

42. The overall assessment is that this will balance to the budget although the Markets and Fairs service faces pressure staying within their cash limited allocation.

#### **Waste Management**

43. The overall assessment is that this will be on budget and an increased target for commercial waste income is included to help achieve the projection.

44. The efficiency target for the Waste Collection service is £395k. This will be mitigated by the underspend on Waste Disposal. There are risks that if waste growth/reduction between Herefordshire and Worcestershire varies by more than 1% to the detriment of Herefordshire then Herefordshire will need to increase its contract payments by £300k. Currently Worcestershire's waste tonnages are decreasing faster than Herefordshire's and there are risks that the trigger point may be hit. However, at this stage it is believed we will not hit the trigger.

45. Current estimates from Worcestershire County Council of Waste Disposal contract costs project an expected underspend of £300k on Herefordshire's Waste Disposal budget for 2008/09. As previously indicated the cost of the future new contract will be considerably higher than at present and any underspend on the contract should be transferred to reserves to meet future waste management pressures.

#### **Culture & Leisure**

46. A projected overspend of £300k is the current estimated year end position. The JE budget now forms part of the Culture and Leisure 2008/09 budget. No sums are held centrally.

47. Leisure is expected to overspend by £200k in relation to the HALO Job evaluation payment issue. The council has a legal requirement to meet in full the financial impact of increases in pay of transferred posts affected by the single status agreement. The original central budget was set based on assumptions that were reasonable at the time about pay grades. Over time funding has become insufficient as staff have progressed through pay grades.

48. The other main area of overspend of £100k is the cost of maintaining public access PCs within Libraries which resulted in an overspend of £88k in 2007/08.

#### **Directorate Management and Support**

49. The Big Conversation consultation exercise is estimated to cost £78k with costs being met from vacancy management. The overall position is that the budget will balance for this area with vacancy factors taken into account.

## REGENERATION DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget 2008/09</b>	<b>August 2008 Net over or (-) under spending</b>
	<b>£000</b>	<b>£000</b>
Planning	1,866	225
Transportation	3,445	0
Economic and Community Services	2,144	0
Strategic Housing	1,918	312
Management & Support	485	0
<b>TOTAL</b>	<b>9,858</b>	<b>537</b>

#### Planning

50. A projection of Planning Services income based on the amounts received to date and likely seasonal trends indicates a significant drop in anticipated income. This projection may be further affected by the current economic climate which may result in fewer applications and therefore less income. The position will be closely monitored.
51. Planning faces a number of other cost pressures including monthly costs for scanning of plans that will continue until a new system is implemented. Legal and consultant costs of £63k have already been incurred due to planning appeals and more costs could arise. ICT service level agreement costs of £75k remain an unfunded pressure.
52. Planning has identified a need for a new system to manage and record applications, as the current system will not be supported after October 2008. The system is planned to be part of Herefordshire Connects.
53. Overall Planning Services is projected to overspend by £225k.

#### Housing

54. Based on the latest projections Strategic Housing is predicted to overspend its budget by £312k by the end of the year.
55. The projected cost of Bed & Breakfast (B&B) accommodation has been calculated on a number of scenarios. Taking a prudent view based on current levels of occupancy and assuming that the same percentage fluctuations occur in the remainder of this year as happened last year produces an overspend of £312k.

56. An officer task and finish group chaired by the Director of Regeneration has met and implementation of the agreed approaches for tackling the increasing cost of bed & breakfast accommodation has started. The homelessness team has reduced the numbers placed in B&B from a peak of 22 families, 18 singles and two others at the start of August to 11 families, 15 singles and one other by the beginning of September. There are four families which the team are aware of which may need to be placed in temporary accommodation in the near future.
57. Applicants presenting themselves as homeless are often placed in B&B pending assessment. Assessment interviews are now taking place within three days of applications being received and a decision about eligibility is made within a week of the interview. The homelessness team are taking a more robust line with applicants who fail to attend appointments for assessment. Any applicants who miss more than two appointments will now lose their entitlement to temporary accommodation. A group of officers headed by the Homelessness Manager meets each week to consider the more challenging applications. The Head of Service attends on an ad hoc basis to support and agree approaches taken, particularly in complex cases.
58. Applicants unhappy with the outcome of their assessment for homelessness can appeal. Reviews of homelessness applications are still slower than desired. None of the applicants awaiting appeal are currently in B&B although this situation can vary.
59. Work is progressing on formulating a charging policy for those placed in temporary accommodation. Currently the only income received is via Housing Benefit. It is proposed that charges will be based on rents charged by registered social landlords for those in employment. Many clients will be able to claim housing benefit.
60. The Bed & Breakfast realistic forecast used in arriving at the prediction of £312k overspend was based on number of occupants rising in line with last year's trend. The Homelessness Manager is however confident that numbers will stabilise at nine occupants (three families, one other and five singles) for the remainder of the year. If this scenario holds this will reduce the overspend by a further £120k.

### **Prevention Fund**

61. For this report it has been assumed that the trend of expenditure for the remainder of the year will match that experienced last year. This methodology matches that used for projecting B&B costs. The resultant projection is expenditure of £162k compared with £200k budget.

### **Community & Economic Development**

62. The Government Office for the West Midlands has agreed in principle that there is likely to be a clawback of grant used for the ARCH project. The position will undergo evaluation by Government Office West Midlands for a decision.
63. The Council is likely to have some indications of the outcome at the end of September. The total grant claimed to date has been £871k. The clawback will be based on an unknown percentage of this sum.



## CORPORATE BUDGETS

### Directorate Summary as at 31 August 2008

	<b>Total Budget 2008/09 £'000</b>	<b>August 2008 Net over or (-) underspending £000</b>
Corporate Budget	2,618	0

64. Expenditure is expected to remain within budget for Corporate Budgets.

## RESOURCES DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget 2008/09 £'000</b>	<b>August 2008 Net over or (-) underspending £000</b>
Asset Management & Property Services	3,170	0
Audit, Benefit and Exchequer and Financial Services	4,391	0
Total	7,561	0

### **Asset Management & Property Services**

65. At this stage of the year it is estimated the service will stay within its cash limited budget.
66. Additional expenses for office accommodation are creating pressure. These include the adaptation costs at Plough Lane, other associated costs and dual running costs while buildings are not vacated. Utility costs will be a pressure and whilst this is likely to be manageable this year the assessment is that this will be a significant cost pressure in 2009/10.

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

67. At this stage there is an estimated break even financial position at year end. The reorganisation of the Children and Young People's Finance Team is likely to create a cost pressure.
68. The various resources teams continue to help deliver the £750k efficiency savings forming part of the Council's 2008/09 budget.

69. The current assessment is that an additional £200k of interest will be made from the Council's investments. This is after contributing £200k to support the service review project within the Environment and Culture directorate.

## HUMAN RESOURCES DIRECTORATE

### Directorate Summary as at 31 August 2008

	<b>Total Budget 2008/09</b>	<b>August 2008 Net over or (-) underspending £000</b>
<b>Human Resources</b>	1,402	0

70. At this stage of the year the service will manage within their cash limited budget.
71. However due to vacancies being filled using interim agency staff it is possible this area could overspend.
72. A full review will be undertaken when the new Assistant Chief Executive is in post.