

Chief Executive's Office

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

Chief Executive: CJ Bull
Your Ref:
Our Ref: CJB/SAHC
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13th November, 2008

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 20TH NOVEMBER, 2008 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (08/08)

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

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

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
9	Herefordshire Connects	ICT, Education and Achievement	Strategic Monitoring Committee	No
10	West Midlands Regional Spatial Strategy Phase Two Revision	Environment and Strategic Housing	Environment	Yes

1. APOLOGIES FOR ABSENCE



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Herefordshire Council, PO Box 239, HEREFORD, HR1 1ZU
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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 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 16 October 2008. *(Pages 1 - 6)*

4. CALL-IN OF CABINET DECISION ON SWIMMING POOL PROVISION FOR PRIMARY SCHOOLS IN HEREFORD CITY

To consider the recommendations made by the Children's Services Scrutiny Committee in relation to the call in of the Key Decision on swimming provision for primary schools in and around Hereford City and the future of the LEA swimming pool. *(Pages 7 - 16)*

5. DATA QUALITY - SIX MONTH UPDATE

To update Cabinet on progress against the data quality action plan as required by the Council's data quality policy.
(Pages 17 - 32)

6. INTEGRATED CORPORATE PERFORMANCE REPORT FOR APRIL TO SEPTEMBER 2008



To report the Council's performance for the first six 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, risk and progress against the action plans produced following the Crookall review.
(Pages 33 - 100)

7. JOINT SCRUTINY REVIEW OF THE TRANSITION FROM LEAVING CARE TO ADULT LIFE

To consider the response to the recommendations arising from the Joint Scrutiny Review of the Transition from Leaving Care to Adult Life.
(Pages 101 - 150)

8. OMBUDSMAN LETTER AND COMPLAINTS AND COMPLIMENTS MONITORING 2007/08

To inform Cabinet of the Ombudsman Annual Letter 2007/08 and the figures for complaints recorded and determined by the Local Government Ombudsman and the Complaints Panel for the year ended 31 March 2008. To update Cabinet on other governance matters relating to the Standards Committee. (Pages 151 - 162)

9. HEREFORDSHIRE CONNECTS

To recommend new systems for an Integrated Support Services ('back office') and a new system for Performance Management and Risk Management, and to address the integration of systems by both recommending a toolset that will integrate systems. To progress the integration of the Social Care Core Logic system with other Council and Primary Care Trust (PCT) systems and note the successful implementation of the new Core Logic system.
(Pages 163 - 186)

10. WEST MIDLANDS REGIONAL SPATIAL STRATEGY, PHASE TWO REVISION

To determine a response to the updated Phase Two Revision of the Regional Spatial Strategy in the light of the proposed revised housing allocations published on 7 October 2008.
(Pages 187 - 194)

11. BUDGET MONITORING REPORT 2008/09

To report to Cabinet on the Council's performance against revenue and capital budgets as at 30 September 2008 and provide an indication of the estimated outturn for the 2008/09 financial year.
(Pages 195 - 224)



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.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of the Cabinet, of all Committees and Sub-Committees.
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- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50, for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of CABINET held at THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD on Thursday, 16 October 2008 at 2.00 p.m.

Present: Councillor RJ Phillips (Chairman)

Councillors: LO Barnett, H Bramer, JP French, JA Hyde, JG Jarvis, PD Price and DB Wilcox

53. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cabinet Member Councillor AJM Blackshaw.

Apologies for absence were received from Councillors: ACR Chappell, Labour Group Leader, GFM Dawe, Alliance Group Leader and PJ Edwards, Strategic Monitoring Committee Chairman.

54. DECLARATIONS OF INTEREST

There were no declarations of interest made.

55. MINUTES

RESOLVED: That the Minutes of the meeting held on 2 October 2008 be approved as a correct record and signed by the Chairman.

56. COMPREHENSIVE EQUALITY POLICY AND ASSOCIATED EQUALITY SCHEMES

Cabinet considered a report which gave details on progress on the work that the Council has done with regard to its Comprehensive Equality Policy and Associated Equality Schemes (CEP and ES).

The Cabinet Member for Corporate and Customer Services and Human Resources expressed the view that the report was well written and clear to understand. She highlighted the recognition the Council had received at regional and national level and the visit of Shropshire County Council to receive training from Herefordshire Council officers. Cabinet noted the work of officers and Council partner organisations on the CEP and ES and the progress that had been made.

The Equality and Diversity Manager, referred to paragraph four of the report and to the external assessment which was due to be confirmed in November 2008 but would now not be confirmed until February 2009. Although this was later than expected, it was still on target. In referring to the MeWe film on Race Equality, she advised the film had been used for the training of officers and Members and would now be going out to all schools. She added that the Disability Equality Scheme was now in its second year and a review was being carried out regarding disability

access with information on this being available shortly. She also added that there was an international day for disability coming on the 3 December 2008.

The Vice-Chairman of Strategic Monitoring Committee agreed that the report was good and important and hoped it would be adopted by the Herefordshire Primary Care Trust. He also drew attention to the problem of ageism and was advised it was an area being focused on. Cabinet was informed that although the CEP and AES had not yet been adopted by the PCT, discussions around joint working were underway.

The Leader referred to the ageing population who would need to continue to work longer to compensate for not having a final salary pension scheme. He recognised the democratic practice in moving to eradicate ageism particularly with the increasing unemployment levels.

The Independent Group Leader asked how complaints received in relation to equality issues were dealt with. Cabinet was informed that all complaints were investigated and would either result in specific action being taken or that the investigation would show there was no complaint to answer.

RESOLVED

That:

- (a) progress in implementing the Comprehensive Equality Policy and associated schemes be noted;**
- (b) the continued work of the Corporate Diversity Team and its implementation of the Equality Standard and the transition to the new Equality Framework be endorsed; and**
- (c) the importance of maintaining the progress and commitment to equality schemes to ensure compliance with its statutory requirements be recognised.**

57. DATA CENTRE/MODERN RECORDS UNIT (MRU) RELOCATION AND CORPORATE ICT STRATEGY UPDATE

The Cabinet considered a report regarding the phased relocation of the data centre currently at the Thorn Office Centre and the relocation of the Modern Records Units currently at Merchant House and Blueschool House to a co-located facility at Wallbrook Court, Rotherwas. The report also requested Cabinet to note the update and follow-on actions from the Corporate ICT Strategy.

The Cabinet Member for ICT, Education and Achievement stated that the report sets out clearly the situation regarding the need to move from the Thorn Office Centre as the lease would expire in two years, the capacity issues in the current Modern Records Unit and that the current units were not fit for purpose.

A question was asked on the financial implications. The Leader informed Cabinet that funding for the project was contained in the 2009/10, paragraph 22 of the report refers. He also drew Members attention to the cost to the Council if these measures were not taken.

The Vice-Chairman for Strategic Monitoring Committee informed Cabinet that the Scrutiny Review Group had endorsed the need for ICT to move from its current location and he strongly commended the proposal.

The Cabinet Member for ICT, Education and Achievement referred to the anticipated timescale of November 2009 for the combined move, although he hoped that an earlier date of June might be feasible.

The Leader stated that by placing the Data Centre at Rotherwas would provide a broadband service capable of supporting Herefordshire Council and the businesses at Rotherwas currently suffering from a poor or no broadband service. The Cabinet Member for Resources asked about the likely speed capability of the broadband service.

The Programme Manager for Hereford Connects stated that the new data centre would give an option at a later stage to offer help to other businesses at Rotherwas however, this was dependent on British Telecom (BT) and talks were currently in progress with BT.

The Cabinet Member for Corporate and Customer Services and Human Resources in agreeing with the proposals, took the view that this was an important opportunity to work in partnership and that every effort should be made to fast track the relocation.

RESOLVED

That:

- (a) the Thorn Office Centre Data Centre and the Modern Records Units at Merchant House and Blueschool House be relocated to a co-located facility at Wallbrook Court, Rotherwas;**
- (b) approval be given to begin work on the relocation project;**
- (c) approval be given to fund the project; and**
- (d) the Corporate ICT Strategy update be noted.**

58. HEREFORDSHIRE CONNECTS PROGRAMME

The Cabinet considered a report which gave an update on the progress of the Herefordshire Connects evaluation of ICT system solutions, which has been managed in compliance with the Council's Procurement Policy. It also recommended a new system for Environment and Planning.

The Deputy Chief Executive (Interim) drew Members attention to the Joint Management Team's recommendations that had been approved by Cabinet at 31 July 2008, paragraph two of the report refers. With regard to two significant risks, he informed Cabinet that the short term upgrade of the finance system had been carried out which would address imminent service continuity risks and that the upgrade of the Customer Relationship Management System was in progress. He also emphasised that the approach would operate entirely within the procurement process and that a report would be submitted to the next meeting with the next set of proposals following the report presented to the Cabinet meeting on 31 July 2008.

The Vice-Chairman of the Strategic Monitoring Committee expressed concerns that the proposals might struggle as a link with the NHS systems.

The Deputy Chief Executive (Interim) informed Cabinet that the recommendation to approve Civica did not require any links to the NHS systems. NHS nationally specified systems were mainly clinical and, with the exception of the NHS Electronic Staff Record, there were no links with regard to the integrated support services and performance risk management systems. The officers would however be looking at ways in which the Council can potentially integrate its systems with Herefordshire Primary Care Trust (PCT).

In response to a question from the Independent Group Leader regarding efficiency savings, the Deputy Chief Executive (Interim) reported that there significant savings had already been delivered and that the overall business case reported to Cabinet on the 31 July 2008 set out the future efficiency savings. The savings were being tracked and would be reported to Cabinet at the next meeting. They were also being quality assured on a regular basis to insure benefit.

The Director of Resources reminded Cabinet that the Council had a good record on efficiency targets and that the Hereford Connects Programme was a plan which would continue that record.

The Cabinet Member for Environment and Strategic Housing referred to integrated solutions for Environment and Planning and in particular quality of Management. He requested confirmation that quality of information to Members would be improved and asked when the improvement would be in place.

The Programme Manager for Herefordshire Connects reported that quality of management was key. The out of town scanning arrangement was timescaled to be in place at the end of summer 2009. One of the key issues was the Primary Care Trust aspect. The two remaining companies from the original shortlist of five were both capable of providing the specified technical integration with other systems for the Council and the PCT.

The Deputy Chief Executive (Interim) informed Cabinet that the remaining two companies for the provision of the Integrated Support Services system were going through a very intensive scrutiny exercise, compliant with the procurement policy.

The Cabinet Member for Corporate and Customer Services and Human Resources reminded Members that currently the Council has 900 systems which would be reduced to 30 at the completion of this work.

The Cabinet Member Social Care Adults congratulated the officers for the work which had currently been carried out.

RESOLVED

That Cabinet approves:

- a) Civica as the technology system for an integrated solution for Environment and Planning;**
- b) the Joint Management Team concluding negotiations with Deloitte, within the Framework Agreement between the Council and Deloitte, to plan and commence the implementation of this system by November 2008;**

That Cabinet notes:

- c) the progress made in the selection of a system for Integrated Support Services and Performance and Risk Management and the timescale for recommending a preferred supplier for both to Cabinet is by 20 November 2008;**
- d) that the Joint Management Team conduct a strategic assessment based on the evaluation of the two Integrated Support Services system solutions; and**
- e) the Finance System Upgrade has been completed and the Customer Relationship Management System Upgrade is to commence in October 2008.**

The meeting ended at 2.50 p.m.

CHAIRMAN

CALL IN OF CABINET DECISION ON SWIMMING PROVISION FOR PRIMARY SCHOOLS IN HEREFORD CITY

PORTFOLIO RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To consider the recommendations made by the Children's Services Scrutiny Committee in relation to the call in of the Key Decision on swimming provision for primary schools in and around Hereford City and the future of the LEA swimming pool.

Key Decision

This is not a key decision.

Recommendation

THAT the recommendations of the Children's Services Scrutiny Committee on swimming provision for primary schools in Hereford City and the future of the LEA pool be considered.

Reasons

Following the call-in of the decision made by Cabinet at its meeting on 31 July 2008 the Children's Services Scrutiny Committee made the following recommendations that:

- a) the Council invests £72,500 to enable the pool to reopen as soon as possible;
- b) there should be no additional costs to schools;
- c) the existing charge to schools be maintained; and
- d) a thorough feasibility/business case for the next 2 years (to include LEA pool, HALO and users/voluntary sector) be formulated on the future of the pool in the context of the whole of Herefordshire swimming provision

Considerations

1. Cabinet's decision on 31 July 2008 was THAT:
 - (i) the LEA swimming pool not be reopened;

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

- (ii) alternative provision from September 2008 be offered at Hereford Leisure Pool and that this provision by HALO be monitored to ensure that the needs of schools and other users continue to be met;
 - (iii) close collaboration and partnership working be undertaken between the Council and HALO with schools, clubs and other users of the LEA pool to ensure that a viable and efficient service is provided; and
 - (iv) a report be brought back to Cabinet by Easter 2009 at the latest outlining the outcome of the process.
2. In accordance with Standing Order 7.3.1 and the Scrutiny Committee Rules set out at Appendix 2 of the Constitution, Cabinet's decision on 31 July 2008 was called in by three Councillors (Councillors: JW Walling, WU Attfield, JD Woodward) for consideration by the Children's Services Scrutiny Committee.
 3. The Children's Services Scrutiny Committee met on 29 September 2008 to consider the call-in.
 4. The grounds for the call-in were as follows:
 - FINANCE
 - a. Clarity required on financial figures, particularly a breakdown of amounts on inspections and maintenance over the last five years.
 - b. Why was the pool allowed to leak for so long and what has been the eventual cost?
 - c. Knowing the running of the pool was costing money, what efforts were made to balance income and expenditure.
 - REPORT
 - d. Why is there no in depth risk assessment on the advantages and disadvantages of closing the LEA Pool and its effect on the Leisure Pool. Why was there apparently no risk assessment on the consequences and impact on clubs, Schools and general public, especially in view of the likelihood of free swimming for the over 60's.
 - SAFETY
 - e. What procedures are to be put in place to ensure children are separated from the general public in the pools and changing rooms? Is supervision going to be as certain and safe as in the LEA pool?
 - f. Has the introduction of a designated entrance at the rear been properly assessed and costed?
 - g. Is the Café area Wi-Fi enabled and accessible to everyone and what is going to be done to safeguard the children if this is the case?
 - GENERAL
 - h. Why has this invaluable and successful asset been allowed to deteriorate and did we not learn any lessons from the Sydonia Pool in Leominster?

- i. Who took the decision to close the pool WITHOUT consulting local members?
5. In addition to the papers to Cabinet on 31 July and resultant minutes, the Children's Services Scrutiny Committee had received in the agenda, a report setting out the response to the questions raised by the call-in and this is attached in Appendix 1. Copies of further papers prepared by Councillor A T Oliver were presented at the Scrutiny Committee meeting, alongside petitions against closure.
6. Scrutiny Committee has requested that the LEA pool not be considered in isolation, but as part of a wider view of pool provision across Herefordshire. This would place the considerations of the LEA pool in an appropriate context, and would reinforce Cabinet's view that the use of pools should also consider community use as well. For this reason it is appropriate that the considerations of the LEA pool and wider pool use is led by the Environment and Culture Directorate, with support from the Children and Young People's Directorate and the Resources Directorate
7. In relation to recommendations (a) to (c) there are financial implications which are detailed in paragraph 10. These will need to be resolved if Cabinet adopts the Scrutiny Committee recommendations
8. It should be noted that spending an estimated £72,500 will result in pool repairs being undertaken to enable the LEA pool to be reopened in the short term. As set out in the Cabinet report of 31 July 2008 substantial sums will need to be spent to extend the life of the LEA pool. The pool is of basic construction and currently has a poor carbon footprint.
9. Cabinet is recommended to consider Scrutiny Committee's recommendations in the light of comments made by the Director set out at paragraphs 6, 7 and 8, and with regard to the financial implications set out in 10.

Financial Implications

There are financial implications to the recommendations from Scrutiny Committee. As Cabinet was aware when making its decision on 31 July 2008 no capital budget had been identified to carry out the immediate works required on the LEA pool (estimated at £72,500) and the funding shortfall in revenue terms was also not addressed by Scrutiny Committee. The debate at Scrutiny Committee and resolution (b) and (c) set an expectation that there should be no additional cost to schools. If Cabinet were to agree to recommendations (a) to (c) then the following sums would have to be found:

- i) approximately £72,500 for capital works (outside of the capital allocations for school works). This would need to be considered as part of the scheme selection process. The Medium Term Financial Management Strategy (MTFMS) includes an allocation for minor new capital bids and currently this totals £600,000. However any use of this sum would be at the expense of other projects currently being considered by directorates.
- ii) approximately £113,000 for on-going revenue to ensure that the budget was not overspent and that schools budgets were not affected. This incorporates the current £87,666 from the schools budget, which Schools Forum recommended should be used to benefit all schools and did not support its use to subsidise swimming for only those schools using the LEA pool. There is currently no alternative funding source identified to cover the revenue costs of the pool. The schools budget funding is being used at present to fund the use of the Halo pool and cover costs of mothballing the LEA pool. If the recommendation of Scrutiny Committee were to be

agreed by Cabinet taking account of the advice from the Schools Forum, then alternative funding would have to be found from at the expense of other expenditure within Council resources.

- iii) Scrutiny Committee recommended that the existing charge to schools be maintained (recommendation c). This has financial implications because this would break the link between charging and inflation. Additional resource would have to be found from the Council's resources year on year to cover inflation increases.

Risk Management

The risk management aspects are set out in the Cabinet report of 31 July 2008. Accordingly there is no separate consideration of risk management in this report.

Alternative Options

Cabinet could choose to adopt some of the Scrutiny Committee's recommendations, or not to adopt any of them.

Consultees

Environment Scrutiny Committee - 31 July 2008.

Appendices

Appendix 1 - Initial responses to the call in queries

Background Papers

Cabinet report of 31 July 2008 and appendices.

Children's Services Scrutiny Committee report of 29 September 2008 and appendices.

**Response to questions raised by the LEA Pool Call-in
(Tabled at Children's Services Scrutiny Committee 29 September 2008).**

	FINANCE																		
Question A	Clarity required on financial figures, particularly a breakdown of amounts on inspections and maintenance over the last five years.																		
Response	<p>Council properties have detailed surveys once every five years. The survey covers building, mechanical and electrical installations. Because of its condition the LEA pool was inspected more regularly. Inspections took place in November 2007 and April 2008. All inspections are carried out by independent surveyors and engineers.</p> <p>Repair works were identified for the pool. However, these had to be considered alongside maintenance works for other properties. Some repair works were undertaken when it was essential in order to keep the premises open. There are annual service contracts on the mechanical and electrical installations.</p> <p>The repair and maintenance costs (including service contracts) for the last five years are listed below</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Revenue</th> <th>Capital</th> </tr> </thead> <tbody> <tr> <td>07/08</td> <td>£15,835</td> <td>£5,561</td> </tr> <tr> <td>06/07</td> <td>£12,983</td> <td>£0</td> </tr> <tr> <td>05/06</td> <td>£2,411</td> <td>£0</td> </tr> <tr> <td>04/05</td> <td>£5,138</td> <td>£2,908</td> </tr> <tr> <td>03/04</td> <td>£3,191</td> <td>£0</td> </tr> </tbody> </table>		Revenue	Capital	07/08	£15,835	£5,561	06/07	£12,983	£0	05/06	£2,411	£0	04/05	£5,138	£2,908	03/04	£3,191	£0
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Further information on the subject of this report is available from
Sharon Menghini, Director of Children's Services (01432) 260039

Question B	Why was the pool allowed to leak for so long and what has been the eventual cost?
Response	All pools lose some water because of evaporation and old pools tend to lose water because of leaks in the tank or plumbing. There have been on-going problem of leaks over the years. In 2001 works were undertaken to replace some corroded pipe work. In 2004 repairs were undertaken to a movement joint and tiles. HALO reported water leaks, and in October 2006 and October 2007 further reports and repairs were undertaken.
Question C	Knowing the running of the pool was costing money, what efforts were made to balance income and expenditure.
Response	<p>In the summer term 2005 it was clear that the income received by the LEA pool was falling significantly and costs were rising. CYPD senior management at that time entered into discussions with HALO to establish how best to use HALO's expertise to manage the LEA pool more effectively.</p> <p>It was agreed that LEA pool would purchase lifeguards from HALO rather than directly employing their own as it had become increasingly difficult for the LEA pool to employ sufficient lifeguard cover. This enabled a much better use of lifeguards between the two swimming pools. It also saved money by ensuring that the LEA pool only paid for lifeguards when the pool was occupied.</p> <p>During 2005 detailed negotiations between the Council and HALO were progressed with a view to a formal transfer of the management of the LEA pool to HALO. This was not possible due to the unwillingness of HALO to take over the liabilities of the pool without the Council injecting capital to ensure that there was reduced risk of further capital works being required.</p> <p>The Council therefore entered into a management agreement with HALO so that HALO managed the LEA pool on behalf of the Council. The objectives of this agreement were:-</p> <ul style="list-style-type: none"> • to manage swimming facilities to allow the delivery of the National P.E. Curriculum particularly in Key Stage 1 and 2. • to increase the use of the pool by all sections of the community. • to encourage the use of the pool by those who would not otherwise use them and facilitate their use by people of all ages and abilities particularly those disadvantaged in terms of

	<p>opportunity or with special needs.</p> <p>Pool management costs of £21,000 in 2005/06 were replaced by a management fee at an agreed £12,500. In addition it was recognised that the purchasing economies of swimming pool chemicals and other supplies and equipment achieved by HALO taking over these functions would save further costs.</p> <p>Employee costs and management and lifeguard cost reduced by £23,000 in 2006/07 through efficiencies created by Halo managing the facility.</p> <p>However costs have continued to rise with the on-going water losses, rising energy costs and increasing property maintenance costs rising thereby exceeding these savings.</p> <table border="1" data-bbox="440 898 1289 1150"> <thead> <tr> <th></th> <th>2003/04</th> <th>2004/05</th> </tr> </thead> <tbody> <tr> <td>Expenditure</td> <td>£145,727</td> <td>£173,674</td> </tr> <tr> <td>Income</td> <td>£124,623</td> <td>£91,749</td> </tr> <tr> <td>Operating Loss</td> <td>£21,104</td> <td>£81,811</td> </tr> </tbody> </table> <p>The Cabinet report of 31 July 2008 details revenue considerations in paragraph 14 onwards</p>		2003/04	2004/05	Expenditure	£145,727	£173,674	Income	£124,623	£91,749	Operating Loss	£21,104	£81,811
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Operating Loss	£21,104	£81,811											
	REPORT												
Question D	<p>Why is there no in depth risk assessment on the advantages and disadvantages of closing the LEA Pool and its effect on the Leisure Pool. Why was there apparently no risk assessment on the consequences and impact on clubs, Schools and general public, especially in view of the likelihood of free swimming for the over 60's.</p>												
Response	<p>The Cabinet report of 31 July 2008 contains the capital and revenue issues. There was also extensive discussion with HALO on possible arrangements including timetabling so that both public and school needs could be met. HALO were confident that this could be achieved and a timetable as considered as part of the Cabinet papers.</p> <p>Since the Cabinet of 31 July 2008 work has taken place to assess the</p>												

	<p>opportunities provided by the government's scheme to increase free swimming. The Council is applying for the £67,000 grant for free swimming for over 60 year olds. The revenue implications of this are expected to be that the Council will need to supplement the scheme by approximately £13,000 per annum, based on the swimming pools that are currently open to the public. In addition an expression of interest has been submitted for grant for under 16 year olds. As yet the level of under 16s grant to Herefordshire has not been determined but is also likely to have a financial impact on the Council.</p> <p>Having applied for the over 60s grant and expressed an interest in grant for under 16s the Council can bid for Capital Grant for the modernisation of Pools. The guidance makes special mention of school swimming pools and states that to receive capital grant a school pool would have to provide free swimming to under 16s and over 60s. Assuming the LEA pool is eligible for grant (and this is not yet clear) the grant pot for the first year is only £10 million pounds available nationally. Opening the LEA pool for free swimming for under 16s and over 60s will increase the costs of delivering free swimming across the County as a whole and there is a risk that the whole free swimming scheme will be too expensive to implement. To date the rules for the allocation of Capital Grant have not yet been published. The lack of clarity does mean that at this stage there can be no certainty that repair works would be eligible for grant, as the circular refers to the grant being used for "modernisation". These considerations will form part of the report to Cabinet in Easter 2009.</p>
	SAFETY
Question E	<p>What procedures are to be put in place to ensure children are separated from the general public in the pools and changing rooms? Is supervision going to be as certain and safe as in the LEA pool?</p>
Response	<p>The current and proposed operations at Hereford Leisure Pool (should the LEA pool not reopen in the long term) provide exclusive changing accommodation for each school by gender. This is an improvement on the LEA pool arrangements where different schools shared the same changing areas. The proposed programme of the pools provides for exclusive use of pool space too.</p> <p>Supervision is, and always has been, a management responsibility shared by school teachers/support staff and HALO staff. It has less to do with the physical nature of buildings. This is the case in all pools managed by HALO.</p> <p>Herefordshire Safeguarding Children Board (HSCB) continues to work in partnership with HALO to update all relevant policies and</p>

	<p>procedures to ensure that they are robust from a safeguarding perspective. This not only includes the procedures relating directly to the use of the pools, but also covers such issues as recruitment, vetting and training of staff.</p>
Question F	<p>Has the introduction of a designated entrance at the rear been properly assessed and costed?</p>
Response	<p>The Cabinet report of 31 July 2008 refers to this in paragraph 11. HALO believe that this is unnecessary and could set a precedent for every leisure centre used by children. Property Services believed that a link between a new entrance lobby and the main pool was not practical because of how it would affect the Leisure Pool windows and a proposal by HALO Leisure to relocate the boiler room.</p>
Question G	<p>Is the Café area Wi-Fi enabled and accessible to everyone and what is going to be done to safeguard the children if this is the case?</p>
Response	<p>The café is not wi-fi enabled. However, Members should note that most mobile phones are internet enabled and some children do have access to them. This is the case in many public buildings of course. It is a matter for parents/carers, and also for schools and other groups working with children to promote safe practice. HALO staff are trained and in sufficient number that supervision and movement of staff is frequent and good giving ample opportunity to monitor suspicious behaviour in spectator areas.</p>
	<p>GENERAL</p>
Question H	<p>Why has this invaluable and successful asset been allowed to deteriorate and did we not learn any lessons from the Sydonia Pool in Leominster?</p>
Response	<p>Swimming pools are high maintenance buildings as they have a very corrosive atmosphere. The LEA pool has always been a very basic installation and its energy performance poor. This fact is even more significant as energy costs increase and Councils are under greater pressure to reduce their carbon footprint.</p> <p>The Sydonia Pool in Leominster was in a similar situation to the current LEA swimming pool. The pool had reached a stage of being beyond economical repair and in this instance was a health hazard.</p> <p>The pool was replaced, through public consultation and a realistic assessment of the overall swimming requirements in the area.</p>

Question I	Who took the decision to close the pool WITHOUT consulting local members?
Response	<p>The pool was unable to open because the boiler had failed. There were concerns about leaks and a recent power failure had indicated the inadequate emergency lights within the pool. For these reasons the pool was not opened.</p> <p>At the same time Officers, with HALO and affected schools, acted quickly to establish alternative arrangements so that children could continue to have swimming lessons. The decision was taken to place the matter before Cabinet, given the significant cost implications and the history of use, with a view to providing a longer term and viable arrangement. As part of this process a consultation exercise was carried out, setting out possible options and costs to schools. This formed part of the evidence for the Cabinet report and decision of 31 July 2008.</p>

DATA QUALITY – SIX MONTH UPDATE

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To update Cabinet on progress against the data quality action plan as required by the Council's data quality policy.

Key Decision

This is not a Key Decision.

Recommendation(s)

- THAT (a) progress against the data quality action plan be noted; and**
(b) the plan be fully completed by the time of the annual review.

Reasons

Demonstrable progress has been made with the action plan. The results of the 2008 external audit, due soon, are expected to reflect these improvements in the Council's approach to data quality. However, as Appendix 1 indicates there are a number of tasks behind the original timescale or where there is no / limited progress currently. These should be completed by next April when the plan is reviewed and rolled forward.

Considerations

1. The Council's policy requires reports on progress against the data quality action plan to the lead Cabinet members, JMT, Cabinet and the Audit & Corporate Governance Committee. This is the first of those six monthly reports. It includes progress against the recommendations of the Audit Commission in its 2007/08 audit of the Council's data quality arrangements and statutory performance indicators.
2. There are 52 actions to be completed in the current action plan. There are currently 22 green (completed), 20 Amber (behind the original timescale) and 10 red (no / limited progress currently). More detail is given in paragraphs six to twelve that follow.
3. Cabinet is reminded that the data quality action plan only addresses those parts of the Audit Commission's key lines of enquiry (KLOE's) where the Council was

Further information on the subject of this report is available from
Tony Geeson, Head of Policy and Performance on (01432) 261855

thought to be at its weakest in the 2007/08 audit. When it is rolled forward next spring, the action plan will need to address the remaining KLOE's together with any recommendations from the 2008 audit which was conducted in July and on which a report is awaited.

4. There have been a number of successes. In particular:
 - The Council's data quality policy was agreed by Cabinet and communicated to staff in a variety of ways. There have been a number of follow up questions generated by team talk etc. Key documents are now available on the intranet in the info-library.
 - Key plans; corporate, directorate and service now refer to data quality and the actions being taken to improve this.
 - Standard data quality clauses have been agreed with the Assistant Chief Executive (legal and democratic services) for use in relevant contracts and SLA's.
 - Standard data quality requirements have been agreed with the Assistant Chief Executive (HR) for inclusion in job descriptions.
 - Business cases for new or upgraded ICT must now include consideration of data quality issues.
 - Data quality has been included as part of the staff training for the new social care system.
 - A Herefordshire Public Services information management group has been established. Although the group did not exist when the action plan was created, the activities of the group - data sharing protocols, data flow mapping and training – have all contributed to the action plans achievements.

5. However, the original timescales were over-optimistic. More attention needs to be given to the following areas in order to complete the action plan within 12 months.
 - Finalising the library of data sharing protocols and a definitive list of data sharing partners. (paragraph 6 refers)
 - Consolidating corporate policies and procedures that relate to data quality. (paragraph 7 refers)
 - Consolidating directorate and service policies and procedures that relate to data quality. (paragraph 8 refers)
 - Developing the contracts register so that it highlights contracts where data quality is a significant feature (paragraph 9 refers)
 - The final identification of posts with data quality responsibilities. (paragraph 10 refers)
 - The development and delivery of data quality training where most needed. (paragraph 11 refers)

- The development and delivery of a rolling programme of data quality assessments to supplement internal audit work. (paragraph 12refers)
6. Directorates need to confirm what data sharing protocols already exist and identify all significant routine or periodic sharing of data whether they are currently covered by protocols or not. Partners would then be asked to consider the Council's data quality policy and confirm that they worked to the same or higher standards.
 7. More time needs to be given over the next six months to identifying those corporate policies and procedures that are of relevance to data quality and then reviewing these as part of their established cycle. The Deputy Chief Executive's Office will begin this but the review stage will require the involvement of more directorates.
 8. Equally more time is required to produce consolidated lists of directorate or service specific procedures, guidelines and operational practices that demonstrate how we ensure data quality on the ground and to which employees can turn for guidance. This is a task for all sections of the Council that handle data.
 9. The information currently held centrally on contracts does not make it easy to identify those that involve the transfer of data and thus might require additional clauses relating to data quality in future. The available information on contracts needs supplementing for data quality purposes, it should be updated routinely and appropriate clauses inserted when contracts are re-tendered. Managers responsible for these contracts need to be able to demonstrate that they are monitoring the quality of any data supplied under such contracts in an appropriate fashion.
 10. Identifying posts with responsibility for data quality will enable job descriptions to be amended where necessary and appropriate training to be provided to current employees. The six-month interim staff review and development (SRD) meetings underway at present are being used to complete the process of identifying all relevant employees. All supervisors are expected to complete reviews and return the necessary data.
 11. Once there is a clearer picture of the numbers of employees involved, appropriate training and awareness sessions can be delivered. Material for these sessions has already been developed for the Frameworki roll out and central induction. A more co-ordinated approach to employee responsibilities in relation to all information matters, including data quality, will be developed by HPS information management group referred to in paragraph 4 above.
 12. Data quality assessments depend, in part on progress with some of the previous points. The more that responsibility for data quality is accepted by employees as being part of their job, the fewer specific assessments will be required by internal audit or other performance staff. One of the aims of the training referred to in paragraph 11 above is to equip a wider range of staff with the skills to complete assessments for themselves.
 13. There has still not been any formal notification of the results or recommendation from this July's data quality audit. The Audit Commission's deadline to complete the work was October, so feedback is expected imminently. However all the individual performance indicators that were checked during the latter stages of

the audit are understood to have been correct. If this is confirmed it indicates that the Council's increased focus on data quality is beginning to have a positive impact. This will need to continue in future.

Financial considerations

14. There are no financial considerations. Work on data quality will be carried out within existing budgets

Legal considerations

15. To ensure that there is a consistent approach in procurement process and there should be outlined in the Tender measures and scoring for future contracts the requirements of Data Quality in all future contracts.

Risk Management

Failure to take adequate action to ensure high quality data can result in a damaged reputation; adversely affect longer-term CAA success and produce poor audit reports. On this basis the risk of poor data quality continuing in the long term has been entered into the corporate risk register. The Audit Commission regards this as appropriate. The most effective mitigating actions are contained in the data quality action plan at Appendix 1

Alternative Options

There are no Alternative Options to continuing with the action plan at Appendix 1 and updating it as necessary.

Consultees

Joint Management Team.

Appendices

Appendix 1 – DATA QUALITY ACTION PLAN –2008 – November update.

Background Papers

None identified.

DATA QUALITY ACTION PLAN – 2008 – UPDATE 5 NOVEMBER 2008

References in [brackets] relate to Audit Commission recommendations in their data quality audit report February 2008

KLOE Ref	Action	Detail	Plan Date	Reasons
2.1	2.1.1 Data quality (DQ) policy agreed, signed off, available on intranet so it can be accessed and used by staff at all levels [R4 – The Council should put in place a data quality policy which can be accessed and used by staff at all levels]	1 Draft policy agreed by Information Policy Group [R2]	End of April 2008	All Completed
		2 Draft policy agreed by CMB[R2]		
		3 Draft policy agreed by Cabinet		
		4 Enter risk relating to poor quality data on corporate risk register and monitor [R4]		
2.1	2.1.2 Directorate Management Teams (DMT) to determine where corporate DQ policy needs extra directorate and / or service specific additions and communicate to relevant managers [R9 Guidance for staff should be readily accessible for all involved in the compilation process and R10 Roles and responsibilities of all staff included within the DQ process need to be clearly defined]	5 Draft policy considered by DMT's with suggestions for where additions would be appropriate	End of April 2008	All Completed
		6 Communicate policy to all managers	End of May 2008	
		7 Leadership forum item, News & Views (N&V) item	May 2008	
2.1	2.1.3 Communicate policy to all external data sharing partners and partnerships and get them to sign up to the policy or	8 Create a library of all data sharing protocols (Head of Policy & Performance)	End of April 2008	Delays in identifying all existing protocols.

KLOE Ref	Action	Detail	Plan Date	Reasons
	<p>provide higher standards</p> <p>[R7 Formal protocols with Council Partners need to be developed to ensure accuracy of data]</p>	<p>9 Identify all data sharing partners x directorate and create a register (Improvement managers)</p> <p>10 Establish common partners and how to approach them (Improvement managers / Head of Policy and Performance)</p> <p>11 Dispatch policy with explanatory letter from Director and include an appropriate data sharing protocol / confirmation of existing one (Improvement managers)</p> <p>12 Replies returned by (Improvement managers)</p> <p>13 Identify and meet with partners who are unable to sign etc. (Relevant managers & improvement managers)</p> <p>Task 41 (Head of policy and performance)</p>	<p>Follows on from the above</p> <p>End of May</p> <p>June 14th</p> <p>End of June</p> <p>End of May 2008</p>	<p>They will be added to the intranet during November. A register of partners will follow.</p> <p>All remaining tasks will follow on from completing task 9 above</p>
2.1	<p>2.1.4 Establish and consolidate what corporate procedures, guidelines and operational practices exist that relate / refer to DQ</p> <p>[R2 Data quality needs to be embedded into the culture of the Council at strategic levels]</p>			<p>A larger exercise than originally anticipated.</p>

KLOE Ref	Action	Detail	Plan Date	Reasons
2.1	<p>2.1.5 The four improvement managers to consolidate any existing and extra directorate and service specific procedures, guidelines and operational practices into one set of data quality guidelines and standards. [R9 Guidance for staff should be readily accessible for all involved in the compilation process & R10 Roles and responsibilities for all staff included within the DQ process need to be clearly defined]</p>	<p>Task 42</p>	<p>End of April 2008</p>	<p>Has been combined with other exercises e.g. quality assessments but also a larger task than was originally anticipated.</p>
2.1	<p>2.1.6 The corporate plan, directorate and service plans as well as the performance improvement framework all outline the Council's commitment to data quality [R2 Data quality needs to be embedded into the culture of the Council at strategic levels and R3 Ensure that data quality links between key documents such as the Corporate Plan and the Medium term financial strategy are clear] 2.1.7 Identify all staff with responsibilities for DQ [as a first step to</p>	<p>14 Corporate plan and Performance Improvement Framework 15 Consider need for standard text 16 Insert required paragraph into Directorate and Service plans and explain as required 17 Get support of Human Resources and advice on process and practicalities</p>	<p>End of March April End of April</p>	<p>Completed</p>
2.1	<p>2.1.7 Identify all staff with responsibilities for DQ [as a first step to</p>	<p>17 Get support of Human Resources and advice on process and practicalities</p>	<p>March</p>	

KLOE Ref	Action	Detail	Plan Date	Reasons
	amending job descriptions and person specifications] [R10 Roles and responsibilities of all staff included within the DQ process need to be clearly defined]	18 Produce and quality assure staff list from each directorate (Relevant managers)	End of April	Underway – poor SRD completion rate in the spring of 2008. Proposing to use the interim SRD’s currently underway to collect the missing information.
2.1	2.1.8 Include DQ requirements in all contracts, Service level agreements and similar documents where this is relevant and not currently explicit set up monitoring systems starting with the highest risks [R7 Formal protocols with Council partners need to be developed to ensure accuracy of data]	19 Consult contracts register; identify relevant entries, renegotiation dates / variation potential and risk levels (Head of policy and performance) 20 Take legal advice on current standard for contracts [explicit / implicit] and correct approach to making changes 21 Contact all high risk organisations & those renewing during Financial Year2008/09 (Relevant managers) 22 Create specimen text for DQ requirements	By April 30 th End of March End of May By End of April	A larger task than was originally anticipated. The available information did not allow data quality issues to be easily identified. Completed Depends on completing task 19 above Completed

KLOE Ref	Action	Detail	Plan Date	Reasons
		<p>23 Insert appropriate DQ text where it is currently not explicit in new and renewing contracts (DCX legal and democratic services & relevant managers)</p>	From March 31 st	In part depends on completing task 19 above
		<p>24 Consider appropriate monitoring systems (Relevant managers and improvement managers)</p>	May	Depend on task 19 above
		<p>25 Consult and advise contractors (as task 24)</p>	May	
		<p>26 Implement monitoring systems (as task 24)</p>	From June	
2.2	<p>2.2.1 Existing corporate and directorate policies, procedures and guidelines [and amendments in future] to be promulgated in a variety of ways such as 121's, Staff Review & Development sessions (SRD's), service planning, emails, news and views, notice boards, performance clinics, team meetings, computer based training (CBT), leaflets and wider training etc [R9 Guidance for staff should be readily accessible for all involved in the compilation process and R10 Roles and responsibilities of all staff included within the DQ process need to be clearly defined]</p>	<p>27 Notify all e-mail users, cascade via key managers (Head of policy and performance)</p>	June	Only corporate documents identified so far. Related to tasks 41 and 42
		<p>28 Devise and include appropriate requirements in SRDs for staff identified in action 18 and get signatures for receipt of documentation (Head of policy and performance & relevant managers)</p>	April onwards	Depends in part on task 18
		<p>29 Set up CBT links / tests for all documents sent to action 18 staff (Head of policy and performance)</p>	By end of June	Will follow task 28 and 37
		<p>30 Poster campaign and N&V cascade (as task 29)</p>	June onwards	Should be coordinated with the identification and training of staff

KLOE Ref	Action	Detail	Plan Date	Reasons
		<p>31 Include in performance clinics, team meetings and training – the improvement managers to identify and log opportunities (Relevant managers & improvement managers)</p> <p>32 Include in SRD training and ‘all in a days work’ [R8] service planning training if held</p> <p>33 Tour of DMT’s</p>	<p>January onwards April onwards</p> <p>Completed</p>	<p>A continuing process</p>
2.2	2.2.2 Improvement managers to identify if / where additional data champions are required within the directorate and recommend to DMT’s for approval;	Task 43:	End of April	A continuing process
2.2	2.2.3 Improvement Managers to log examples of actions that improved DQ as they occur centrally and publicise these locally through N&V. Authority wide publicity periodically	34 Set up central log and monitor at each Improvement Network meeting	From April 2008	A continuing process
3.4	3.4.1 Improvement managers and the Herefordshire Partnership support team to co-ordinate the identification and listing of all instances of internal and external data sharing [e.g. PCT, police and voluntary bodies to support the LAA, JAR etc.] [R7 Formal protocols with Council partners need to be developed to ensure the accuracy of data]	Only requires Actions 9 – 13 described earlier	April to the end of June	

KLOE Ref	Action	Detail	Plan Date	Reasons
3.4	3.4.2 Agree a form of words in relation to DQ for SLA's, contracts and information sharing protocols based on the DQ policy [particularly important in respect of the LAA and national indicator set]	Action 22 does this	By end of April	
4.1	4.1.1 All Directors, Heads of service, their direct reports and improvement managers have DQ added to their job descriptions beginning in April 2008. [R2 Data quality needs to be embedded into the culture of the Council at strategic levels and R10 Roles and responsibilities of all staff included within the DQ process need to be clearly defined]	39 Agree words for job descriptions and person specifications Only requires Actions 17, 18 and 28 described earlier	From April 08 March, end of April, April onwards	Completed
4.2	4.1.2 One CMB member to be given lead responsibility for DQ [R2 Data quality needs to be embedded into the culture of the Council at strategic levels] 4.2.1 Herefordshire Connects [HC] to ensure that the impacts on data quality staff skills and capacity are identified and training delivered as part of the roll out of new systems	Action 50 35 Discuss with HC programme manager [HCPM] and incorporate into implementation programmes	Feb 2008 onwards	Completed

KLOE Ref	Action	Detail	Plan Date	Reasons
	<p>4.2.2 Impacts of National Indicator set (NIS) on data quality staff skills and capacity are identified and training delivered as appropriate</p>	<p>Action 44 (Improvement managers)</p>	<p>From Feb 2008</p>	<p>No specific additional requirements identified yet but the NIS is not yet finalised</p>
	<p>4.2.3 Wherever new / amended systems are introduced the data quality aspects / should be identified and appropriate / revised training should be given to staff [R8 Training for all staff involved in compiling performance indicators should take place at the earliest opportunity]</p>	<p>40 Amend business case process for IPG to cover data quality requirements</p>	<p>From May 2008</p>	<p>Completed</p>
	<p>4.2.4 Ultimately identify impacts of all residual systems on DQ staff skills and capacity and ensure training is provided where needed</p>	<p>36 Identify residual systems – Use the Hereford Connects audit as a starting place supplemented by paper systems which are out of the Connects scope (Hereford Connects Project manager & improvement managers)</p>	<p>From April 2008</p>	<p>An continuing process as the scope of Connects becomes clearer</p>
<p>4.2</p>	<p>4.2.5 DQ training is given as part of the corporate drive to improve performance [R8 Training for all staff involved in compiling performance indicators should take place at the earliest opportunity]</p>	<p>37 Develop appropriate material and decide on delivery methods for senior managers, managers, specialist staff and staff generally. Include in induction and mandatory for staff identified in task 18 (Head of policy and performance)</p>	<p>End of July 2008</p>	<p>Linked to the delays in identifying all relevant staff</p>

KLOE Ref	Action	Detail	Plan Date	Reasons
4.2	4.2.6 Establish and deliver training programme on a service, directorate and corporate basis evaluating regularly via improvement managers. See 4.2.5 above	Task 51 (Head of policy and performance & improvement managers)	From August	See task 37
4.2	4.2.7 Ensure DQ weaknesses identified by external or internal reviews are addressed by training or appropriate debriefing sessions	Task 52 (Relevant managers, improvement managers and internal audit)	Ongoing	A continuing process. No reviews have identified weaknesses to date
N/a	5.1 Identify key areas for a rolling programme of data quality audits [advice from internal audit] and include in Directorate / service risk registers. [R1 Data quality must be included within the corporate risk management arrangements and R5 Internal audit should carry out a review of a greater amount of performance indicators in 2007 / 08]	38 Secure support of Director of Resources	By May 31 st	Completed
	5.2 Train appropriate staff [with internal audit] to undertake audits	Task 45	June onwards	Completed

KLOE Ref	Action	Detail	Plan Date	Reasons
	<p>5.3 Undertaken audits internally resourced by improvement managers and policy /performance teams – where available and possible [R5 Internal audit should carry out a review of a greater amount of performance indicators in 2007 / 08, R6 The systems in place for the collection of data will need to be reviewed to ensure that they are fit for purpose and R11 the audit trail needs to be improved upon. PI's made available for audits should have an audit trail that has been reviewed by management prior to internal audit review]</p>	<p>Task 46 (Improvement managers & policy and research manager)</p>	<p>From July 1st</p>	<p>Depended on task 45. A programme will be developed by December 31st</p>
<p>N/a</p>	<p>5.4 Ensure that all the 198+15 indicators in the NIS are supported by metadata pro-formas and appropriate systems including trained staff in the Council and Partners [R11 the audit trail needs to be improved upon. PI's made available for audits should have an audit trail that has been reviewed by management prior to internal audit review]</p>	<p>Task 47</p>	<p>By May 31st</p>	

KLOE Ref	Action	Detail	Plan Date	Reasons
N/a	5.5 Ensure that the Council's local indicators re supported by metadata proformas and appropriate systems including trained staff [R11 the audit trail needs to be improved upon. PI's made available for audit s should have an audit trail that has been reviewed by management prior to internal audit review]	Task 48 (Relevant managers)	By May 31st	Have taken a lower priority to the NIS
N/a	5.6 Establish governance arrangements with JMT [R2 Data quality needs to be embedded into the culture of the Council at strategic levels]	Task 49 (Head of Policy and performance)	31 st May 2008	JMT have confirmed that the HPS Information Management Group is the officer forum for discussing data quality issues.

KEY

ACX(L&D)	Assistant Chief Executive (legal & democratic services)	IM	Improvement managers
CBT	Computer based training	Improvement Network	Meetings convened by the Head of Policy and Performance
CMB	Corporate management board – now JMT	IPG	Information policy group
DMT	Directorate Management Team	JAR	Joint area review
DQ	Data Quality	JMT	Joint management team
FY	Financial year	KLOE	Key lines of enquiry
HC	Herefordshire Connects	LAA	Local area agreement
HCPM	Herefordshire connects project manager	NIS	National indicator set
HoP&P	Head of Policy and performance	N&V	News and Views (Now team talk staff bulletin)
HOS	Head of service	PCT	Primary care trust
HP	Herefordshire partnership	PIF	Performance information framework
HPS	Herefordshire Public services	QA	Quality assurance
HR	Human resources	SLA	Service level agreement
ICT	Information and computer technology	SRD	Staff review and development sessions / staff appraisal
		121	Regular staff supervision sessions



INTEGRATED CORPORATE PERFORMANCE REPORT FOR APRIL TO SEPTEMBER 2008

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To report the Council's performance for the first six 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, risk 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 September 2008 and the measures being taken, where necessary, to improve it; and**
- (ii) notes progress in implementing the action plans produced following the Crookall review**

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. The details of performance are provided in the appendices, with the highlights and directors' commentaries in respect of each Corporate Plan theme in

Further information on the subject of this report is available from
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appendices 2 to 8. Appendix 1 provides the key to the full details in appendices 2A to 8A.

2. Following consideration of the previous ICPR to July by this committee, the appendices have been enhanced to include, where data is not currently available, an indication of when it will be; and, for relevant indicators, numbers to complement the percentage outturn, so providing more insight into the issue.
3. The overall position, set out in **Appendix 1A**, shows an improvement in the number of indicators judged to be **Green**. The provision of more information about actions that should contribute to improved performance has enabled us to rate as green or amber a number of previously **Red** rated indicators. None the less, the total number of reds has increased, with the net effect that, while overall performance has slightly improved, the direction of travel position has worsened since July.
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
- Provisional exam results have been included in Appendix 2A but in the light of the issues experienced with SATS marking this year, have been judged **Amber** until validated final results become available in January. The effect of this is a reduced proportion of **Red** and **Green** indicators.
- But a significant and increased 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, all of which were reported in July, with absenteeism and NEET indicators now being judged red.
- Positive improvements since July are shown in indicators NI 67 'child protection cases which were reviewed within required timescales' (green from amber); NI 68 'referrals to children's social care going on to initial assessment' (amber from red); and APA indicator 2060 SC 'percentage of looked after children with a named social worker who is qualified as a social worker' (green from red).
- Forecast overspend now only £6,000.

Reshaped health and social care

- Too early to judge the majority of indicators. A positive picture in respect of those relevant to Direction of Travel, but worrying that there are 6 more

Reds within the area of health and well-being.

- Two reds are because no activity has been reported, and a further five (previously judged amber) in respect of indicators where discussions are yet to take place between the council and the PCT to ensure that the data will be collected, and that activity will be reported in the absence of data. The other four are in respect of the testing / screening of young people for Chlamydia, carers' assessments, direct payments, and expenditure on supporting adults and older people in residential and nursing care, and providing intensive homecare.
- 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 change from the previous report to July, with 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. On the basis of what is available, the position is slightly better overall, reflecting the improved assurance that actions are being delivered that will impact on performance, including in respect of those indicators where baselines are yet to be established.

Affordable housing

- A number of housing indicators remain red, reflecting the substantial increased demand being fuelled by the economic downturn.
- The projected overspend has been reduced from £312,000 in August to £273,000, with progress being made in reducing the number of families in bed and breakfast accommodation.

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

- Improvements in a number of Revenues and Benefits, especially in relation to processing times.
 - An increase in the number of **Reds**, particularly within the area of Human Resources, where small numbers within indicators, such as BVPI 11b 'the percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority', mean that any change has a disproportionate affect on the percentage outturn.
5. Directorates continue to review their risk registers, and corporate risks registers for the council and the PCT have been amended to reflect the

current situation. There are currently 4 risks within the risk assurance framework (those risks that have a residual score of 15 or more) that relate to the council. These are:

- *legacy systems out of support with vendors, and on old hardware mitigated by making good the critical systems; and, compilation of a contract register of IT systems, including support/warranty agreements;*
- *failure to provide a 24 hour emergency response, resulting in Herefordshire public services not providing timely support to partners during an emergency mitigated by an Emergency Planning Duty Officer scheme in place;*
- *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 mitigated by investigation of potential new locations (outside of Accommodation Strategy; server virtualisation project commenced; and, additional spur installed at Plough lane during recent 'power outage'.*
- *lack of planning by other parts of the organisation is having significant impact on the ability of ICT to deliver to customers' timescales mitigated by client account managers attending directorate management teams.*

6. Progress against the action plans put in place in the light of the Crookall review is at Appendix 9. Since last reported, a further 7 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.

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>Performance Indicator</p>									
<p>Judgement against target for Corporate Plan, LAA and HCS indicators. Other indicators are judged against last year's performance only. Red = data or analysis suggests that target will not be achieved, or there is no evidence of activity taking place Amber = 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 Green = on target / met target, or, where a baseline is to be set, activity is taking place to establish the baseline and improve performance</p>									

Overall Performance

For comparison, July's figures are in brackets.

	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)	114 (111)	46 (32)	42 (58)	26 (21)
of which				
Local Area Agreement (LAA)	32 (32)	12 (8)	15 (20)	5 (4)
Herefordshire Community Strategy (HCS)	57 (55)	24 (13)	20 (33)	13 (9)
All reported indicators	222 (196)	92 (77)	75 (73)	55 (46)

Direction of Travel		
	July	September
Improving	53	53
No real change	14	12
Deteriorating	32	41
Total	99	106

Children and Young People

For comparison, July's figures are in brackets. There are 19 additional indicators in this report, primarily because provisional data in respect of examinations is now available. However, due to issues with SATS marking this year and the fact that many schools still have not had their scripts returned, all the examination indicators have been judged amber, recognising that the provisional outturns reported could alter when confirmed in January. Because of the inclusion of a substantial number of additional indicators, percentages are included in the table below to illustrate the change in the proportion of indicators judged green, amber or red.

	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)	15 (13)	5 (4)	7 (8)	3 (1)
of which				
Local Area Agreement (LAA)	3 (3)	1 (1)	1 (2)	1 (0)
Herefordshire Community Strategy (HCS) ¹	6 (4)	2 (1)	2 (3)	2 (0)
All reported indicators	63 (42)	19 (30%) (18 (43%))	26 (41%) (9 (21%))	18 (29%) (15 (36%))

The increase in the number of indicators in the table below reflects the availability of data for 3 indicators not available in July.

Direction of Travel		
	July	September
Improving	14	12
No real change	2	1
Deteriorating	15	21
Total	31	34

¹ Indicators HCS 34 'absence in secondary schools' and HCS 60a 'activities for teenagers' were mistakenly omitted from the July report but are now included

Headlines

- Overall, the effect of amber rating all the provisional examination results is to reduce the proportion of both red and green indicators.
- There is a significant and increased 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, all of which were reported in July, with absenteeism and NEET indicators now being judged red.
- Positive improvements since July are shown in indicators NI 67 'child protection cases which were reviewed within required timescales' (green from amber); NI 68 'referrals to children's social care going on to initial assessment' (amber from red); and APA indicator 2060 SC 'percentage of looked after children with a named social worker who is qualified as a social worker' (green from red).
- An improved financial position, with a forecast overspend of £6,000 compared to £267,000 in August.

Children's and Young People's Director commentary

'Performance overall continues to be on track across the range of Local Area Agreement, Herefordshire Sustainable Community Strategy and Herefordshire Council Corporate Plan children and young people related indicators. Unvalidated results for Key Stages 1, 2, 3 and 4 are now available which will be confirmed in January 2009. 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. Key Stage 3 results show maintained performance and the 2007 improvement in Key Stage 2 results has been sustained. Key Stage 1 remains an area of concern with results down in all areas. Target setting at individual pupil level for Key Stage 1 has now been reintroduced in all schools and targeted training continues.*

Expression of interest to undertake the larger survey of children and young people, building on the previous Teenage Lifestyle Survey of 2006, have been invited and this 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. Performance in this area is anticipated to improve as a result of the successful overseas and local recruitment campaigns which will lead to a significant increase in the social worker establishment by January 2009 and the implementation of the new integrated social care system, Frameworki, from November 2008.

Preparation for the APA inspection (20 October 2008) formed a key part of this quarter's work programme with partners. The reported outcome of the inspection process will be due in mid November. Anticipated lines of inquiry are Criminal Record Bureau checks and safe recruitment, 14-19 development and the overarching strategy developments with partners.'

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP					BVPI	PAF		APA	July	September	July	
51	Yes			Effectiveness of child and adolescent mental health (CAMHS) services	Children & Young People	15	15	Outturn available March		There continues to be good progress towards a comprehensive CAMHS provision. A CAMHS Strategy is in place and an operational meeting monitors the service used by children and adolescents to ensure that it continues to meet clients' needs	A	A			Activity showing progress towards target, but no outturn available
59		Yes		Initial assessments for children's social care that were carried out within 7 working days of referral	Children & Young People	57.4%	60%	55.0% (130 / 257 assessments)		Against a backdrop of continuing recruitment and retention difficulties, there have been a number of unforeseeable staffing difficulties within the Referral and Assessment Team which has impacted significantly on performance. This is being proactively and robustly managed and performance is expected to improve in quarter 3.	G	R	Δ	▽	Outturn data has been revised for the period to July, on the basis of which the judgement would have been Red .
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%	67% (50 / 68 assessments)		Performance has improved by 7 percentage points over Quarter 1. There continues to be a focus on the timeliness and regular updating of core assessments for children and young people.	R	A	▽	▽	Although slightly below target and last year's performance, performance has improved significantly since quarter 1
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% (7 / 12)		With such a small cohort the delay in progressing an adoption order can be disproportionately distorted by a sibling group. While securing adoption as a permanent outcome remains the key aim, moving to this point before specialist services have worked through attachment issues for the most complex children can increase the chances of a placement disruption. This is careful balance we keep under close review on a case by case basis. There is no emerging evidence to suggest this apparent 'drop' in performance is the result of drift or capacity issues; more a reflection of the complexity of children placed. However, prompted by this out-turn this is an issue we will be closely monitoring.	R	R	▽	▽	Outturn worse than target and last year
62			A1	Stability of placements of looked after children: number of moves	Children & Young People	6.5%	8%	6% (13 / 143)		The most challenging children, most notably teenagers, continue to test our in house provision to its limit. We have begun discussions with a range of external providers to ensure that our 'spot purchase' of external placements meets our requirements in terms of quality and placement stability, and also exploring the possibility, in the medium term, of a more collaborative approach to commissioning of placements.	G	A	Δ	▽	Although outturn is worse than target, a small cohort and fluctuating results between quarters mean that achievement of the target is unclear, but still possible; worse than last year
63			D78	Stability of placements of looked after children: length of placement	Children & Young People	71%	62%	71.7% (40 / 57)		Although performance has been maintained in this area, with strong efforts to support placements that are working well, we acknowledge that we could still enhance our permanence planning processes.	G	G	Δ	▽	Outturn better than target but slightly below last year
64		Yes	C21	Child protection plans lasting 2 years or more	Children & Young People	0%	0%	0.0% (0 / 16)		Independent Reviewing Officers continue to scrutinise child protection planning to ensure it remains purposeful. Further quality assurance mechanisms are being developed to support this aim.	G	G	Δ	Δ	Highest possible performance
65		26	Yes	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Children & Young People	14%	14%	13% (12 / 109)		Robust Independent Reviewing Officer scrutiny of child protection planning appears to be ensuring that the exit from the child protection process increasingly results in a sustained outcome for supporting families without the need for a child protection plan.	G	G	Δ	Δ	Outturn better than target and last year
66		Yes	C68	Looked after children cases which were reviewed within required timescales	Children & Young People	99%	100%	98% (33 / 135)		Performance in this area improved over Quarter 1 and remains positive compared with our statistical neighbours. Looked after processes continue to be prioritised through our Planning, Audit and Review Team, as evidenced in this ongoing excellent performance.	A	A	▽	◀▷	Close to target and same as last year

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported September	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP					BVPT	PAF		APA	July	September	July	
67		Yes	162	C20	Child protection cases which were reviewed within required timescales	Children & Young People	100%	94.7%	100% (62 / 62)	This is a return to our usual expectations for this performance indicator, following a one-off error related to a sibling group of 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	G	Δ	Δ	Highest possible performance achieved
68		Yes			Referrals to children's social care going on to initial assessment	Children & Young People	65%	40%	51.2% (257 / 502)	Performance against this indicator has improved by over 10% over Quarter 1. Practice continues to be reviewed and revised to support good referral taking to enable effective decision-making about the need for assessment. As indicated above this indicator is closely linked to the quality of referral information and ability to identify children needing assessment promptly. Benchmarking work continues. Introduction of Framework is expected to have an impact on this indicator and the referral indicator as the workflow system supports improved data quality. This is being closely monitored, on a weekly basis, and will continue with move to Frameworki.	R	A	▽	▽	Positive improvement showing progress towards achieving target; below last year
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	53%	43.4%	42.5%	Summer-born children make up a significantly higher proportion of our Reception classes than in the previous two years (4% more than in 2007) contributing to the sharp decline in the Local Authority's FSP data in 2008. Analysis of the data highlights a strong correlation between age and attainment. Of children born in September, 55.2% achieved the Improvements target, compared with only 20.4% of August born children. Another significant contribution to the decline in FSP is that there were more boys (5% more in the 2008 cohort than in 2006). Only 32.9% boys compared with 51.3% girls achieved the Improvements target. Another contributory factor to the decline in 2008 data was the number of children entering Reception classes with identified additional needs at the beginning of the academic year, 2007-2008. The numbers rose to 62, from 35 the previous year. Over a three-year trend there has been a significant increase in the number of children with English as an Additional Language.	R	R	▽	▽	Outturn worse than target and last year
73			40	41	Achievement at level 4 or above in both English and Maths at Key Stage 2	Children & Young People	78%	No Data	74%	More secure observational assessment by teachers and more rigorous LA moderation has resulted in a Dark Green RAG rating for the LA, judging our data to be secure and an exemplary model of moderation and implementation.		A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results
74			181a-b		Achievement at level 5 or above in both English and Maths at Key Stage 3	Children & Young People	74%	No Data	64%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.		A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results
75		31			Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	Children & Young People	56%	No Data	53%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results
83			181c		Achievement at level 5 or above in Science at Key Stage 3	Children & Young People	84%	No Data	78%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.		A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP					BVPT	PAF		APA	July	September	July	
84				Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	Children & Young People	N/A	58%	No Data	64%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
87				Secondary school persistent absence (PA) rate	Children & Young People	N/A	6%	No Data	6.3%	The outturn for secondary schools in 2007/8, again unvalidated, is 6.3%, which was within the year's target of 6.4%. However, 4 schools have been identified as priority PA schools for 2008/9 on the basis of their PA performance in 2007/8 - Aylestone, Weobley, QF, and The Minster. The target for 2008/9 is likely to even more challenging at 6%. Action plans are being drawn up with the 4 schools identified.	R	R			Outturn worse than target
88				Number of Extended Schools	Children & Young People	N/A	58%	73.7%	79%	Progress to date good, exceeded 08/09 target. Challenges for next outturn quarter 3 with delay in roll out of CAF which may effect the delivery swift and easy access, which forms part of the core offer. If schools have not had staff trained to implement. New funding formula/ rethinking to be progressed may also cause full core offer reduction.	G	G			Outturn better than target
89				Number of schools in special measures	Children & Young People	N/A	0	1	1	1 school judged to be making satisfactory progress at last monitoring visit.	R	R			Outturn worse than target
92				Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Children & Young People	35.0%	33%	37%	37%	The increase in the number of summer born children and boys also contributes to the widening of the gap between the lowest 20% and the rest. Of the 20% lowest performers, 47.2% are summer-born children compared with 21% born in the autumn.	R	R	▽	▽	Outturn worse than target and last year
93	Yes			Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Children & Young People		86%	No Data	89%	This is at Level 2B+ and is therefore a very positive picture. Unvalidated results show that performance was ahead of target. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
94	Yes			Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Children & Young People		83%	No Data	77%	Unvalidated results show that performance was below target. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
95				Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Children & Young People	N/A	28%	No Data	24%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
96				Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Children & Young People	N/A	62%	No Data	61%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
97				Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Children & Young People	N/A	54%	No Data	60%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
98				Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Children & Young People	N/A	35%	No Data	28%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported September	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP					BVPT	PAF		APA	July	September	July	
101				Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Children & Young People	3/20 15%	16%	No Data	29%	This is a provisional figure: Of the young people leaving school taking GCSEs this summer, 4/14 achieved 5 or more GCSE passes, including English and Maths. 50% achieved 5 A*-G passes. The final figure will be confirmed for Q3.	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.	
102				Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	Children & Young People	N/A	26%	No Data	33%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.	
103				Special Educational Needs – statements issued within 26 weeks	Children & Young People		90%	100%	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.	G			Outturn better than target	
107				Key Stage 2 attainment for Black and minority ethnic groups	Children & Young People	N/A	65%	No Data	69%	Ethnic Minorities achieving Level 4+ in English/Maths. This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.	
108				Key Stage 4 attainment for Black and minority ethnic groups	Children & Young People	N/A	47%	No Data	57%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.	
109				Number of Sure Start Children Centres	Children & Young People		100% (10 centres)	90% (9 centres)	90% (9 centres)	Work in progress with designation of Holly Bush, South Wye, should be completed by March 2009 to achieve target of 10	G			Outturn below target, currently below target, there is clear evidence that the target will be achieved by year-end.	
110	Yes			Young people's participation in positive activities	Children & Young People	N/A	Establish baseline	No Data	73%	This indicator is measured through the annual Tellus survey conducted in schools between April and June. It measures the proportion of young people in school year 10 responding 'yes' to the question 'In the last 4 weeks, have you participated in any group activity led by an adult outside school lessons'. The Youthzone website that promotes positive activities has been redeveloped to link with the 14-19 curriculum offer and will be launched in the next quarter	G			Baseline established	
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	8.2%	Post-16 NEET provision is being commissioned which is targeted at vulnerable groups and will come on stream in November 2008. Outturn data will be available in January 2009	G		▽	Outturn worse than target and last year	
148	41		161	Care leavers in employment, education or training	Children & Young People	94%	100%	Outturn available March		Performance is anticipated to be good within this area, and the Aftercare Service continues to develop a range of services to support care leavers into employment and training, as well as supporting further and higher education opportunities.	G			Although no outturn is available, positive activity suggests that the target will be achieved	
			38	The percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs at grades A-C or equivalent	Children & Young People	62%	67%	No Data	68%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A			Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.	

NIS/LAA/HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	CP	BVPT	PAF/ APA					July	September		July	September	July	September	
		39		The percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs or equivalent at grades A*-G including English and Mathematics	Children & Young People	93.6%	95%	No Data	93%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A			Outturn for exam results is still provisional, issues with SATS marking this year are could result in significant changes to the provisional results	
34		45		The percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	Children & Young People	7.9%	5.5%	No Data	7.4%	The overall absence outturn for 2007/08, has been notified by DCFS as being 7.4% for secondary schools in 2007/08 academic year, an improvement on the previous year of 0.5%. Combined with the primary schools outturn this comes to overall absence of 6.3%, which may be within the target for LPSA reward grant, depending on the calculations used	R		Δ	Outturn worse than target but better than last year	
60a				Quality of Life - activities for teenagers	Children & Young People	-31pp	-22pp (2010 Target)	Outturn available March		This indicator measures adults' perception of activities for teenagers. It is measured through the residents' satisfaction survey. More work is needed to raise adult awareness of the work being done by the Youth Service. This will include promoting the Youth Zone website (www.myherfordshire.com/youthzone) to adults & young people alike. The provision of activities for teenagers is closely aligned with the provision of positive activities outlined under NI.110.above.	A			Activity showing progress towards target, but no outturn available	
	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%	Data being analysed.	In the first quarter we had been on track to achieve national targets but have dipped in performance at period five and currently do not have period 6 data to complete the full picture for the quarter	R	▽	▽	Outturn worse than target and last year	
	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%	Data being analysed.	In the first quarter we had been on track to achieve national targets but have dipped in performance at period five and currently do not have period 6 data to complete the full picture for the quarter, we are still above national target but need to reverse the trend	G	▽	▽	Outturn better than target but worse than last year	
	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%	100%	The number of Proposed Statements of SEN issued since commencement of the reporting period April 2008 is 14 (correct as at 01/10/2008), compared to 9 at the end of June.	G	Δ	Δ	Highest possible performance achieved	
	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%	100%	The number of Proposed Statements of SEN issued since commencement of the reporting period April 2008 is 14 (correct as at 01/10/2008), compared to 9 at the end of June.	G	Δ	Δ	Highest possible performance achieved	
	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%	12.3%	Recent close scrutiny of cases suggests that permanence planning remains on track for children. With such a small cohort, some fluctuation between quarters is anticipated, but the performance remains in line with our expectations.	G	◀▶	Δ	Outturn better than target and last year	

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
			CP	BVPI	PAF					APA	July		September	July	September	July	
			181d			The percentage of 14 year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 test in ICT	Children & Young People	75.2%	84%	No Data	83%	This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A				Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
			194a			The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in English	Children & Young People	35%	34%	No Data	29%	This is in line with the national average. Boys are 1% above the national average; girls 1% below. This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A				Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
			194b			The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 test in Mathematics	Children & Young People	34%	35%	No Data	29%	This is 2% below the national outturn at Level 5. Please note that this is subject to change given the high level of returned writing scripts for remarking. This is an unvalidated result for academic year 2008. Final results will be available in January 2009.	A				Outturn for exam results is still provisional; issues with SATS marking this year are could result in significant changes to the provisional results.
			222b			The percentage of leaders of integrated early education and childcare settings funded or part-funded by the Local Authority which have input from staff with graduate or post graduate training in teaching or child development	Children & Young People	100%	100%	No Data	100%	All settings have input from an Early Years Foundation Stage Mentor Teacher and an Early Years Inclusion Coordinator, both of whom have qualified teacher status, as part of the universal support of settings as well as more targeted support where necessary.	G				Highest possible performance achieved
			B79			Of children aged at least 10 and under 16 looked after at 31 March (excluding those placed with parents) the percentage who were in foster placements or placed for adoption	Children & Young People	80%	80%	86%	84.4%	Residential care for children is used sparingly. Whenever possible, family placement options are explored. Extending the capacity of fostering to cope with the most demanding children - e.g. in relation to remands - remains a key area for development in the coming months. 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				Outturn better than target and last year
			20545C / DIS 1111			Percentage of looked after children fostered by relatives or friends	Children & Young People	15.8%	16.0%	14.6%	14.7%	Recent research carried out by the University of York suggests that this is 'mid-table' - the introduction of the Public Law Outline and Family Group Conferencing will ensure that this remains an option prior to admission to the care system. Proportions have remained constant for several quarters.	R				Outturn worse than target and last year
			20605C / 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%	100%	The priority is to maintain performance at this level. The team managers and service management group monitors and reviews the position regarding allocation of work on a weekly basis to ensure that LAC children have a named social worker	R				Highest possible performance achieved

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
			CP	BVPT	PAF					APA	July		September	July	September		
						2024SC / 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%	0%	All children and young people with child protection plans have an allocated social worker. As a priority this will be maintained and be reviewed regularly by team managers.	G	G	Δ	Δ	Highest possible performance achieved
						2035SC / 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	19.9	Throughout and timeliness of risk management remains a key area for the Planning, Audit and Review Team in their work in relation to Child Protection.	G	G	◀	Δ	Outturn better than target and last year
						2052SC / Percentage of children looked after in residential accommodation	Children & Young People	12.3	13%	13.9%	13.2%	Although marginal, this is a disappointing increase, partly explained by the change in proportion of 'hard to place' children in a falling care population. As outlined above in NI 62, there is potentially more that can be done to support the placement of children and young people with 'challenging behaviour' in fostering provision, and this is an area we are looking to develop. We are also 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	R	▽	▽	Outturn worse than target and last year
						2016SC / Percentage of referrals that are repeat referrals within 12 months	Children & Young People	22.1%	18%	23.1%	24.2%	Quarter 2 outturn suggests audit of repeat referrals is needed sooner than planned, to identify possible reasons for the figure continuing to rise. This will be undertaken in the 3rd quarter.	R	R	▽	▽	Outturn worse than target and last year
						2037SC / 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%	19.2%	There have been some systemic problems in the timeliness of notifying the Planning, Audit and Review Team of Section 47 investigations. Framework 1 should address these issues in full because awareness of new cases is prompted by automatic notification, making it impossible to carry out a section 47 investigation without this activity being known to conference co-ordinators. This is an area requiring specific attention to ensure the system achieves this aim.	R	R	Δ	▽	Outturn worse than target and last year
						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%	20%	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. External placements outside of the county are only used for the most complex children whose needs extend beyond local in house or private and voluntary provision.	R	R	▽	▽	Outturn worse than target and last year
						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%	90.6%	With the age profile of looked after children changing, it may be that young people are electing not to be directly involved. However, this is an area which requires further investigation. We are looking to enhance the quality assurance and feedback mechanisms from young people in relation to their review in the coming months.	R	R	▽	▽	Outturn worse than target and last year

Reference		Indicator	Lead Directorate	2007-08 Outturn		2008-09 Target		Latest Outturn		Activity Reported September	RAG rating		Direction of Travel		Reason for Judgements
NIS	LAA			HCS	CP	BVPT	IPAF	APA	July		September	July	September	July	
		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%	>90%	100%	81.25%	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. However, 100% of young people aged 18 have a transition plan, 100% of 17 year olds have planning ongoing with adult services. All children who are in care have transition planning as part of their review.			G	R	Δ	▽	Outturn worse than target and last year
		B8 Average gross weekly expenditure per looked after child in foster care or in a children's home	Children & Young People	£819	£760	£781	£832	Costs have increased in this area as a result of an increased contribution to the Joint Agency Meeting budget which identifies placements for children with specialist and/or complex needs.			R	R	Δ	▽	Outturn worse than target and last year
		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%	28%	There was a reduction in the amount of expenditure on Hollybush Family Centre during first half of year. Last year's figures were slightly distorted by an exceptionally high amount of expenditure on direct payments. This year's figure is likely to be more in line with normal spend pattern.			A	R	Δ	▽	Outturn worse than target and last year
		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	16	Additional MA students from Bristol are likely to improve performance further			G	G	▽	▽	Outturn better than target but worse than last year

Health and Well-being

For comparison, July's figures are in brackets.

	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 (26)	6 (5)	10 (18)	10 (3)
of which				
Local Area Agreement (LAA)	7 (7)	1 (1)	2 (5)	4 (1)
Herefordshire Community Strategy (HCS)	16 (16)	3 (3)	7 (12)	6 (1)
All reported indicators	38 (38)	10 (10)	16 (22)	12 (6)

The increase in the number of indicators in the table below reflects the availability of data for 1 indicator, not available in July.

Direction of Travel		
	July	September
Improving	10	11
No real change	3	5
Deteriorating	4	2
Total	17	18

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 overall a worrying position with six more reds.
- Three reds are because no activity has been reported, and a further five (previously judged amber) in respect of indicators where discussions are yet to take place between the council and the PCT to ensure that the data will be collected, and that activity will be reported in the absence of data.
- The other four are in respect of the testing / screening of young people for Chlamydia, carers' assessments, direct payments, and expenditure on

supporting adults and older people in residential and nursing care and providing intensive homecare.

- On the other hand, a positive picture in respect of indicators relevant to Direction of Travel assessment.
- 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, steady progress is being made against the range of adult social care indicators. 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 particularly in respect of, people with mental health helped to live at home, support for carers, reductions in the levels of both adults and older people into permanent residential care and the number of reviews taking place.

The number of assessments undertaken within time-scale and services put in place are both slightly behind target, although it is expected that these will recover by end of third quarter. The two ethnicity PIs are currently showing that no one from a BME background has been assessed in-year to date – work to improve the way we make information widely available to all groups across Herefordshire is underway.

Data for a range of the National Indicator Set are not routinely available from health colleagues, some of which are monitored on an infrequent 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. An initial meeting involving colleagues from health, adult social care and public health is planned for later this month to enable reporting and progress monitoring of the corporate priorities.

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. The Directorate has made a national bid to become a pilot for CAF (Common Assessment Framework), which we should hear about within the next few weeks. Work on the implementation of Frameworki is progressing well – at the time of writing go live is intended to be 10th November.

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		Reason for judgements
	LAA	HCS	CP [BVP] PAF APA					July	September		July	September	
8	Yes			Adult participation in sport	Environment & Culture	22.02% (2006)	>22.02%	Outturn available	March	Walking for health – British Heart Foundation accreditation received and first of the two walk leader courses completed with 6 new trained leaders now active. DVD to support further recruitment produced. Discussions underway to develop Herefordshire Youth Games for 2009, taking account of 2012 Olympic Games. Developed as part of a 'trail blazer' partnership with schools, extended services, voluntary sector sport and external providers. A service level agreement has been agreed with Herefordshire Voluntary Action and there is progress on developing one with Halo.	A	A	Activity showing progress towards target, but no outturn available
53	20			Prevalence of breastfeeding at 6–8 weeks from birth	Children & Young People	N/A	Establish baseline	51.10%	50.94%	This figure includes 166 infants recorded as being totally breastfed and 50 infants recorded as being partially breast-fed (receiving both breast-milk and infant formula) at 6-8 weeks during the quarter. 99.3% of babies have their breastfeeding status recorded. Herefordshire has a good track record of breastfeeding compared with nationally. The focus on training continues to be 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	G	Activity reported that should impact on the baseline
56	Yes	22d		Obesity among primary school age children in Year 6	Children & Young People	16.7%	16%	No Data	No Data	The 2008/2009 outturn takes the figure for the academic year 2007/2008. The weighing and measuring programme was run in local schools between February and July 2008. One school declined to take part for the second year running. Headline results are expected in December 2008.	A	A	Activity showing progress towards target, but no outturn available
57	Yes	22b		Children and young people's participation in high-quality PE and sport	Children & Young People		Establish baseline	Establish baseline by March		For introduction in 2009/10 New Programme extending 2 hours high quality PE & sport to 5 hour high quality PE & sport.	G	G	Activity reported that should impact on the baseline
113	23			Prevalence of Chlamydia in under 20 year olds	Children & Young People	N/A	3,350	173	179	This year, the indicator measures the percentage of young people accepting a test/screen for Chlamydia. Thus far there have been 12 instances recorded (6.7%), which is below the national prevalence rate of 10%	A	R	Outturn worse than target
119	12a-d			Self-reported measure of people's overall health and wellbeing	Adult Social Care		Establish baseline	Outturn available	March	To be collected through the Place Survey. Other indicators, such as NIS 8 above and the PAF indicators D55, D56, D54, C51, B11, D39 and D40 below are evidence of work taking place to impact on the baseline	G	G	Activity reported that should impact on the baseline
120	11			All-age all cause mortality rate	Adult Social Care	603.4 per 100,000 (2004-06)	<603.4	Outturn available	March	Rolling 3 year values to be provided by PCT on quarterly basis first report due December	A	R	Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
121	Yes	9		Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	Adult Social Care	59.4	57.8	Outturn available	March	Rolling 3 year values to be provided by PCT on quarterly basis first report due December	A	R	Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel	Reason for Judgements
	LAA	HCS	CP					BVPI	PAF		APA	July		
122	Yes	8		Mortality from all cancers at ages under 75 per 100,000 population	Adult Social Care	103.2	<103.2	Outturn available March	September	Rolling 3 year values to be provided by PCT on quarterly basis - first report due December	A	R		Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
123	Yes			16+ current smoking rate prevalence per 100,000 population aged 16+	Adult Social Care	780.6	808.1	Outturn available March	September	Rolling 3 year values to be provided by PCT on quarterly basis - first report due December	A	R		Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
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	101		A	A	Δ	Although outturn is worse than target, there is enough improvement over last year to suggest that target may be achieved
132			195	Timeliness of social care assessment	Adult Social Care	89.60%	92%	89.20%	90.00%	Last year 94.1% at end of July; 86.4% at end of September	R	A	Δ	Positive progress when compared with the same period last year, although below target
133			196	Timeliness of social care packages	Adult Social Care	84.70%	90%	80.90%	84.00%	Last year 94.1% at end of July; 77.9% at end of September	R	A	Δ	Positive progress when compared with the same period last year, although below target
135	Yes	Yes		Carees receiving needs assessment or review and a specific carer's service, or advice and information	Adult Social Care	12.90%	17.9%	13%	12.6%		A	R	▽	No outturn or activity reported
142	Yes	Yes		Number of vulnerable people who are supported to maintain independent living	Adult Social Care	96.73	97.75 (2010-11)	Outturn available March	September	In-year data not currently available. In discussion with the Director of Public Health about links to plans.	R	R		Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
		10		Mortality rate from chronic diseases	Adult Social Care	150 (2004-06)	<150	Outturn available March	September		A	R		Activity showing progress towards target, but no outturn available until January 2009
		28		Percentage of respondents who said they have been bullied in the previous 12 months	Children & Young People	24%	<24%	Outturn available January	September	Survey will be undertaken in October 2008 - results available in January 2009. A database is in place for schools to log all incidents of bullying and these are monitored by the Herefordshire Safeguarding Children Board. On 31st October, young people are organising a conference, the main theme of which will be bullying, in order to raise awareness of the issue and to identify ways of tackling it.	A	A		Activity showing progress towards target, but no outturn available until January 2009
		53		Number of falls/accidents admissions to A&E	Adult Social Care		<22		September	Working with local acute hospital for provision of figures	R	R		Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
		22a		Percentage of respondents who said they smoked at least 1 cigarette in the last 7 days	Children & Young People	7%	<7%	Outturn available January	September	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 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	A		Activity showing progress towards target, but no outturn available until January 2009

NIS LAA	HCS	Reference		Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
		CP	BVPI					PAF	APA		July	September	July	September	
	22c			Percentage of respondents who said they ate at least 5 portions of fruit and vegetables the previous day	Children & Young People	24%	>24%	Outturn available January	September	Survey will be undertaken 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. New Service Level Agreements have been implemented with providers to ensure a focus on healthy food	A	A			Activity showing progress towards target, but no outturn available until January 2009
	22e			Percentage of pupils consuming 2 or more units of alcohol in the previous week	Children & Young People	18%	<18%	Outturn available January	September	Survey will be undertaken 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	A			Activity showing progress towards target, but no outturn available until January 2009
	22f			Percentage of respondents who said they had taken some form of illegal drug in the previous 12 months	Children & Young People	6%	<6%	Outturn available January	September	Survey will be undertaken in October 2008 - results available in January 2009. Activities underway as per 22e above.	A	A			Activity showing progress towards target, but no outturn available until January 2009
	22g			Percentage of respondents who said they worry about one problem 'quite a lot' or 'a lot'	Children & Young People	71%	<71%	Outturn available January	September	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 in Appendix 2A)	A	A			Activity showing progress towards target, but no outturn available until January 2009
			1041YJ	The referral of juveniles manifesting mental health difficulties to Child and Adolescent Mental Health Services.	Children & Young People	100%	100%	100%	No Data	Performance is anticipated to be in line with Q1 - data will be available 4-6 weeks after quarter end, i.e. early November.	G	G	Δ	Δ	Highest possible performance
	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%	97.00%	Last year 94.15% at end of July; 96.8% at end of September	G	G	Δ	Δ	Outturn achieving target and better than same period last year
		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	97	Last year 82 at end of September	R	R	▽	Δ	Outturn better than same period last year, but well behind target
	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	3.5	Last year 2.95 at end of July; 3.2 at end of September	G	G	Δ	Δ	Outturn improving and better than same period last year, suggesting that target should be achieved
	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	2.9	Last year 2.9 at end of September	A	A	◁▷	◁▷	Outturn at the same level as this period last year, although slightly behind target
	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	4.4	Last year 4.21 at end of July; 4.2 at end of September	A	G	◁▷	Δ	Outturn achieving target and better than last year
	Yes			Local indicator: (Safeguarding) Percentage of cases dealt with within 5 days from referral to date of strategy discussion	Adult Social Care		75%	Outturn available March			R	R			No outturn or activity reported

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
			CP	BVPI	PAF					APA	July		September	July	September		
						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.	Adult Social Care	19.75%	22%	20.50%	21.30%	Last year, 17.9% at end of September	A	G	Δ	Δ	Outturn better than same period last year, and on course to achieve target
					B11	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	£527.92	£500	£514	£514	Last year £513 at end of September	A	A	Δ	◀▷	Outturn similar to same period last year, but not on track to achieve target
					B12	The percentage of single adults and older people going into permanent residential and nursing care who were allocated single rooms.	Adult Social Care	95.60%	96%	93.30%	90.50%	Last year 84.1% at end of July; 91.2% at end of September	G	A	Δ	◀▷	Fluctuating results between quarters makes judgement towards target uncertain
					D37	Percentage of people receiving a statement of their needs and how they will be met.	Adult Social Care	96.10%	100%	96.70%	96.30%	Last year 94.01% at end of July; 94.2% at end of September	A	A	Δ	Δ	Outturn better than same period last year, but marginally below target
					D39	Adult and older clients receiving a review as a percentage of those receiving a service.	Adult Social Care	78.06%	80%	34%	45.7%	Last year 24.72% at end of July; 45.7% at end of September	G	A	Δ	◀▷	Outturn the same as this period last year meaning that achievement of target is uncertain.
					D40	Assessments of adults and older people leading to provision of service.	Adult Social Care	83.60%	78%	76.80%	80.20%	Last year 79.42% at the end of July; 80.3% at end of September	A	A	▽	▽	Outturn marginally lower than same period last year, although a lower target was set meaning achievement is still possible.
					E82	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care.	Adult Social Care	1.5	1.5	1.5 (forecast)	1.5 (forecast)		G	G	◀▷	◀▷	Performance forecast to be the same as last year
					C73	The number of carers receiving a 'carer's break' or a specific carer's service as a percentage of clients receiving community based services.	Adult Social Care	11.50%	12%	12.50%	12.00%	Last year 9.63% at end of July; 9.1% at end of September	G	G	Δ	Δ	Outturn better than the same period last year and currently achieving target
					C62												

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.

For comparison, July's figures are in brackets.

	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)	8 (8) ¹	3 (3)	(4) (4)	1 (1)
of which				
Local Area Agreement (LAA)	1 (1)	0 (0)	1 (1)	0 (0)
Herefordshire Community Strategy (HCS)	1 (1)	1 (1)	0 (0)	0 (0)
All reported indicators	9 (9)	5 (4)	3 (4)	1 (1)

Direction of Travel		
	July	September
Improving	4	4
No real change	0	0
Deteriorating	1	1
Total	5	5

Headlines

- A positive overall picture, little different from July, with only telecare red.

¹ The last report failed to include the single HCS indicator – NIS 139 ‘the extent to which older people receive the support they need to live independently at home’ - within the Corporate Plan figure; the July figures have been revised to reflect this.

- NIS 131 'delayed transfers of care from hospitals' is now judged **Amber** (previously **Green**) on the basis that the activity reported alludes to an issue with the accuracy of data.

Adult Social Care Director commentary

'Overall, steady progress is being made against the range of adult social care indicators. 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 particularly in respect of, people with mental health helped to live at home, support for carers, reductions in the levels of both adults and older people into permanent residential care and the number of reviews taking place.

The number of assessments undertaken within time-scale and services put in place are both slightly behind target, although it is expected that these will recover by end of third quarter. The two ethnicity PIs are currently showing that no one from a BME background has been assessed in-year to date – work to improve the way we make information widely available to all groups across Herefordshire is underway.

Data for a range of the National Indicator Set are not routinely available from health colleagues, some of which are monitored on an infrequent 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. An initial meeting involving colleagues from health, adult social care and public health is planned for later this month to enable reporting and progress monitoring of the corporate priorities.

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. The Directorate has made a national bid to become a pilot for CAF (Common Assessment Framework), which we should hear about within the next few weeks. Work on the implementation of Frameworki is progressing well – at the time of writing go live is intended to be 10th November.

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		Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP				BVPI	PAF	APA	2008-09 Target		July	September	July	September	
125			Yes	Achieving independence for older people through rehabilitation/ intermediate care	Adult Social Care		Establish baseline by March 2009		July	September	Joint team established under single line management to ensure consistent approach. Baseline being established in-year.	G	G			Activity reported that should impact on the baseline
131			Yes	Delayed transfers of care from hospitals per 100,000 population aged 18+	Adult Social Care		Establish baseline by March 2009				Access to DoH information now available - but queries over accuracy of data recorded leading to negotiations on changes to be made	G	A			Unclear whether an accurate baseline will be established
136	Yes		Yes	People supported to live independently through social services (all ages) per 100,000 population	Adult Social Care	3095 (2006-07)	3,793	2,550			Measurement during the year includes only activity recorded on the client index database. Other activity 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.	A	A	Δ	Δ	Higher outturn than last year forecast, but unclear whether this will be significant enough to achieve target
139	18a-c			The extent to which older people receive the support they need to live independently at home	Adult Social Care		Establish baseline by March 2009				Activity impacting on the baseline is reported through other indicators such as PAF indicators C28, C32 and C72 below. To be collected as part of the Place Survey.	G	G			Activity reported that should impact on the baseline
		Yes	53	C28	Adult Social Care	7.5	9	7.5	7.5		Last year 6.7 at end of July and September	A	A	Δ	Δ	Outturn better than the same period last year, although not enough to give assurance that target will be achieved
			54	C32	Adult Social Care	81.3	83	58.5	57.8		Last year, 51.08 at end of July, 53.5 at the end of September	G	G	Δ	Δ	Outturn better than same period last year and on course to achieve target
		Yes		C72	Adult Social Care	53.2	55	12.4	20.4		Last year, 17.24 at end of July, 32.3 at the end of September	G	G	Δ	Δ	Outturn better than same period last year and on course to achieve target
		Yes		Local indicator: Number of people using Telecare	Adult Social Care	571	625	553	549			R	R	▽	▽	Outturn falling: below target and last year
		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%	Outturn available March 2009			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>	A	A			Activity showing progress towards target, but no outturn available

Economic Development and Enterprise

For comparison, July's figures are in brackets.

	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 (14)	7 (5)	7 (8)	0 (1)
of which				
Local Area Agreement (LAA)	6 (6)	2 (1)	4 (4)	0 (1)
Herefordshire Community Strategy (HCS)	9 (9)	4 (3)	5 (5)	0 (1)
All reported indicators	18 (15)	8 (6)	7 (8)	3 (1)

Direction of Travel		
	July	September
Improving	1	1
No real change	0	0
Deteriorating	0	0
Total	1	1

Headlines

- 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. However, as mentioned in the Director of Environment and Culture's commentary, there is a risk that baselines may not be established for indicators NI 182 'Satisfaction of businesses with local authority regulation services', NI 183 'Impact of local authority regulatory services on the fair trading environment', and NI 184 'Food establishments in the area which are broadly compliant with food hygiene law'. Although not key, these indicators have been included in this report and judged **Red** because of the risk of failure to establish a baseline.
- The improved level of detail provided, giving more assurance that actions are being delivered that will impact on performance, including those indicators

where baselines are yet to be established, has resulted in an increase in the number of indicators judged **Green**.

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; this is currently being carried out with the results being published by the Department for Communities and Local Government early in 2009. In the meantime, work is continuing 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 remains 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 exception of National Indicators 182 – 184; these are new indicators for which 2008-09 is the baseline year; initial action plans have not been delivered and there is a significant risk that data will not be available at year-end; a revised action plan is in place and efforts are being directed to ensuring that compliant data is available from 1st April 2009.

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				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating		Direction of Travel		Reason for judgements
	IAA	HCS	CP	BVPI							PAF	APA	July	September	
152	Yes				Working age people on out of work benefits	Regeneration		Establish baseline	Outturn available November	Support businesses to diversify through new grant schemes Diversity and Rural Enterprise (DARE) Grant application to be sent to AWM by mid December. Targeted towards pre-start businesses, women, people with disabilities, and hard to reach groups.	A	G			Activity reported that should impact on the baseline
161	5	Yes			Learners achieving a Level 1 qualification in literacy	Regeneration	58	32	Outturn available April	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 by us and the organisation.	A	A			Activity showing progress towards target, but no outturn available
162	5	Yes			Learners achieving an Entry Level 3 qualification in numeracy	Regeneration		Establish baseline	Outturn available April	See points for NI 161 immediately above.	G	G			Activity reported that should impact on the baseline
163	Yes				Working age population qualified to at least Level 2 or higher	Regeneration		Establish baseline	Outturn available August 2009	This is a new National Indicator, a baseline needs to be established. The data will be derived from the Department for Innovation, University and Skills (DIUS) and will be available as calendar year data from the Office for National Statistics (ONS) Annual Population Survey (APS). The results of which will be available the following August. Other initiatives, including the College of Technology and Train to Gain, are being developed to involve learners throughout the country in a range of learning activities which may lead to qualifications. 25% of those in disadvantaged wards are being targeted.	G	G			Activity reported that should impact on the baseline
164	4a				Working age population qualified to at least Level 3 or higher	Regeneration		Establish baseline	Outturn available August 2009	See points for NI 163 immediately above.	G	G			Activity reported that should impact on the baseline
165	4a				Working age population qualified to at least Level 4 or higher	Regeneration		Establish baseline	Outturn available August 2009	See points for NI 163 above.	G	G			Activity reported that should impact on the baseline

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn	Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	IAA	HCS	CP	BVPI							PAF	APA	July	September	
166	1				Average earnings of employees in the area	Regeneration	£384.40	>£384.40	Outturn available April	Progression on the ESG scheme - AWM funding applications completed for planning phases of infrastructure. - Urban Village development partner selected in July 08. - Promotion of Rotherwas as key business location - Access Road opened in June 08. - Pre planning work commenced on Phase Two - employment units on the Southern Magazine - Establish Live/Work units on Modal Farm - Ross-on-Wye - Tendering process for Live/Work developer commenced in August 08. - Master planners for entire site appointed in September 08. - Scoping of surveys needed for planning permission underway.	A	A			Activity showing progress towards target, but no outturn available
167	7a-b				Congestion – average journey time per mile during the morning peak	Regeneration	Establish baseline	Outturn available April	Review of traffic control systems continues to develop a planned replacement programme. The new street works system has gone live. The Council's own notification systems are being reviewed and revised arrangements will be put in place as part of the service delivery review with Amey. New prioritisation mechanisms for traffic regulation orders have been agreed with the Cabinet member and programme development is underway. Preliminary designs for motorway diversion routes have been produced and potential routes for Trunk Road diversions have been identified following a meeting with the Highways Agency.	A	G			Activity reported that should impact on the baseline	
168	Yes	Yes	223		Principal roads where maintenance should be considered	Environment & Culture	6%	5%	Outturn available April	A detailed analysis of the 2007-08 survey has informed the development of the 2008-09 Joined Up Programme with Amey which is now being delivered. Scanner surveys underway and analysis currently planned for October/November.	A	A			Activity showing progress towards target, but no outturn available
169	Yes	Yes	224a		Non-principal roads where maintenance should be considered	Environment & Culture	11%	10%	Outturn available April	A detailed analysis of the 2007-08 survey has informed the development of the 2008-09 Joined Up Programme with Amey which is now being delivered. Scanner surveys underway and analysis currently planned for October/November.	A	A			Activity showing progress towards target, but no outturn available

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported		RAG rating		Direction of Travel		Reason for judgements
	IAA	HCS	CP					BVPI	PAF	APA	July	September	July	September	July	
171	Yes	2	Yes	New business registration rate per 100,000 resident population aged 16+	Regeneration	40.1 (2006)	>40.1	Outturn available November	Rural Enterprise Grants (REG): - New REG scheme launched on 1st October 08. - Will support micro-enterprises and farm households. - First applications due to be approved January 09. Home Business Support: - Home Business Officer started in June 08. - Research into home business needs commenced in July 08. - Programme of home business support events to start in November 08. Inward Investment Strategy: - Strategy commences in October 08.	A	A			Activity showing progress towards target, but no outturn available		
172			Yes	% of small businesses in an area showing employment growth	Regeneration		Establish baseline	Outturn available April	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.	G	G			Activity reported that should impact on the baseline		
178	Yes	7a-b	Yes	Bus services running on time	Regeneration	67%	69%	Outturn available April	This data is collected annually by various surveys that take a sample of bus passenger users on certain days of the week throughout particular months each year. Issues arising in terms of punctuality problems are dealt with in partnership with bus operators providing the specific service.	R	A			Activity showing progress towards target, but no outturn available		
182				Satisfaction of businesses with local authority regulation services	Environment & Culture		Establish baseline	Due April			R			With reference to the Director's commentary, there is a risk that a baseline will not be established for this indicator		
183				Impact of local authority regulatory services on the fair trading environment	Environment & Culture		Establish baseline	Due April			R			With reference to the Director's commentary, there is a risk that a baseline will not be established for this indicator		
184				Food establishments in the area which are broadly compliant with food hygiene law	Environment & Culture		Establish baseline	Due April			R			With reference to the Director's commentary, there is a risk that a baseline will not be established for this indicator		

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LA	CP	BP/PA					July	September		July	September			
3				Number employed in knowledge and technology intensive industries	Regeneration	10,923	> 10,923	Outturn available April	Model Farm development: - Tendering process for live/work developer commenced in August 08. - Master planners for entire site appointed in September 08. - Scoping of surveys needed for planning permission underway. Inward Investment Strategy: - Strategy commences in October 08. Promotion of Rotherwas as a key business location: - Access Road opened in June 08. - Pre planning work commenced on Phase Two - employment units on the Southern Magazine.	A	A			Activity showing progress towards target, but no outturn available	
				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	G	Δ	Δ	Highest possible performance

Safer and Stronger Communities

For comparison, July's figures are in brackets.

	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)	16 (16)	11 (6)	4 (5)	1 (5)
of which				
Local Area Agreement (LAA)	10 (10)	8 (5)	2 (3)	0 (2)
Herefordshire Community Strategy (HCS)	10 (10)	8 (5)	2 (3)	0 (2)
All reported indicators	38 (37)	25 (19)	10 (10)	3 (8)

The increase in the number of indicators in the table below reflects the availability of data for 3 indicators, not available in July.

Direction of Travel		
	July	September
Improving	13	15
No real change	6	6
Deteriorating	2	3
Total	21	24

Headlines

- Generally positive in respect of Direction of Travel.
- Fewer indicators judged **red** because relevant activity has now been reported.
- Three indicators judged **red**: civic participation, street lighting, and robbery.

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; this is currently being carried out with the results being published by the Department for Communities and Local Government early in 2009. In the meantime, work is continuing 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 remains 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				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP	BVPI					PAF	APA		July	September	July	September	
1	Yes	63	Yes		% of people who believe people from different backgrounds get on well together in their local area	Deputy Chief Executive	73% (2006)	77.8% (2010-11)	September	Outturn available March 2009	4 community associations supported: Mayalee, Polish, Lithuania and South Africa.	G	G			Activity is reporting progress against 2010-11 target
2					% of people who feel that they belong to their neighbourhood	Deputy Chief Executive		Establish baseline by March 2009	March 2009	Social cohesion forum now set up.	G	G			Activity reported that should impact on the baseline	
3			Yes		Civic participation in the local area	Deputy Chief Executive		Establish baseline by March 2009	March 2009	Parish Councils – Democracy First leaflets distributed with Herefordshire Matters in June to inform residents of the role of Parish Councils. Post Offices – Action Plan agreed by Cabinet on 10 th July on how to respond to the forthcoming announcement on post office closures. Since the announcement on 27th August on the proposed closures in Herefordshire announcing 20 closures, replacing 9 with outreach services, a briefing was held for members, MPs and parish councillors on 3rd September with further 7 local meetings facilitated where there was demand and submission made to Post Office Ltd on 26th September 08. Removal of telephone boxes – publicity organised by the Council to raise awareness with local communities - formal response made to BT on 26th September. Parish Plans – reduced development support work due to lack of funding for Community First also review of "Community Planning" submitted to Herefordshire Partnership.	R	R			No activity reported	
4	Yes	61	Yes		% of people who feel they can influence decisions in their locality	Regeneration		Establish baseline by March 2009	March 2009	After an initial workshop for all stakeholders on 9th May, the draft Compact Volunteering Code went out to consultation with a closing date of 24th October. There have been a number of events across the county to engage local voluntary and community groups in the development of an implementation plan.	G	G			Activity reported that should impact on the baseline	
6	Yes	62			Participation in regular volunteering	Regeneration		Establish baseline by March 2009	March 2009	Awaiting tenders for the refurbishment of Belmont Library. Briefs for the development of new Centres in Ledbury and Ross incorporating Libraries and Info have been agreed. National Year of Reading Library card design competition – roadshow of all entries and winners, the winning entries are being designed for production. Success of summer Reading challenge currently being analysed. Consultation on review of mobile library service due to close on 31st October.	G	G			Activity reported that should impact on the baseline	
9	Yes		Yes		Use of public libraries	Environment & Culture		Establish baseline by March 2009	March 2009	h. art successfully completed. The advice day for schools seeking "Artsmark" is now fully booked. Virtual surgeries will take place for 1st time. 4th year of film and literacy project completed successfully. Detailed planning stage of the Body Image project underway (due for delivery in 2009). Art of Life – pilot project in Canal Road Day centre due to commence in October.	A	G			Activity reported that should impact on the baseline	
11	Yes				Engagement in the arts	Environment & Culture		Establish baseline by March 2009	March 2009			A	G			Activity reported that should impact on the baseline

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP	BVPI					PAF	APA		July	September	July	September	
17	Yes	43	Yes		Perceptions of anti-social behaviour	Environment & Culture		Establish baseline by March 2009	September	A multi-agency tasking and coordination group has been established and this meets fortnightly to share intelligence information and use its shared resources to target identified hotspots. The police and relevant representatives of the Council attend each PACT meeting to identify and respond to local concerns.	A	G			Activity reported that should impact on the baseline	
19	Yes	36			Rate of proven re-offending by young offenders	Children & Young People	N/A	Establish baseline by March 2009		As this indicator is a new measure, we do not have a figure for Q2. There has been a delay to setting 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 data will be available for re-offending in Q1 in November 2008. Work is ongoing to focus on the small cohort of young people who re-offend, particularly those on community penalties.	G	G			Activity reported that should impact on the baseline	
21			Yes		Dealing with local concerns about antisocial behaviour and crime by the local council and police	Environment & Culture		Establish baseline by March 2009		A multi-agency tasking and coordination group has been established and this meets fortnightly to share intelligence information and use its shared resources to target identified hotspots. The police and relevant representatives of the Council attend each PACT meeting to identify and respond to local concerns.	G	G			Activity reported that should impact on the baseline	
30	Yes				Re-offending rate of prolific and priority offenders (PPO)	Regeneration	64	<52	27	Herefordshire PPO scheme provides intensive supervision to all selected PPOs with the objective of reducing their reoffending and helping lead a purposeful life.	R	A		Δ	Latest outturn is better than last year but marginally behind target	
39	Yes (Local)				Alcohol-harm related hospital admission rates per 100,000	Regeneration	1,199	1260	272.8 (@ June)	Quarterly data is available approx 8 weeks following quarter end. Draft Alcohol Strategy is currently out to consultation. New dedicated alcohol nurse based at A&E at Hereford County Hospital. Project officers continue to promote alcohol harm reduction messages in the community e.g. Fresher's Fair Hereford Six Form College, Hereford Health & Wellbeing Event.	R	G		Δ	Outturn to the end of June (not available for the last report) shows performance to be on target and better than last year	
40	Yes				Drug users in effective treatment	Regeneration	494	504	Due November	The targets have changed and the way this is reported through NDTMS is for the latest 12 month period that can fully be reported. There will always be a 3-month lag, so the April to June data will be included in the next report. Pharmacy Needle Exchange Pilot Scheme was launched 1st September. This provides an additional means to engage problematic drug users. Drug and Alcohol Support Service for Herefordshire (DASH) currently carrying out an internal assessment matching current service to the Service Level Agreement. Project officer working with providers to develop action plan to engage problematic hard to reach drug users. Specialist Hepatitis C clinic has now been commissioned in Hereford (previously clients went to Birmingham for this).	R	A			Activity showing progress towards target, but no outturn available	

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP	BVPI					PAF	APA		July	September	July	September	
43					Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Children & Young People	2%	<5%	1%	No Data	Performance is anticipated to be in line with Q1 - data will be available 4-6 weeks after quarter end, i.e. early November.	G	G	Δ	Δ	Latest outturn is better than last year and on track to achieve target
45					Young offenders' engagement in suitable education, employment or training	Children & Young People	74.1%	95%	89.60%	No Data	Performance is anticipated to be in line with Q1 - data will be available 4-6 weeks after quarter end, i.e. early November.	A	A	Δ	Δ	Latest outturn is better than last year but behind target
46					Young offenders access to suitable accommodation	Children & Young People	98%	95%	98%	No Data	Performance is anticipated to be in line with Q1 - data will be available 4-6 weeks after quarter end, i.e. early November.	G	G	◁▷	◁▷	Latest outturn is the same as last year and on track to achieve target
47	Yes	52	Yes	99a	People killed or seriously injured in road traffic accidents	Regeneration	133 (2007)	129 (2008)	36 (January to June)	56 (January to August)	Compared with 84 for the same period last year.	G	G	Δ	Δ	Latest outturn is better than last year and on track to achieve target
48					Children killed or seriously injured in road traffic accidents	Regeneration	11 (2007)	11 (2008)	4 (January to June)	4 (January to August)	Compared with 10 for the same period last year.	G	G	Δ	Δ	Latest outturn is better than last year and on track to achieve target
111					First time entrants to the Youth Justice System aged 10 – 17	Children & Young People	290	282	69	No Data	Performance is anticipated to be in line with Q1 - data will be available 4-6 weeks after quarter end, i.e. early November.	G	G	Δ	Δ	Latest outturn is better than last year and on track to achieve target
					The number of people slightly injured in road traffic collisions	Regeneration	713	<713	301 (January to June)	395 (January to August)	Compared with 464 for the same period last year.	R	G	▽	Δ	Latest outturn is better than last year and on track to achieve target
					Domestic burglaries per year, per 1,000 households in the Local Authority area	Regeneration	3.9	<3.9	0.8	2	Domestic burglary remains low in the county with less than one burglary per day across the whole county. A slight increase has been due to a spate of distraction burglaries and arrests have already been made in relation to these. Correction to Qtr 1 data actual figure was 0.8 and not 0.9. Last year, 1.9 at end of September.	A	A	◁▷	◁▷	Latest outturn is similar to the same position last year, although likelihood of achieving target remains challenging
					Violent crime per year, per 1,000 population in the Local Authority area	Regeneration	15.6	<15.6	3.7	7.6	The number of violent crimes have increased slightly during quarter 2 compared to quarter 1. Work continues by West Mercia Police to address violent crime. Last year, 8.7 at end of September.	G	G	Δ	Δ	Latest outturn is better than last year and on track to achieve target
					Robberies per year, per 1,000 population in the Local Authority area	Regeneration	0.2	<0.2	0.1	0.2 (29 robberies)	Robbery is rare in Herefordshire and reported robberies are typically bag and mobile phone snatches. Last year, 0.1 at end of September (17 robberies)	A	R	◁▷	▽	Latest outturn is worse than the same period last year
					The number of vehicle crimes per year, per 1,000 population in the Local Authority area	Regeneration	5	<5	1.2	2.5 (450 vehicle crimes)	Levels of thefts of a vehicle is unchanged from previous qtr, however there has been an increase in thefts of fuel and catalytic converters. This is a recent trend which is being seen across the UK. Police are using a range of measures to tackle this trend, including deployment of vehicles equipped with ANPR (Automatic Number Plate Recognition) software, targeting suspected criminals and working with Customs & Excise and neighbouring forces. Last year, 2.4 at end of September (422 vehicle crimes)	G	A	Δ	▽	Latest outturn is marginally worse than the same period last year

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for Judgements
	LAA	HCS	CP					BVPI	PAF		APA	July	September	July	
				225	Regeneration	81.8	>81.8	No data	81.8	Calculation is based upon the answers to 11 questions about Domestic Violence from various partner organisations. The number of "yes" responses provides the outturn, therefore 9/11 questions answering yes = 81.8%	A	A	◁▷	◁▷	Latest outturn shows no change from last year
	42c				Regeneration	11,172	<11,172	3,850	5,662		A	A	◁▷	◁▷	Proportionately, latest outturn is similar to last year
	43a				Regeneration		Establish baseline by March 2009			Reductions in the number of road accidents (NIS 47 and 48) should impact on this indicator. Data will be available following the Herefordshire Quality of Life Survey in early 2009.	R	R			Activity reported that should impact on the baseline
	44				Regeneration		Establish baseline by March 2009			Annual data to be collected through the Herefordshire Quality of Life Survey. Herefordshire Community Safety and Drugs Partnership Reassurance Group meeting monthly. Reassurance Marketing plan has been devised and a number of publicity initiatives have been launched over the past quarter, e.g.: Hereford Journal "wrap" in August, and the "Herefordshire is a safe place to have fun" campaign in September.	R	R			Activity reported that should impact on the baseline
				1042Y	Regeneration	100%	To meet or exceed 95%	100% received assessments and interventions (15/15)	100%	This measure continues to be on course to meet set national target of 95%. Activity conducted through agencies to address misuse.	G	G	△	△	Latest outturn is at the highest level achievable
				165	Environment & Culture	92%	100%	94%	94%	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	A	A	△	△	Latest outturn is better than last year but marginally behind target
				215a	Environment & Culture	6.61 days	6.61 days	2.45 days		September figures are still being analysed	G	G	△	△	Outturn to September is still being analysed, but the data to July was better than target and last year's performance
				215b	Environment & Culture	9.5 days	9.5 days	19.2 days		September figures are still being analysed	R	R	▽	▽	Outturn to September is still being analysed, but the data to July was worse than last year and behind target
				218a	Environment & Culture	94.74%	94.74%	100%	100%		G	G	△	△	Latest outturn is at the highest level achievable

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported September	RAG rating		Direction of Travel		Reason for Judgements
			CP	BVPI	PAF					APA	July		September	July	September		
						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%	100%		G	G	△	△	Latest outturn is at the highest level achievable
			218b			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 February 2009. The standard is in the process of changing to the Equality Framework that will be introduced in April 2009.		G	G	◁▷	◁▷	Subject to external verification, outturn has been maintained and target achieved
						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	A	◁▷	◁▷	Latest outturn is the same as last year, although likelihood of achieving target remains challenging
						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	G	△	△	Latest outturn is at the highest level achievable
						Percentage of young people undertaking some kind of volunteering after school	Children & Young People	35%	35%	Outturn available January 2009	Survey will be undertaken in October 2008 - results available in January 2009. The new teams based at HCVYS and SHYPP are now fully in place and starting to delivery more volunteering opportunities for young people across Herefordshire. The Council is also developing a similar application for additional funding to support full time placements in the Council		A	A			Activity showing progress towards target, but no outturn available
		37															

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)	19 (19)	8 (2)	6 (11)	5 (6)
of which				
Local Area Agreement (LAA)	5 (5)	0 (0)	5 (5)	0 (0)
Herefordshire Community Strategy (HCS)	15 (15)	6 (0)	4 (10)	5 (5)
All reported indicators	29 (28)	12 (4)	7 (14)	10 (10)

Direction of Travel		
	July	September
Improving	3	5
No real change	3	0
Deteriorating	4	5
Total	10	10

Headlines

- There is an improving position with an additional eight indicators now judged green.
- An increase in the percentage of planning appeal decisions allowed against the council's decision to refuse planning applications means that latest performance is worse than last year and target. Although the statutory target is still being met, performance in the processing of planning applications has also fallen.
- A number of housing indicators remain red, reflecting the substantial increased demand being fuelled by the economic downturn.
- Latest street cleanliness results are positive.

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; this is currently being carried out with the results being published by the Department for Communities and Local Government early in 2009. In the meantime, work is continuing 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.

The target for processing planning applications for major developments is getting increasingly difficult to meet due to the downturn in economic activity. Therefore, meeting the target of 60% will be a challenge.

In addition there are significant issues in respect of planning and building control income placing pressures on the budget. However, action is being taken within the directorate to address any shortfall.

Homelessness acceptances have fallen slightly in Quarter 2, although the demand for temporary housing accommodation still remains high, therefore placing pressure on the homelessness budgets. However, the performance indicator target is on track to be met as a scheme is being developed to use private sector leasing to assist with the reduction in the use of temporary housing accommodation.

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 remains 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 exception of National Indicators 182 – 184; these are new indicators for which 2008-09 is the baseline year; initial action plans have not been delivered and there is a significant risk that data will not be available at year-end; a revised action plan is in place and efforts are being directed to ensuring that compliant data is available from 1st April 2009.

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 August) it has increased from 29.15% to 32.68% (the annual target is 32%).'

NIS	Reference				Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
	LAA	HCS	CP	BVPI					PAF	APA		July	September	July	September	
155	Yes		Yes		Number of affordable homes delivered (gross)	Regeneration	141	200	44	98	On target to deliver 200 units by end of year. However, it should be noted that the current financial market is likely to severely hit targets for future years due to the current downturn in house building.	A	A	Δ	Δ	Outturn at 6 months on track to be better than last year, although likelihood of achieving target remains challenging
156	Yes	14	Yes		Number of households living in Temporary Accommodation	Regeneration	133	109	115 (end August)	111	There has continued to be considerable demand for services from the homelessness and housing advice team. The normal decrease in applications during the summer months did not materialise, a trend common around the West Midlands. The challenge of decreasing temporary accommodation by 50% by 2010 continues to be a hurdle for us and other local authorities. Work is continuing to increase temporary self-contained accommodation via the private sector to minimise the use of bed & breakfast.	A	A	◀▷	Δ	Outturn at 6 months on track to be better than last year, although likelihood of achieving target remains challenging
157				109a-c	Processing of planning applications as measured against targets for (a) 'major', (b) 'minor' and (c) 'other' application types	Regeneration	(a) 68% (b) 80% (c) 89%	(a) 60% (b) 65% (c) 80%	(a) 63% (b) 73% (c) 85%	(a) 60% (b) 71% (c) 86%	Target for major developments is getting increasingly difficult to meet due to the downturn in economic activity. There are few new major applications coming in and hence the proportion of "old" ones still in the system is increasing, making the 60% target especially challenging. The new Planning Obligations policy is also slowing down minor developments as more of them need agreements.	G	G	▽	▽	Outturn worse than last year, but should achieve target
175			Yes		Access to services and facilities by public transport, walking and cycling	Regeneration	91%	91%	Outturn known March 2009		The activity related to this indicator forms specifically around the supported (subsidised) rural bus network which has been mapped using Accession accessibility planning software and the supported services monitored to ensure that they are available to the groups which have the least access opportunities to key services in our communities. The ability to support these services and hence meet this target (91%) relies on close management of the route contracts and access to Council revenue funding (which remained static for the past 3 years) and the continued receipt of the Rural Bus Subsidy Grant. The Rural Bus Subsidy Grant is now included within Area Based Grant and hence removal of this funding or an element of it would result in a significant threat to meeting this target and more importantly providing a vital service to people with poor access choice in rural communities.	R	A			Activity showing progress towards target, but no outturn available
185			Yes		CO2 reduction from Local Authority operations	Environment & Culture		Establish baseline by March 2009			A full inventory of the Council's vehicle fleet is currently underway. STEPS Strategy being updated for adoption in November. A meeting of the Carbon Board is scheduled for 23rd October. Eco Schools event to be held in November and currently being promoted.	G	G			Activity reported that should impact on the baseline

NIS	LAA	Yes	HCS	CP	BVP1	PAF	APA	Reference		Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
								July	September					July	September		July	September	July	September	
186	Yes	58	Yes						Per capita reduction in CO2 emissions in the LA area	Environment & Culture		13.1% less by 2010 against 2005 baseline	Outturn known March 2009		Energy Saving Trust grant secured. A number of planned activities are in jeopardy due to limited staff resources.	A	A			Activity showing progress towards target, but no outturn available	
187			Yes					Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Regeneration		Establish baseline by March 2009		It has been agreed that baseline and target setting can 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 number of households receiving income based benefits. This will be conducted in Sep-08 in Herefordshire, requiring a minimum of 400 responses. Survey results will be fed into SAP software provided by DEFRA and act as a baseline for target setting from Apr-09.			G	G			Activity reported that should impact on the baseline	
191	Yes	56a	Yes					Residual household waste per head	Environment & Culture	851.85 kg (2006/07)	762 kg	197.6kg to June	312.59kg to August		No trend data on which to judge whether target is likely to be achieved	A	A			Outturn better than same period last year and on course to achieve target	
192					82a i-ii			Household waste recycled and composted	Environment & Culture	30.26%	32%	31.12% to June	32.68% to August		Performance at the same period last year was 29.15%	G	G		Δ	Outturn better than target	
193					82c i-ii			Municipal waste landfilled	Environment & Culture		64.92%	66.4% to June	64.37% to August			A	G			Outturn better than target	
195	Yes	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%					A	G			Outturn better than target	
196							199d	Improved street and environmental cleanliness – fly tipping	Environment & Culture	Grading 3	Grading 2	Grading 3	Grading 2			R	G		◁▷	Outturn better than last year and currently achieving target	
197	Yes	55	Yes	57				Improved local biodiversity – active management of local sites	Regeneration	28.70%	3.5% increase (30 sites)	Outturn known March 2009		Positive conservation management is understood as including those sites with their management schemes 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	A			Activity showing progress towards target, but no outturn available

NIS	LAA	HCS	Reference			Indicator	Lead Directorate	2007-08 Outturn		2008-09 Target	Latest Outturn		Activity Reported		RAG rating		Direction of Travel		Reason for Judgements
			CP	BVPI	PAF			APA	July		September	July	September	July	September	July	September		
			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	110	4	5	Delays in receiving information of potential properties that have been brought back into use using the Rent Deposit scheme. Early indications would suggest that once figures have been received and validated, the target will be achieved by end of year.	A	A	▽	▽	Amber judgement applied based on the current outturn but taking into account the activity suggesting that the target will be achieved	
			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	1.5 weeks	5.29 weeks	10.74 weeks	Although there has been a sharp increase in the average length of stay, the figures are now calculated as all households rather than just families. Family stay averages at 6.54 weeks.	R	R	▽	▽	Outturn worse than target and last year	
			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	1 week	11 weeks	21.46 weeks	see points 183a and NI 156 at the start of this appendix	R	R	△	△	Outturn worse than target and last year	
			202			The number of people sleeping rough on a single night within the area of the Local Authority	Regeneration		Fewer than 3			7	5 of the 7 were foreign nationals. A report is to be produced to discuss any further action to be taken.		R			Outturn worse than target	
			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	4	0.8	1.14	Case closure has been increased following a review of individual officers case loads and the way cases are allocated .	R	R	▽	▽	Despite an improvement between quarters, outturn is still behind target and last year	
			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%	<36.4%	36.40%	40.00%	figure of 40% represents 17 decisions out of 43. Nine of those decisions were Member overturns - hence this is related to the high proportion of decisions taken contrary to recommendation in 2007/08. That trend (decisions taken contrary to recommendation) has improved significantly since April and it is therefore hoped that the current bad performance will improve. An upheld rate of over 40% may attract grant abatement and is potentially a financial risk. The indicator excludes enforcement appeals (where our record is exemplary) and if all appeals are included the performance improves to 21/56 i.e. 36%.	A	R	◄	▽	Outturn worse than target and last year	
			59a-e			Ease of access to services	Regeneration		Establish baseline by March 2009				The Place Survey is to be completed on a biennial basis by the Council in accordance with guidance issued by the Department for Communities and Local Government (CLG). Fieldwork is to be carried out between 29th September 2008 and 19th December 2008. Data is required to be submitted to the Audit Commission between the 5th - 30th January 2009, who will weight it and submit it directly to the CLG, and provide the Council with weighted copies of their own information. A baseline can then be established and monitored on a biennial basis.	R	R			No activity reported	

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements	
	LAA	HCS	CP					BVPI	PAF		APA	July	September	July		September
									July	September	The Place Survey is to be completed on a biennial basis by the Council in accordance with guidance issued by the Department for Communities and Local Government (CLG). b. see NI 155 c. see NI 171/172 d. Partnership with Local Police on addressing fear of crime entitled 'Not in Herefordshire' see HCS 42c e. see NI 167 f. see NI 166	July	September	July	September	
			60b-f	Quality of Life - % of people who feel certain aspects need improving: b. Affordable decent housing c. Job prospects d. Level of crime e. Level of traffic congestion f. Wage levels and local cost of living	Regeneration		Establish baseline by March 2009					A x5	G x5			Activity reported that should impact on the baseline

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)	16	6 (7)	4 (5)	6 (4)
of which				
Local Area Agreement (LAA)	0 (0)	0 (0)	0 (0)	0 (0)
Herefordshire Community Strategy (HCS)	0 (0)	0 (0)	0 (0)	0 (0)
All reported indicators	27 (27)	13 (15)	6 (7)	8 (5)

Direction of Travel		
	July	September
Improving	8	5
No real change	0	0
Deteriorating	6	9
Total	14	14

Headlines

- An increase in the number of reds, particularly within the area of Human Resources. Small numbers within indicators such as BVPI 11b 'the percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority' mean that any change will have a disproportionate affect on the percentage outturn.
- Continued improvements in a number of Revenues and Benefits indicators, especially in relation to processing times.
- The Deputy Chief Executive's Office is currently forecasting an overspend of £220, 000, although savings have been identified that should balance the budget.

Interim Deputy Chief Executive Commentary

'Performance Indicators:

Overall, the performance shown by the Directorate's Corporate Performance Indicators show little change from the previous return and performance is broadly to expectation. However, there are some issues of note:

NIS 14 'Avoidable contact: the average number of customer contacts per resolve request': This indicator has been rated 'red' from the previous 'amber' due to the lack of progress according to the expectation set out in the Corporate Plan. Robust action is now underway across the whole of the Customer Services function, which will improve this situation, including:

- 1) A plan to ascertain the current performance benchmark is now in development. This will enable the reporting timetable to the national Data Interchange Hub to be achieved.*
- 2) A focused service improvement plan has been developed for the Customer Service functions. This has already significantly reduced the level of missed calls into the Authority.*
- 3) The CRM system upgrade is currently in the planning stages*
- 4) A revised and updated Customer Service Strategy is to shortly be considered by Joint Management Team*

A number of indicators are still to be benchmarked through the results ascertained from the 'Place Survey'. This is currently being undertaken according to the prescribed methodology. It is expected that the results of the survey (for which we are dependent on government releasing the results) will not now be available until late March 2009 – slightly later than originally envisaged

Connects:

The evaluation processes have now been completed for the 'Back Office' and 'Performance and Risk' systems. Recommendations will be made to Cabinet in November 2008.

CIVICA has been chosen as the IT system for the Environment Directorate. Implementation plans are currently being finalised.

The CORELOGIC project is expected to be completed to schedule. The system is expected to 'go-live' on the 10th November 2008. To date, over 450 users have been trained.

Other Matters:

An agreement has been signed with British Telecom regarding the provision of broadband service to schools within the county.

The external review process for compliance with the Equality Standard is now expected to take place in February 2009.

An internal review of the governance arrangements of the Herefordshire Partnership is underway - the results of which are expected to be available and implemented in the early part of 2009.'

Interim Head of Human Resources commentary

'The preponderance of HR performance indicators rated as red continues to be 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, equates to less than one full time equivalent, which can skew 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 and this work will continue.

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. To this end the Managing Attendance policy has been updated and published, and following on from this we will be working to embed this and foster good practice across the whole of the Council.'

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 Cabinet Member (Resources) is also provided with a monthly report on directorate performance.

Outturn performance at the end of September for the indicator basket relating to the Resources directorate is in line with expectations at this point in the year with the exception of the indicator for business rate collection. By 30 September 2007, 63.27% of business rates had been collected whereas this year we have collected 61.57%, a drop of 1.7%. There are indications that the change in legislation from 1 April 2008 that requires the council to collect full business rates for empty business premises is a contributory factor, but the service is receiving more requests for additional time to pay and more businesses are closing down.

The Financial Services team has contributed £400k to an improved corporate position by exceeding this year's treasury management income targets but we do not expect to make further gains given the impact of the credit crunch. Identified budget pressures within the directorate are being managed within the approved cash limit in line with the council's financial policies.

Informal feedback from the external auditor on our Use of Resources assessment for this year has been very positive and we are now quietly confident of an improved assessment for the 2007/08 period although this will not be announced until December 2008 at the earliest.

Overall, the direction of travel for the Resources directorate remains positive.

NIS	Reference			Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
	LAA	HCS	CP					BVPI	PAF		APA	July	September	July	
14	Yes			Avoidable contact: The average number of customer contacts per resolved request	Deputy Chief Executive		Establish baseline by March 2009			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	R			Activity suggest that a baseline that meets the definition may not be achieved
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		1.75m		A	G			Target achieved
180				Changes in Housing Benefit / Council Tax Benefit entitlements within the year	Resources		19,500	6,404	9,898		A	A			Proportionately, latest outturn is marginally worse than target
181				Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	Resources		20	19.57	16.68		A	G			Latest outturn better than target
8				Creditor Days - The average number of days taken to pay for purchases	Resources		19	17.68	17.89		G	G			Latest outturn better than target
9				The percentage of council tax collected by the Local Authority in the year	Resources	98.62%	98.80%	40.14%	58.90%	Last year, 49.5% at end of August.	A	G	▽	▽	Latest outturn better than last year
10				The percentage of non-domestic rates collected	Resources	98.63%	98.80%	44.41%	61.57%	Last year, 63.27% at end of September.	G	G	△	▽	Latest outturn worse than last year
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	27.08 days	24 days	24 days	23.73 days		G	G	△	△	Latest outturn better than target and last year
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. 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	13.26 days	14 days	16 days	13.95 days		R	G	▽	▽	Latest outturn better than target but worse than last year
79b i				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	62.30%	63%	68.45% (June)	60.38%	Last year, 69% at end of August.	G	A	△	▽	Latest outturn slightly below last year
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)	38.72%	Last year, 13.5% at end of August (cumulative)	G	G	△	△	Latest outturn better than target and last year

NIS	LAA	HCS	CP	Reference		Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
				BVPI	PAF/ APA					July	September		July	September	July	September	
			Yes			Use of Resources score	Resources	2	3	Outturn known in December	<p>September</p> <p>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.</p>	A	A			Activity showing progress towards target, but no outturn available	
			Yes		VFM PROC SI 5: Percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations	Resources	Resources	3%	3%	Outturn known in March	<p>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.</p>	A	A			Activity showing progress towards target, but no outturn available	
			Yes	11b	The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority	Deputy Chief Executive	Deputy Chief Executive	2.36%	3%	2.26%	2.33% (3 / 129 staff)	<p>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.</p>	R	R	▽	Latest outturn is worse than target and last year.	
			Yes	11c	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools)	Deputy Chief Executive	Deputy Chief Executive	0.79%	1.40%	0%	0.00%	<p>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.</p>	R	R	▽	Latest outturn is worse than target and last year.	
				14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	Deputy Chief Executive	Deputy Chief Executive	0.28%	<0.28%	0.07%	0.41% (18 employees)	<p>There has been an increase in the last quarter, which is a result of a number of staff leaving C&YPD. The bulk of these leavers are teaching staff leaving in August 08, which is linked to the ability for teachers to leave after the age of 60 with full pension payments. As this is an area where we do not have to underwrite any actuarial reduction there is no cost to the Council.</p>	G	R	△	Latest outturn is worse than target and last year.	
				15	The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total workforce	Deputy Chief Executive	Deputy Chief Executive	0.16%	<0.16%	0.07%	0.07% (3 employees)	<p>There continues to be low levels of activity.</p>	G	G	△	Latest outturn is better than target and last year.	
			Yes		Direction of Travel assessment based on the rate of improvement	Deputy Chief Executive	Deputy Chief Executive	Improving adequately	Improving well	Outturn known in February 2009	<p>Outturn for 2007/08 (and reported to Cabinet in July 08) shows that the % of PT'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. On the other hand, 77% of PT'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.</p>	A	A			Activity showing progress towards target, but no outturn available	
			Yes		Investors in people accreditation	Deputy Chief Executive	Deputy Chief Executive	Not known until Autumn 2009	Accreditation (2009-10)		<p>Work is underway to develop a corporate action plan which will lead to accreditation in 2009/2010.</p>	G	G			Activity showing progress towards target, but no outturn available	
			Yes		Average days per full-time employee per year invested in learning and development	Deputy Chief Executive	Deputy Chief Executive	Establish baseline by March 2009	Establish baseline by March 2009		<p>The 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.</p>	G	G			Activity reported that should impact on the baseline	

Reference		Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
NIS	LAA					HCS	CP		BVPI	PAF	APA	July	
		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	9.16 days	There is a revised policy on absence management, which has been published. There will be work with Directorates to embed this new policy, including a review of remedial activity we can implement to address the increase.	R	R	▽	▽	Latest outturn is worse than target and last year.
		Percentage of leadership posts occupied by women	Deputy Chief Executive	40.94%	42%	42.86%	40.31% (52 / 129 staff)	There is a revised policy on absence management which has been published. There will be work with Directorates to embed this new policy, which will include reviewing any remedial activity we can implement to address the increase seen.	G	R	△	▽	Latest outturn is worse than target and last year.
		Percentage of employees who consider themselves to have a disability	Deputy Chief Executive	0.86%	>0.86%	0.96%	0.88% (54 staff)	This is generally on target at present (though a statistical blip has led to an apparent slippage) and we will be maintaining the momentum to achieve the improvements still required to meet future expectations.	G	G	△	△	Latest outturn is better than target and last year.
		Percentage of Black and Minority Ethnic (BME) employees in the workforce	Deputy Chief Executive	0.73%	>0.73%	0.68%	0.61% (37 staff)	We will be looking to increase our profile in terms of attracting staff from diverse backgrounds that will both enhance our ability to deliver quality services to the people of Herefordshire and to reflect our population profile within our workforce.	R	R	▽	▽	Latest outturn is worse than target and last year.
		Data quality measured in terms of the Audit Commission's four-point scale	Deputy Chief Executive	2	2	Outturn known in December		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	G			Activity showing progress towards target, but no outturn available although feedback is positive
		Commissioner and user satisfaction index – measuring the perceptions of service users and commissioners of the effectiveness of the service.	Deputy Chief Executive		Establish baseline by March 2009			This is the first time performance has been measured in relation to this indicator. Discussions are underway to establish appropriate targets. Surveys underway.	G	G			Activity reported that should impact on the baseline
		Unavailability of ICT services to users	Deputy Chief Executive		Establish baseline by March 2009			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	A			Activity reported that should impact on the baseline, although activity suggests there may be issues with resources

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 27th 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 20 remaining actions none have been assessed as 'red light', and a further 7 have now been completed.

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)	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 progressed including: <ul style="list-style-type: none"> • A Scrutiny Health Check to take place during November • A draft Member Development Framework will be considered by the Member Development Policy Group at its next meeting, together with a future programme to support the development of local leadership skills for frontline members. Dedicated PA support for Cabinet Members has been established.
3.	Consideration be given to the suggested actions in respect of: <ul style="list-style-type: none"> • The structure for management and effective deployment of the key corporate resources. • The development and team building of the senior management teams of the council. 	Chief Executive/ACE(HR)	The unified senior management structure is in place with the following outstanding: <ul style="list-style-type: none"> • Deputy Chief Executive - interim arrangements in place. Team development is being led by the Office for Public Management (OPM) and this will be aligned with the leadership and team development processes set out in the Organisational Development Plan component of the PCT's World Class Commissioning Framework. In turn, this work is also being linked to the Member Development initiative with a proposal to provide a joint session between OPM and the Leadership Centre in the new year.
4	Consideration be given to how best to re-establish trust and confidence between members and officers, and	Chief Executive	To be progressed through organisational development and member development work mentioned above,

	Action	Lead	Progress
	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.		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)	(a) Completed. The new Audit services structure has been implemented. All appointments will be taken up by December. Vacancies are currently being covered by temporary resource. (b) The final report on the council and PCT's procurement arrangements was received at the end of September. The RIEP has offered further funding to assist in taking this forward. (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. The shared service review will encompass consideration of appropriate funding models for each corporate support service, and will produce its full options appraisal in February 2009.
6	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.	Chief Executive	<ul style="list-style-type: none"> • A policy approval procedure has been approved to support consistency in policy and procedure development, communication and embedding. • 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. The revised Travel and Subsistence policy was approved in September. A

	Action	Lead	Progress
			<p>new corporate policy regarding processes for the engagement and payment of external contractors - specifically interims - is scheduled for approval by JMT in November.</p> <ul style="list-style-type: none"> • A review of the Constitution is planned, to be completed for reporting to Annual Council in May 2009.
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>	ACE(HR)	<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"> • Identifying a baseline from which progress is measured • Getting PCT and Council staff involved in delivery, learning new skills and building up expertise <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 will be embedded in the organisation so as to influence and change the culture of the partnership.</p> <p>Where the diagnostic work has identified skills gaps within the senior management contingent, plans will be in place to address the identified areas – including</p>

	Action	Lead	Progress
			those skills relating to the Management of Performance.
11	Clear guidelines be established and embedded in respect of close personal line management relationships.	ACE (HR)	See 6 above
12	Consideration be given to the suggested actions in relation to officer training and development needs, and an action plan be brought to CMB.	ACE (HR)	Requirements are being considered within the organisational development process. Training and awareness specifically in relation to policies is now built into the new policy approval process.

Special Report Action Plan					
	Issue to address	Agreed corporate response	Responsible officer(s)	Revised date	Progress
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	Completed. A revised Travel & Subsistence Policy was approved in September.
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.
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 arrangements 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, and to ensure consistency of approach.
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 was rescheduled to the second quarter. The audit visit has been undertaken and although the final report is not yet available, the Chief Internal Auditor advises that early indications are that good progress is being made.

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. A leadership framework has been 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.
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	Completed. 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 completed in September. All posts are expected to be filled by December.
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	Council's Procurement Strategy was revised as reported to Cabinet in July. The West Midlands Centre for Excellence completed a review of the council and PCT procurement arrangements. The RIEP has offered further funding to assist in taking this work forward.

Travel & Subsistence Action Plan

	Agreed action	Responsible officer(s)	Revised target date	Progress
4	<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>	Head of HR	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September.
6	<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 & Subsistence Policy.</p>	Head of HR	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September.

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 & 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 & subsistence could lead to disciplinary action.</p>	<p>Head of HR</p> <p>Head of Benefit & Exchequer Services</p>	<p>Sept 2008</p>	<p>Completed. The revised Travel and Subsistence Policy was approved by JMT in September.</p>
10	<p>Travel & 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>Completed. The revised Travel and Subsistence Policy was approved by JMT in September.</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>Completed. The revised Travel and Subsistence Policy was approved by JMT in September.</p>

JOINT SCRUTINY REVIEW OF THE TRANSITION FROM LEAVING CARE TO ADULT LIFE

PORTFOLIO RESPONSIBILITIES: CHILDREN'S SERVICES AND ADULT SOCIAL CARE AND OLDER PEOPLE

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To consider the response to the recommendations arising from the Joint Scrutiny Review of the Transition from Leaving Care to Adult Life.

Key Decision

This is not a Key Decision.

Recommendation

THAT the proposed response to the recommendations arising from the Joint Scrutiny Review be approved.

Reasons

The Review produced a number of specific recommendations for consideration by the Executive which are ultimately aimed at improving outcomes for young people leaving the looked after system and making the transition to adult life.

Considerations

1. In 2006, the Adult Social Care and Strategic Housing Scrutiny Committee and Children's Services Scrutiny Committee agreed to conduct a Joint Scrutiny Review on the Transition from Leaving Care to Adult Life. It is acknowledged that there are a number of other vulnerable young people who go through transition, such as those with a disability. However, whilst they were not the focus of this review the two directorates and partners may need to heed lessons learned.
2. The terms of reference for the Review were agreed as follows:
 - To review the Council's approach to transition issues for looked after children with support needs from childhood to adult life
 - To investigate how improvements can be made to the transition process
 - Following the review to advise the appropriate Cabinet Member(s) of the best

Further information on the subject of this report is available from
Shaun McLurg, Head of Safeguarding and Assessment on (01432) 261603

policy to put in place to implement the improvements identified.

3. The Review Group also identified a number of desired outcomes from the review, which were:
 - For Members of the Review to have considered the various elements involved in the transition process and how these interrelate with those services performed by the Council's partners
 - To have considered possible areas of improvement to the transition process and make recommendations on improvement for consideration by the appropriate Cabinet Member(s) and the Council's partner organisations
 - For any future service to be capable of implementation in collaboration with partner organisations.
4. The methodology for the Review included consideration of a range of documentary evidence, detailed interviews with key staff from a number of different professional agencies and a meeting with some looked after young people and care leavers at Centre 18 in Hereford.
5. The full report is attached at Appendix 1 for information.
6. The specific recommendations and proposed actions arising from the review are attached at Appendix 2.
7. Since the completion of the review both directorates have been working together to improve these services but acknowledge there is still more to be done if we are to improve the life chances and experiences of our young people leaving care and indeed, improve our practices for all such vulnerable groups.
8. In the past year Adult and Children's social care services have been working together to improve transition arrangements for all young people who are likely to need ongoing social care support in adulthood. We have developed protocols for young people with complex learning and/or physical disability needs, with joint planning in place from age 16. There are 2 transition workers funded by the Council and currently based within Connexions responsible for developing and improving transition arrangements. It will be sensible to review these posts and consider the recommendation from the review for a further transition post focusing on health needs at the same time. This will also be done in conjunction with the Children's Trust in reviewing and commissioning services.

Financial Implications

There are no specific budgetary implications for Herefordshire Council at this stage as all the actions proposed within the Action Plan will be contained within existing budgets.

The establishment of the proposed Transition Health Advisor post for care leavers and vulnerable young people within the Primary Care Trust is subject to the approval of a bid as part of the overall Local Development Plan 2009/10.

Risk Management

There are risks to the reputation of the Council and partner agencies should these recommendations not be acted upon, not least because members of the Review Group met with looked after young people and care leavers and assured them that action would be taken to address the issues they had raised, and the Review Group would feedback on actions taken at a later date.

Alternative Options

Following consideration of a range of alternatives, these recommendations were decided upon by the Review Group as the most appropriate means of addressing the issues raised.

Consultees

Stuart McFarlane	Team Manager, After Care Team
Derek Allen	Change Manager Homelessness
Lynne Renton	Designated Nurse Safeguarding, Primary Care Trust
Anna Cassin	Looked After Children Nurse, Primary Care Trust
Sally Simmonds	Operational Manager for Community Mental Health Services, Primary Care Trust
Annie Bushby	Education Liaison and Support Service Co-ordinator
Yvonne Clowsley	Children's Health Commissioner, Primary Care Trust
Julie Smith	Team Manager, Connexions
Sue Miller	Transitions Lead, Connexions

Looked after young people and care leavers

Appendices

Appendix 1 Report for Adult Social Care and Strategic Housing Scrutiny Committee on 24 July 2008 'Review of the Transition from Leaving Care to Adult Life'

Appendix 2 Proposed Action Plan

Background Papers

Care Matters: Transforming the Lives of Children and Young People in Care Green Paper October 2006

Report to Cabinet 18 January 2007 'Care Matters: Transforming the Lives of Children and Young People in Care'

Care Matters: Time for Change White Paper June 2007

Children and Young Person's Bill November 2007

Report to Cabinet Member 8 April 2008 'The Children and Young Person's Bill'

The Children and Young Person's Bill: Implications for Herefordshire

Review of the Transition from Leaving Care to Adult Life

Report by the Scrutiny Review Group July 2008

...Putting people first
...Promoting our county
...Providing for our communities
...Protecting our future

Quality life in a quality county

Note

The Adult Social Care and Strategic Housing Scrutiny Committee approved the recommendations set out in the Transition Review Group's report, as presented to it at its meeting on 24 July 2008.

Chairman's Foreword

On behalf of the Review Group I would like to thank all those who have helped to contribute to this report. In particular I am grateful to those young people who gave up part of their evening to meet the Group.

The Group was pleased to receive assurance that outcomes for looked after children are generally positive in Herefordshire. However, it was clear that these young people face considerable challenges and there remains a gap when compared with outcomes for their peers.

The Group hopes that its recommendations will be accepted and contribute to improving the lives of looked after children and young people.

I would like to add particular thanks to Mr Richard Kelly and Mrs Denise Strutt who gave their time to the review as co-opted members.

Councillor J E PEMBERTON
Chairman of the Review Group

REVIEW OF TRANSITION FROM LEAVING CARE TO ADULT LIFE

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APPENDICES

- 1 Scoping Statement & Terms of Reference
- 2 List of Interviewees
- 3 Report to Cabinet on Children and Young People's Bill – 27 March 2008
- 4 Performance Summary – Looked After Children

1. Introduction

- 1.1 The Adult Social Care and Strategic Housing Scrutiny Committee and Children's Services Scrutiny Committee agreed in 2006 to scrutinise the Transition from leaving care to Adult life. The Scoping Statement for the Review as originally agreed is attached in **Appendix 1** together with a list of other matters identified subsequently for possible consideration. The Committee appointed a Review Group to carry out the Review comprising Councillors JE Pemberton (Chairman), H Davies, G Lucas, RV Stockton, Mr R Kelly (Voluntary Sector representative) and Mrs D Strutt (Headteacher Whitecross High School and Specialist Sports College). Councillors PA Andrews and WLS Bowen supported the Review in their roles as Chairman and Vice-Chairman of the Adult Social Care and Strategic Housing Scrutiny Committee.
- 1.2 The overarching purpose of the Review was to review the Council's approach to transition issues for looked after children with support needs from childhood to adult life and to investigate how improvements can be made to the transition process. As a report to the County Councils Network observes: "The transition to adulthood if not handled well can negatively impact upon young people's development and progress and place further strain on local authority care services in the longer term".
- 1.3 This report summarises the key findings of the Review and contains recommendations for the Executive.
- 1.4 The Review Group would like to express their thanks to those who submitted evidence and participated in interviews during the Review.

2. Method of Gathering Information

i. Documentary submissions

- 2.1 The Review Group considered a substantial amount of documentation during the course of the Review.
- 2.2 This documentation included a series of briefing papers prepared by Herefordshire Council officers to inform the Review and short notes prepared by several witnesses to support their interactions with the Review Group.

ii. Witness interviews

- 2.4 The Review Group held interviews with a number of key witnesses to enable specific issues to be discussed in detail. The list of witnesses interviewed is set out in Appendix 2.
- 2.5 The Review Group also met some young people who had been in the looked after system, to discuss their experiences directly with them. This took place in the early evening at Centre 18 in Hereford. Centre 18 is a building designed for young people providing a setting both for informal group work and evening activities and for more formal meetings as well. The Group found this meeting particularly illuminating and helpful.
- 2.6 This discussion was supported by material prepared by local young people at Dinedor Outdoor Centre as part of National Care Leavers Week in 2007. The focus of National Care Leavers Week was 'Brighter Futures - What Makes a Difference?' In one piece of work focusing around the 'What Makes a Difference' element the group identified five topics where they felt there were areas where improvements could be made and where things were likely to go wrong: statutory review meetings, change of social worker; change of placement; transferring to an

Aftercare worker from a social worker; and moving into their own flat. These issues are reflected and commented on in section 17 of this report.

3. Legal Framework

- 3.1 When the Review commenced, the key piece of legislation governing the Council's work with care leavers was the Children (Leaving Care) Act 2000 implemented in October 2001. The main aim of the Act was to improve the life chances of young people who depend on the Council in place of a family. Its provisions were based on what good parents would normally expect to provide for their child.
- 3.2 The Act placed specific duties on local authorities as a whole to act as corporate parents to young people who have been in their care. These included responsibilities to provide for them financially, make sure they have suitable accommodation, support them in building a career and keep in touch after they have moved into independence.
- 3.3 As part of the Government's stated commitment to fundamentally reform services to children and young people who are in the care of local authorities, a Green Paper: Care Matters: Transforming the Lives of Children and Young People in Care, was launched in October 2006. This was followed by a White Paper: Care Matters: Time for Change, published in June 2007. The Children and Young Persons Bill was placed before Parliament in November 2007 to give legislative force to the White Paper's key elements. An implementation date has not yet been confirmed, but local authorities and partner agencies are expected to be considering and planning their response and to be incorporating this into the development of Children and Young People's Plans.
- 3.4 The Group has noted the report to the Cabinet Member (Children's Services) in April 2008 setting out a range of actions to be taken in response to the Bill. This identifies seven key areas for improvements to services for children and young people who are in the care of local authorities. These are: Corporate Parenting, Family and Parenting Support, Care Placements, Education, Health and Well being, Transition to Adulthood, Workforce and Practitioners. The report summarises Herefordshire's position in relation to each of these areas, together with the proposed response. A copy of this report is attached at **Appendix 3**.
- 3.5 The law is clear that in the UK people become adults at age 18. A Care Order made in respect of a child expires at age 18. However, the transition to adult life spans a broad period before and after that date. The Review focused on young people in public care who were eligible for Aftercare Services.
- 3.6 The primary focus was on young people in the care of Herefordshire Council (whether or not resident in Herefordshire). The 2000 Act states that the authority which last looked after a young person will continue to have responsibility regardless where that young person moves to in the Country
- 3.7 A secondary focus was on young people who are resident in Herefordshire but in the care of other local authorities. Relatively little is known about the ongoing needs of young people from other local authorities who are placed in private sector residential or fostering placements in Herefordshire and then decide to stay in the area once they are out of care. There are believed to be around 150 young people from other local authorities placed in Herefordshire. Herefordshire places about 25 to 30 children in other local authority areas at any one time, often to access specialist resources not available locally or to enable placements with relatives.
- 3.8 The review included young people in care who have disabilities, but not those with additional complex needs such that they are not likely to be able to live independently into adulthood without continuing high levels of support. By and

large, this latter group transfer direct from Children's' Disability Services to Adult Services. Currently, the number of looked after children coming into this group is very small, perhaps one or two per year. This may change if proposals in the Care Matters agenda, which relates specifically to looked after children, result in larger numbers of children with disabilities being embraced within the care system and hence potentially eligible for Aftercare services.

- 3.9 People leaving care have the same basic needs as those identified for children in the Every Child Matters agenda, which relates to all children: Staying Safe, Being Healthy, Enjoying and Achieving, Economic Well-being and Making a Positive Contribution.
- 3.10 The Council wishes leavers making the transition to adulthood to be living in suitable accommodation, to be engaged in education, training or employment and in good mental and physical health.

4. Herefordshire's Aftercare Policy

The Council takes seriously its responsibility to act as a 'corporate parent' for young people who have been in its care, and aims to take on the role of a good family in supporting them towards independence.

This means it will ensure young people:

- are not discharged from care until they are prepared and ready to leave*
- are helped to prepare a Pathway Plan which sets out their wishes for the future and maps a route for their achievement*
- have a Personal Adviser who will keep in touch and offer practical and emotional support to help them make a success of independent living*
- are financially supported until 18, and beyond (up to 25) if in further or higher education*
- have support to find accommodation, employment, training and further education, and to plan a career*
- are consulted and included in reviewing and shaping services*
- are able to build and maintain relationships and friendships*
- are supported if they make mistakes*
- are encouraged to believe in themselves and their future*

5. The Current Position in Herefordshire

- 5.1 Currently the Herefordshire Aftercare Team is working with 125 young people. There are 15 to 20 new care leavers (over 16 yrs old) in any one year.
- 5.2 The Council's success as a corporate parent for the children and young people in its care is demonstrated in a variety of ways and was validated by the Annual Performance Assessment (APA) letter in November 2007.
- 5.3 The performance summary taken from the annual performance assessment self-assessment 2008 is attached at **Appendix 4**. This shows continued strong performance across a range of performance indicators for services to looked after children.
- 5.4 However, whilst outcomes for looked after children and young people are generally positive in Herefordshire there remains a gap when compared with other children and young people in the County and there is a risk that this will widen unless continued efforts are made to address the specific needs of looked after children and young people.

6. Accommodation

- 6.1 The Group was informed that since the homelessness service had been brought back under local authority control in April 2006 the Council had been able to have a greater influence on housing provision.
- 6.2 Across the Country care leavers were more likely to become homeless. The Group was assured that the picture in Herefordshire compared very favourably with other authorities. The Homelessness Section prided itself on a proactive approach looking at who would be needing accommodation in 6-8 months time and planning ahead. Statistical evidence supports the Service's success.
- 6.3 The Group noted that, in work by a Government Committee considering the issue of looked after Children, Herefordshire's proactive approach to avoiding homelessness had been regarded as a model of good practice
- 6.4 However, there is a difficulty with care leavers placed in the County by some other local authorities. They do not follow Herefordshire's pro-active approach, therefore sometimes leaving it too late to organise accommodation. There was an issue about how to encourage other local authorities to change approach. It was noted that the Children and Young Persons Bill does propose that people should not be placed in care more than 20 miles from their home.
- 6.5 It remained the case that the biggest housing pressure was for people under 25. More single accommodation was required across the County. The Group highlighted this issue as one the Council needed to address whilst noting that it is identified as a priority in the new Corporate Plan.

Recommendation

The Group recommends that the Council's specific responsibility for care leavers should be borne in mind in seeking to address the issue of affordable housing in the County.

7. Corporate Parent Role

- 7.1 The Group noted and endorsed the statement in the report to the Cabinet Member (Children's Services) on the Children and Young Persons' Bill that there was currently no formal structure in place to enable elected Members to oversee and monitor performance as a corporate parent to the standard proposed in the White Paper Care Matters; Time for Change.
- 7.2 The Group welcomed the proposal to establish a Children in Care Council. The Group noted that the report to the Cabinet Member stated that foundations are in place that should facilitate its development.

Recommendation

The Group recommends that the proposal to establish a Children in Care Council be welcomed.

8. Possible Role for a Virtual Head Teacher

- 8.1 The need for communication between the range of partners and services involved in provision of care has been a persistent theme in every aspect the Group has examined. The provision in the Children and Young Person's Bill giving authorities the discretion to appoint a Virtual Head Teacher for looked after children is therefore viewed as something worth considering. Individual head teachers currently have responsibility for looked after children in their schools. The Group considers that the creation of a post with the ability to have an overview of education outcomes for looked after children in all schools across the County would be beneficial.

Recommendation

The Group recommends that the provision in the Children and Young Person's Bill for a Virtual Head Teacher for looked after children has merit and should be investigated with a view to implementation in the County.

9. Information Technology

- 9.1 The vexed question of the compatibility of computer systems between the various agencies involved in providing services (notably the Primary Care Trust, the Council and Connexions) was a recurring theme in the submissions made to the Group
- 9.2 The Group has noted that Cabinet has recently approved the acquisition of a new software package to replace outdated client systems in social care. It is understood that linkages with health partners are to be considered as an essential part of this process.
- 9.3 The Group noted that there was still some concern over the timescale for delivering the project. It considered that mechanisms should be put in place to measure the effectiveness of the social care solution in addressing the concerns about compatibility that have been identified.

Recommendation

The Group recommends that mechanisms should be put in place to measure the effectiveness of the social care information technology solution in addressing the concerns about compatibility that have been identified.

10. Health Issues

- 10.1 The Group heard evidence from the Designated Nurse, Safeguarding and the Named Nurse for Looked After Children.
- 10.2 The Group considered that a dedicated health worker's time would improve access and health promotion work. There was clearly a need for dedicated health worker resources in care settings for care leavers. It is particularly important that authorities are creative and resourceful in delivering services to young people. For example it would be appropriate if a health worker visited Centre 18 to talk informally as a matter of routine, with provision, if possible, for private discussion.

Recommendation

The Group recommends that the need for dedicated health worker resources in care settings for care leavers should be recognised and appropriate provision made.

11. Thresholds for Children's and Adults Services

- 11.1 Health professionals acknowledged that the vulnerability of care leavers was not recognised as fully as it should be across health services. The Group was informed that there was a transition protocol in place for mental health services but it was acknowledged to the Group that there was a need for work to be done on the transfer between Children's Services and Adult Mental Health Services.
- 11.2 There was an issue over how health needs of looked after children were assessed by the Primary Care Trust to determine whether they would need extra help and support. It was noted that whilst little information was currently collated in some areas it might be required in future in response to Government guidance or legislation. It was suggested that if information were made available, consideration could be given to how services might be commissioned to meet the gap in provision which had been identified between those receiving help from children's health services but who fell below the current threshold for eligibility for support from adult services or where equivalent adult services did not exist.

Recommendation

The Group recommends that a specific piece of work be commissioned, drawing on best practice, on thresholds for eligibility for adult services (with particular reference to care leavers with additional needs, whether physical disability, learning disability or mental health) to ensure that the needs of young people are being met.

12. Personal Education Plans

- 12.1 The Council is required by law to prepare a personal education plan (PEP) for each young person. The PEP was introduced because it was considered that the care plans and statutory reviews were insufficient in promoting and prioritising the education of children in care. It was seen as a vehicle for encouraging dialogue between social workers, carers and schools in order to provide essential information. Most importantly it was expected to raise the importance of the capacity for education to improve outcomes for looked after children.
- 12.2 The Group was informed that personal education plans were difficult to put in place and the link to the Care Pathway Plan needed to be more seamless. The Group has noted in particular that not all looked after children had personal education plans in place.

Recommendation

The Group recommends that the Education Liaison and Support Service should look at the preparation of personal education plans, review their format, and introduce more robust monitoring mechanisms to ensure complete compliance.

13. Out of County Placements in Herefordshire

- 13.1 More looked after children are placed in the County by other authorities than Herefordshire places with other authorities. Reasons for this include the nature of the County and the number of independent care home providers and independent foster carers within it.
- 13.2 Some of these children are educated in the County's schools. However, many private care homes also have educational provision on site.

- 13.3 The private sector does not have to communicate with the Council regarding the children placed with them as that is the responsibility of the placing authority.
- 13.4 The onus is wholly on the placing authority to notify the area where they were making placements. It is regrettable that not all do so. The opportunity should be taken to highlight the importance of such notification in appropriate forums.
- 13.5 There were grounds for concern that the Council was not aware of how many out of County looked after children were placed in Herefordshire.
- 13.6 There is also concern on the part of the health service that it is often unaware of the presence of some very disturbed children and young people sent by other areas to live in private sector establishments.
- 13.7 The Group thought that there should be stronger engagement with private care providers. It was proposed that every provider had the name and contact details of the housing team as well as protocols to govern recommended contact with relevant Council Services.
- 13.8 The Group was also surprised to note that providers had to register with Ofsted but Ofsted would not release information to the Council of who had registered. It considers that the strongest representations need to be made to Ofsted on this point.

Recommendations

The Group recommends:

That the opportunity should be taken in appropriate forums to highlight the importance of authorities placing children in other areas notifying the area where placements are being made.

That every provider has the names and contact details for the housing team and access routes to relevant Council Services.

That the strongest representations be made to Ofsted that the Council must be made aware of independent care providers registered with it, and kept regularly updated to enable the Council to discharge its responsibilities effectively.

14. Rurality

- 14.1 The Group noted the County Council Network's observation on the "impact of rurality on access to services. This will include the availability of public transport, leisure facilities and appropriate housing, but also the cost of provision and time taken up by staff travel. This is a particular issue for young people wanting to find work or training – for supported work and specialist education or training most opportunities are in larger towns."
- 14.2 The Group commend the actions of the Council to counteract the impact of rurality

15. Service Gaps- Mental Health and Learning Disabilities

- 15.1 The Group learned that it appeared that there was no separate system in health in some services for independently identifying looked after children in care and care leavers. This is clearly an issue of concern given the Council's responsibility for looked after children.

- 15.2 The Group welcomed the development of a fast track system for children and young people with mental health problems in the Council's care. This involved keeping track of those in care. The system provided for urgent needs to be dealt within 48 hours.
- 15.3 The Group was informed that the Children and Adolescent Mental Health Services (CAMHS) team was a small team and that more staff would be needed by 2010. Recruitment was understood to be difficult nationally. However, the Group was advised that the Primary Care Trust had budgeted for the need to increase resources and this was welcomed by the Group.
- 15.4 In terms of learning disabilities, the Group was advised that whilst handover arrangements had improved, these were still not working so well as in mental health.

Recommendation

The Group recommended that Health Services consider how they could develop a system to flag up looked after children in care and care leavers and ensure an effective link to the Council's looked after system.

16. Individual Budgets

- 16.1 The Group was informed that between the ages of 16-18, there was a grey area concerning funding for items like school trips and laptops. Some things fell within the Social Work Team budget. Whilst funding existed within the various budgets, it was not clear whom to approach. It would be better if there was one budget so that young people knew who to go to and did not have to worry about the matter. Under Every Child Matters there were proposals for personal allowances, but it was not clear how these would be allocated.

Recommendation

The Group recommends the creation of a single budget for miscellaneous expenditure on young people with clear management arrangements.

17. Issues Raised In Work by Young People

- 17.1 As mentioned earlier in this report, as part of its evidence gathering the Review Group met some young people who had been in the looked after system to discuss their experiences directly with them. Information was presented to the Group on 5 topics where they felt there were areas where improvements could be made and where things were likely to go wrong. These were: statutory review meetings, change of social worker; change of placement; moving to Aftercare from a social worker; and moving into their own flat.
- 17.2 As with any group of people it is important to note that a range of views were expressed.

Statutory Review Meetings

The following are selected comments:

Already Good

"We can make our views known"

"You can find out what everyone's been saying about you"

Areas for Improvement

"They can be too formal"

"People turn up and you don't know who they are"

- 17.3 The Group has expressed some concern at the numbers present at statutory review meetings. The reviews are a statutory requirement and are held at least every six months in order to monitor the progress of the looked after child in relation to issues such as education and health and to ensure that all needs are being met. It was advised that whilst originally focused on the young person, Government guidance led to an increase in the numbers of those present. The Group recognised that the young person (from age 8-9 on) is expected to be involved. It is also important that all those involved in the child's care are present. However this could include school, education support, care home, health, social worker (involving more than one person from each of these service areas) and the independent chair.
- 17.4 It is understood that it varies from young person to young person how they cope with these meetings but it was worrying to the Group that it becomes normal to talk to a group of adults about personal circumstances.
- 17.5 It was noted, in part, that those involved in the care of the young person wanted to show their commitment to the young person and demonstrate to the young person that they were valued. The Group did conclude, however, that it might be possible to strike a better balance and potentially reduce the number of people present whilst recognising that this could not be at the expense of properly assessing a young person's needs.

Recommendation

The Group recommends that the format and effectiveness of statutory review meetings is revisited and a review over three months of attendance at Case Reviews to see what the attendance levels actually were and whether these could or should be scaled down would be helpful.

Change of Foster Placement

The following are selected comments:

Already Good

"I met them before I moved in"

"The new placement was more relaxed"

Area For Improvement

"I had no preparation to move"

"I didn't like the new foster carers"

"My stuff was put in bin bags/got lost/got broken when I moved placements"

- 17.6 The Group recognised that a change of placement was naturally unsettling. It was understood that the Service did recognise the need to manage this issue sensitively.
- 17.7 In relation to the use of bin bags to transport belongings, the Group has been assured that the service considers this approach unacceptable. However, this should be explicitly set out as a requirement in the relevant Council policy.

Recommendation

That the Children and Young People's Directorate gives further consideration to arrangements for the change of foster placement to see if policies and practices can be improved.

That an explicit policy statement prohibiting the use of bin bags to transport belongings when moving placements is prepared and publicised to ensure adherence.

Change of Social Worker

The following are selected comments:

Already Good

"A new person to know"

"A new perspective can be good"

Area For Improvement

"A new person to know" (ie mirror opposite of comment above)

"It would be good for the old social worker to introduce you to the new social worker"

"I wasn't given enough notice"

"It can upset what's going on and change your behaviour"

- 17.8 The Group was given an example of a placement being made outside the County, which had been considered unsatisfactory.
- 17.9 The Group commented that this raised some similar issues relating to change as to the change of foster placement. There were also some suggestions made to the Group that meetings with Social Workers were at variable intervals in part depending on how close the relationship was with the social worker. It again highlighted the need for sensitive management.

Recommendation

The Group recommends that the Children and Young People's Directorate gives further consideration to arrangements for the change of social worker to see if policies and practices can be improved.

Moving into Our Own Flat

"It's a scary responsibility"

The following are selected comments:

Already Good

"I was given a list of important items that I needed to buy"

"My aftercare worker helped me move my furniture"

Area for Improvement

"I need life skills sessions before I move"

"I need help to budget/I haven't got enough money to live on"

"I want to know that where I live will be clean and safe"

"If it all goes wrong I can't go back to my foster carers"

- 17.10 The Group did receive some suggestion that the support available was variable.
- 17.11 As referred to earlier in this report, the Group has noted that the biggest housing pressure in the County is on affordable housing aged under 25. It has recommended that the Council's specific responsibility for care leavers should be borne in mind when seeking to address this issue.
- 17.12 Other observations relating to these points are set out in the sections on moving to aftercare below.
- 17.13 The timing of the move and concerns that it was not possible, having moved, to return to a more formal care setting were discussed.
- 17.14 In general children leave care at 18, unless they have moved out of the looked after system at an earlier age. Even if a young person is living independently, at 17 they are still subject to a care order and the Council's responsibilities remain unchanged.
- 17.15 The Group was advised that it is important to remember that often Young People themselves are keen to become semi-independent. It could be difficult for the Service to advise them in these circumstances. There is a dilemma in that when young people really want to leave the care system it is counter productive to seek to continue to keep them in a home: they would simply abscond. It might in such circumstances be thought better to work with the young people concerned, but with appropriate safeguards around them as they would be more vulnerable.
- 17.16 The Group acknowledged the Service's position but considered there would be merit in revisiting and revising existing policy documents to make clear there was an opportunity to return to a more formal care setting.
- 17.17 A particular concern the Group had centred on was the fact that the change in care circumstances could occur in the middle of GCSEs. It was noted that it was possible that the Government initiative that every child should be in education or training until 18 might translate across to care arrangements which would be beneficial.

Recommendation

The Group recommends that existing policy documents should be revisited and revised to make clear that the opportunity to return to a formal care setting did exist if that was what the young person wanted and efforts should be made to enhance the flexibility of the system.

Moving to Aftercare

The following are selected comments:

Already Good

"Aftercare workers tell us the truth – they tell it like it is and we understand what they are talking about"

"I met my aftercare worker with my social worker several times to start off with"

Areas For Improvement

"Make the change more gradual"

"We should be able to get support after we are 21 if we want it"

- 17.18 There was a strong consensus in the meeting with young people that the transition between social worker and aftercare worker could be made more seamless. It was suggested that meetings should take place a few months before the transfer to aftercare. It was noted that the roles did differ."

Recommendation

The Group recommends that the Children and Young People's Directorate give further consideration to arrangements for the move to aftercare to see if policies and practices can be improved to make the transition more seamless.

Additional observations

- 17.18 There was a general view expressed to the Group that processes could be improved to ensure that they are designed to benefit looked after children and their needs.
- 17.19 Of particular concern to the Group was the strong view that a stigma remained attached to being in care, a feeling on the part of young people that they were being judged and a concern that this continued to translate into the workplace when applying for jobs.
- 17.20 The Group respected this observation, but recognised that this was a broad far reaching issue for society as a whole and as such difficult to rectify. However, it was proposed that where evidence of discrimination was presented to the Council, that the Council should use what powers it can to seek to tackle it.

Recommendation

The Group recommends that where evidence of discrimination is presented to the Council the Council uses what powers it can to tackle it.

18. Corporate Plan Link

- 18.1 The Group hopes that the recommendations, if accepted, will contribute to the following of the Council's top priorities as contained in the Corporate Plan 2008-11: achieving "the best possible life for every child, safeguarding vulnerable children and improving educational achievement.

19. Next Steps

- 19.1 The Recommendations will be reported to the Adult Social Care and Strategic Housing Scrutiny Committee for consideration, with Members of Children's Services Scrutiny committee invited to attend, and, subject to the Committee's approval, recommended on to Cabinet.
- 19.2 The Group also plans to advise young people of the outcome.
- 19.3 Standard recommendations attached to each review provide for the Executive's response to be reported back to the relevant scrutiny Committee and for monitoring to take place.

- 19.4 In addition to this routine monitoring the Group proposes to reconvene twelve months after the approval of any action plan by the Executive to confirm to its satisfaction that improvements have indeed been made.

20. RECOMMENDATIONS

- (a) That the Council's specific responsibility for care leavers should be borne in mind in seeking to address the issue of affordable housing in the County.**
- (b) The proposal to establish a Children in Care Council be welcomed.**
- (c) That the provision in the Children and Young Person's Bill for a Virtual Head Teacher for looked after children has merit and should be investigated with a view to implementation in the County.**
- (d) That mechanisms should be put in place to measure the effectiveness of the social care information technology solution in addressing the concerns about compatibility that have been identified.**
- (e) That the need for dedicated health worker resource in care settings for care leavers should be recognised and appropriate provision made.**
- (f) That a specific piece of work be commissioned, drawing on best practice, on thresholds for eligibility for adult services (with particular reference to care leavers with additional needs, whether physical disability, learning disability or mental health) to ensure that the needs of young people are being met.**
- (g) That the Education Liaison and Support Service should look at the preparation of Personal Education Plans, review their format and introduce more robust monitoring mechanisms to ensure complete compliance. .**
- (h) That the opportunity should be taken in appropriate forums to highlight the importance of authorities placing children in other areas notifying the area where placements are being made.**
- (i) That every provider has name and contact details of the housing team and access routes to relevant Council Services.**
- (j) That the strongest representations be made to Ofsted that the Council must be made aware of independent care providers registered with it and kept regularly updated to enable the Council to discharge its responsibilities effectively.**
- (k) That Health Services consider how they can develop a system to flag up looked after children in care and care leavers and ensure an effective link to the Council's looked after system.**
- (l) That a single budget for miscellaneous expenditure on young people be created with clear management arrangements.**
- (m) That the format and effectiveness of statutory review meetings is revisited and a review over three months of attendance at Case Reviews to see what the attendance levels actually were and whether these could or should be scaled down would be helpful.**
- (n) That the Children and Young People's Directorate gives further consideration to arrangements for the change of foster placement to see if policies and practices can be improved.**

- (o) That an explicit policy statement prohibiting the use of bin bags to transport belongings when moving placements is prepared within 3 months and publicised to ensure adherence.**
- (p) That the Children and Young People's Directorate gives further consideration to arrangements for the change of social worker to see if policies and practices can be improved.**
- (q) That existing policy documents should be revisited and revised to make clear that the opportunity to return to a formal care setting did exist if that was what the young person wanted and efforts should be made to enhance the flexibility of the system.**
- (r) That the Children and Young People's Directorate gives further consideration to arrangements for the move to aftercare to see if policies and practices can be improved to make the transition more seamless.**
- (s) That where evidence of discrimination is presented to the Council, the Council uses what powers it can to tackle it.**
- (t) Subject to the Review being approved, the Executive's response to the Review, including an action plan, is reported to the first available meeting of the Committee after the Executive has approved its response.**
- (u) A further report on progress with respect to the Review be made after six months with consideration then being given to the need for any further reports to be made; discussed and further actions taken.**

The End

REVIEW:	Transition from Leaving Care to Adult Life	
Committee:	Adult Social Care and Strategic Housing and; Children's Services.	Chair: Councillor PA Andrews and Councillor SJ Robertson
Lead Support Officer:	Shaun McLurg, Head of Safeguarding and Assessment	

SCOPING

Terms of Reference

- To review the Council's approach to transition issues for looked after children with support needs from childhood to adult life.
- To investigate how improvements can be made to the transition process.
- Following the review to advise the appropriate Cabinet Member(s) of the best policy to put in place to implement the improvements identified.

Desired outcomes

- For Members of the Review to have considered the various elements involved in the transition process and how these interrelate with those services performed by the Council's partners.
- To have considered possible areas of improvement to the transition process and make recommendations on improvement for consideration by the appropriate Cabinet Member(s) and the Council's partner organisations.
- For any future service to be capable of implementation in collaboration with partner organisations.

Key questions

The questions set out in the IDeA publication 'Getting our House in Order – Better Results for Children and Young People' namely:

- Who is the community/service group?
- What is the outcome to be improved?
- How do we know we are making a difference? (criteria)
- What does the data tell us compared to benchmark/baseline/average?
- What further data is needed? (soft & hard)
- What is the story(ies) behind the baseline? – an analysis of what's happening.
- Who are the partners? (including those who need to be there and are not)
- What could work? (4 best ideas: 2 x low cost/no cost; 1 x off the wall, 1 x £3 million if you had it)
- Are solutions deliverable and realistic/SMART?
- Action plan and resource.

Links to the Community Strategy

The Review Group will identify how the outcome of this review contributes to the objectives contained in the Herefordshire Community Strategy including the Council's Corporate Plan and other key plans or strategies.

Timetable	
<i>Activity</i>	<i>Timescale</i>
Agree scoping statement with the two Scrutiny Committee Chairman including agreeing which Member of the appointed Review Group will be Chairman.	By 17 November 2006
Officers produce briefing pack designed to answer the key questions set out above and suggest expert witness list for approval by Review Group.	By 15 December 2006
Meeting of the Review Group to discuss information provided to them, identify any additional information required and Expert Witnesses.	2 - 12 January 2007
Meeting of the Review Group, Support Officers and all Expert Witnesses to explore information provided in more detail.	13 - 26 January 2007
Limited number of Members to interview Care Leavers and/or former Care Leavers.	27 January - 2 February 2007
Meeting of Review Group and Support Officers to prepare options/recommendations.	3 - 16 February 2007
Review Group to agree final report.	By 23 February 2007
Present final report to Scrutiny Committees.	March
Present options/recommendations to Cabinet.	TBC
Scrutiny Committees consider Cabinet response and action plan.	TBC

Members (Revised June 07)	Support Officers
Councillor H Davies Councillor G Lucas Councillor JE Pemberton (Chair)	Mr S. McLurg (Head of Safeguarding and Assessment)
Councillor RV Stockton Mrs D Strutt Mr R Kelly (and Cllr Andrews and Cllr Bowen)	Mrs S Canham (Head of Adult Learning Disabilities -Social Care) Mr R Gabb (Head of Strategic Housing)

On the basis of the discussions, a number of key themes were identified for further exploration by the Review Group. These were as follows:

- The role of corporate parent continues beyond the age of 18 up to and including the age of 24 for care leavers in continuing education
- The role of the corporate parent, and therefore the scope of the Review, should cover the role of a wider group of agencies eg CAMHS, Probation, Prison Service etc
- The primary focus of the Review should be looked after children and care leavers who are the responsibility of Herefordshire but the review should also address looked after children and care leavers in Herefordshire from other Local Authorities
- Whilst the review will cover those care leavers who have continuing needs such as learning disabilities and mental health problems, those with more profound and multiple disabilities will not be included within the scope of the Review
- The Review Group should take a particular interest in the issue of appropriate accommodation for 16 to 18 year olds, including supported lodgings, 'halfway house' options etc
- The Review should be informed by learning from other projects and schemes regionally and nationally eg sexual health, teenage pregnancy etc
- The Review should scrutinise Pathway Plans and how successful these are in identifying and meeting the needs of care leavers

Appendix 2

Name(s)	Position (s)
Stuart McFarlane	Team manager – Safeguarding and Assessment Services
Derek Allen	Change Manager Homelessness
Lynne Renton	Designated Nurse Safeguarding
Anna Cassin	Nurse – Looked after Children)
Sally Simmonds,	Operational Manager for Community Mental Health Services
Annie Bushby	Education Liaison Co-ordinator (Children and Young People in Public Care)
Yvonne Clowsley	Children’s Health Commissioner
(Representatives of Connexions)	

CHILDREN AND YOUNG PERSON'S BILL

REPORT BY HEAD OF SAFEGUARDING AND ASSESSMENT

REPORT TO CABINET MEMBER CHILDREN'S SERVICES

DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER: 8 APRIL 2008

DATE DECISION CAN BE IMPLEMENTED: 8 APRIL 2008

Wards Affected

County-wide

Purpose

To update Cabinet on the Children and Young Person's Bill and seek approval for a range of actions to be taken in response to this

Key Decision

This is not a key decision.

Recommendations

- THAT**
- (a) **The content of the Children and Young Person's Bill 2007 and the implications for children's services in Herefordshire are noted;**
 - (b) **The proposed response to the Children and Young Person's Bill as outlined in Appendix One is endorsed;**
 - (c) **A Looked After Children Council is established and delegated powers are given to the Cabinet Member for Children and Young People and Director of Children's Services to progress this;**
 - (d) **The Head of Safeguarding and Assessment progresses this work, including dissemination to partner agencies, and reports back to Cabinet in 6 months on progress against the agreed actions.**

Reasons

The above recommendations are required in order to ensure that Herefordshire Council responds in a robust and timely manner to the implications of the Children and Young Person's Bill.

Considerations

1. As part of the government's stated commitment to fundamentally reform services to children and young people who are in the care of local authorities, the Green Paper *Care Matters: Transforming the Lives of Children and Young People in Care* was launched in October 2006.
2. On 18 January 2007 a report was presented to Cabinet by officers and young people outlining the formal response to the consultation submitted on behalf of Herefordshire.
3. In response to the consultation, The White Paper *Care Matters: Time for Change* was published in June 2007 by the Department for Children, Schools and Families (DCSF).
4. The *Children and Young Person's Bill* was subsequently placed before Parliament in November 2007 to give legislative force to the key elements of the White Paper and this is currently at third reading stage in the House of Lords.
5. Accompanying *Regulations and Guidance* for local authorities are being developed to strengthen the provisions of the Bill.
6. Whilst an implementation date for the *Children and Young Person's Bill* has not yet been confirmed, local authorities and partner agencies are expected to be considering and planning their response and to be incorporating this into the development of Children and Young People's Plans.

7. There are seven key areas identified for improvements to services for children and young people for are in the care of local authorities. These are:
 - Corporate parenting
 - Family and parenting support
 - Care Placements
 - Education
 - Health and well being
 - Transition to adulthood
 - Workforce and practitioners
8. A summary of Herefordshire's position in relation to each of these areas, together with the proposed response, is set out in Appendix 1.

Financial Implications

It has been recognised that there will be additional costs incurred in responding to the challenges of the Children and Young Person's Bill, for some elements of the proposals and so additional revenue funding is to be made available through the Area Based Grant.

Whilst the allocations are not ring fenced, the indicative allocation for Herefordshire is as follows:

2007-08	£7,000
2008-09	£86,000
2009-10	£115,000
2010-11	£131,000

The proposals for this funding, which is referred to as the Change Fund in the *Care Matters* White Paper, are:

- Reviewing and developing Corporate Parenting arrangements
- Improving systems for children's participation through Children in Care councils
- Developing care pledges
- Improving strategies for planning and commissioning provision for looked after children to improve placement choice and stability
- The fund can also be used to help collect the new data for the annual return to government on the emotional and behavioural health of looked after children, as well as other initiatives outlined in Care Matters designed to benefit this group

It has also been indicated that additional capital funding will be made available. Further details of this are still awaited.

Risk Management

Whilst outcomes for looked after children and young people are generally positive in Herefordshire, there remains a gap when compared with outcomes with other children and young people in the county and there is a risk that this will widen unless continued efforts are made to address the specific needs of looked after children and young people.

Alternative Options

There are no alternative options being put forward for consideration

Consultees

The Children and Young People's Directorate Management Team

Key members of the Children and Young People's Directorate

Appendices

Appendix 1 - The Children and Young Person's Bill: Implications for Herefordshire

Background Papers

Care Matters: Transforming the Lives of Children and Young People in Care Green Paper
October 2006

'Care Matters: Transforming the Lives of Children and Young People in Care' Cabinet
Report 18 January 2007

Care Matters: Time for Change White Paper June 2007

Children and Young Person's Bill November 2007

Appendix One

The Children and Young Person's Bill: Implications for Herefordshire

The overall objectives of the Children and Young Person's (CYP) Bill are to:

- Reduce the incidence of factors which lead to children entering care
- Give children a far more positive and supportive experience of care
- Increase positive outcomes for children in an leaving care

This paper summarises the key proposals from each chapter of the *Care Matters: Time for Change* White Paper, highlighting any implications for Herefordshire and outlining any proposed actions in response.

Chapter 1: Corporate Parenting

Children who are looked after by the local authority have a unique relationship with the services that are there to support them. The responsibility of councils in fulfilling their complex responsibilities for them has become known as 'corporate parenting'. Strengthened governance arrangements for councils acting as corporate parents for children in care are identified as a key area for improvement:

'The aspiration that the State has for these children should be no less than each parent would have for their own child. We must ensure that they receive the security, support and schooling they need to reach their full potential and lead a happy and fulfilled life.'

To improve the role of the corporate parent, the government expects every local authority to set out a 'pledge' to children in care, and put in place arrangements for a Children in Care Council, with direct links to the Director of Children's Services and Lead Member.

HEREFORDSHIRE POSITION

The Council's success as a corporate parent for the children and young people in our care is demonstrated in a variety of ways and was validated by the Annual Performance Assessment (APA) letter in November 2007. However there is currently no formal structure in place to enable Elected Members to oversee and monitor performance as a corporate parent to the standard proposed in the White Paper.

The Council is well placed to develop a Children in Care Council and there are several existing points of contact which could be built on in order to develop this. Firstly, Independent Reviewing Officers, Social Workers and Aftercare Workers have a good track record of effective engagement with children and young people and rates of participation in statutory review meetings are high compared with national and comparator authorities. Secondly, young people's collective views on services are gathered via an activity and consultation programme run by the *Voices* participation team. The *Voices* magazine, produced regularly by and for young people, reaches all looked after children aged 10+. Over 75% of looked after children and young people, and some care leavers, have attended events organised by *Voices* this year. Finally, a small 'children's panel' is already in place and discussing a range of policy and practice issues affecting looked after children and young people.

Proposed Action

1. Herefordshire's pledge for looked after children and young people, introduced in 2002, needs to be refreshed in the light of Every Child Matters and the CYP Bill, involving children and young people and key partners.
2. A Children in Care Council should be formally established.

CHAPTER 2: FAMILY AND PARENTING SUPPORT

The White Paper outlines the need to strengthen provision for children and their families to avoid, wherever possible, the need for local authority care. In order to achieve this, a gradual shift of resources towards early intervention and support for parents is expected. In addition, the CYP Bill introduces a strengthened legal framework to promote children's placement with extended family and friends with the security of a court order.

Herefordshire Position

The proposals within this chapter are for the most part reflected in the priorities identified in the Children and Young People's Plan 2008-11, which is currently out for consultation. Work is in hand to ensure that the workstreams that will flow from the Plan are aligned with the local Support for Families Strategy and Children with Disabilities Strategy.

CHAPTER 3: CARE PLACEMENTS

The new proposals include:

- A new statutory duty to secure a sufficient and diverse provision of quality placements within the local authority area underpinned by a needs assessment measuring current and anticipated need for placements
- A strengthened statutory framework so that a local authority may not place a child out of its local authority area unless it is satisfied that this is in the child's best interest

Herefordshire Position

Performance data confirms that placement stability for children and young people is consistently high in comparison with national rates and comparator authorities. Rates of children placed out of herefordshire are also low, although the numbers of children and young people in external placements is increasing.

Proposed Action

3. Conduct a high level needs assessment to inform future commissioning of placements. The White Paper estimates this would cost £10,000 per authority.

CHAPTER 4: DELIVERING FIRST CLASS EDUCATION

A duty will be placed on the governing bodies of maintained schools to appoint a member of staff to be responsible for promoting the educational achievement of registered pupils in the school who are looked after.

Research shows that children who move schools at KS4 are likely to have lower attainment than those that do not move. The government proposes that looked after children should not have to move school as a result of a change in care placement unless it is for exceptional reasons. It is made clear that the cost of transport should not act as a barrier.

Local authorities will have the power to direct schools to take looked after children even if full, to ensure they have a high priority at transition and are awarded a place in the school which best meets their needs.

There will be an allowance up to £500 for each looked after child who is not reaching expected standards to support their educational and developmental needs. Further guidance is expected on the detail.

Absence rates of looked after children remain higher than other pupils and so there is an increased expectation that strategies are put in place to address the issues.

The White Paper proposes a 'Virtual Headteacher' role for looked after children which is currently being piloted in 11 local authorities. The purpose of the role is to provide increased challenge and support in order to ultimately raise the achievement of looked after children.

Further guidance is expected on using exclusion as a very last resort for looked after children by promoting more resilient strategies for management of children in school. In some local authorities areas a 'zero tolerance' approach has already been adopted and this is regarded as best practice.

Herefordshire Position

Since 1999 all maintained schools in Herefordshire have identified a named designated teacher for looked after children. This has worked well in practice, and the lists are updated every year.

Whilst every effort is made to avoid moves for KS4 young people, there are occasions when this does still happen. Where a change of placement move does take place every effort is made to ensure continuity of school placement, including the provision of transport where this is feasible.

The Admissions Code has, for the past two years, stated the priority for looked after children, with all schools having effected a change in their admission policies for the cohort entering school in 2008. Children who are placed for adoption in Herefordshire also benefit from this practice where this is supported by professional advice.

Despite tighter monitoring and additional resources we have failed to make a significant impact on the attendance of looked after children in Herefordshire.

The tasks expected of a Virtual Headteacher are currently divided between a range of services, notably the Education, Liaison and Support Service (ELSS) and the School Improvement Service (SIS).

Proposed Action

- 4. Further develop strategies to increase attendance by looked after children and decrease the number of school exclusions, including exploring the possibility of adopting a 'zero tolerance' policy.**
- 5. Review the ELSS Service and explore the viability of a 'Virtual Headteacher' role in Herefordshire.**

CHAPTER 5: PROMOTING HEALTH AND WELLBEING

Research indicates that looked after children have poorer health outcomes than other young people and are less likely to be in good health as adults. The *Care Matters* White Paper proposes a package of measures to promote improved outcomes in terms both of emotional wellbeing and physical health. During 2008 an updated version of *Promoting the Health of Looked After Children (2001)* will be published, outlining roles and responsibilities and addressing key issues such as health assessments and health promotion. This document will be issued as statutory guidance to healthcare agencies and local authorities.

Herefordshire Position

Herefordshire has demonstrated commitment to improving the health of looked after children and care leavers by engaging with the Healthy Care Programme. The programme, developed by the National Children's Bureau (NCB) at the request of government, presents a set of audit, evaluation and action planning frameworks.

These have been adapted in the light of the White Paper to enable local authorities, with their partners, to audit provision against need with a view to commissioning services that address local requirements. A multi-disciplinary Steering Group, chaired by the Head of Safeguarding and Assessment has developed a work plan and reports to the Children's Trust Board.

CHAPTER 6: TRANSITION TO ADULTHOOD

The ambition is to help young people prepare for adulthood and facilitate leaving care at the most appropriate time for them. Extending council responsibilities towards care leavers to an older age gives them the opportunity to draw continuing support from their former corporate parent in the same way that other young adults do from their parents.

This set of proposals can be summarised as:

- Extending the duty to appoint a personal adviser and keep the pathway plan under regular review for all care leavers who are either in education or wish to return to education from the age of 21 to 25
- Supporting councils to provide a bursary of £2,000 for young people entering higher education, and contribute £100 annually to Child Trust Funds for all children who have been in care for one full year who were born after September 2002.

Herefordshire Position

Herefordshire Aftercare Team (HAT) currently adopts a flexible approach to over care leavers over the age of 21 who have additional needs that require a service response until the age of 25.

HAT currently pay a living allowance (£55.00pw) and accommodation costs. Any reasonable education related expenditure is also funded in response to individual need. There is an aim that no care leaver in higher education accrues a student loan debt of more than £3-4,000.

The new cohort of young people that will become eligible for support will result in a significantly increased demand on HAT.

Proposed Action

6. Detailed work is carried out to determine the level of additional resources required within HAT to appropriately support the increased cohort of young people and fund their placement and support needs.

CHAPTER 7: THE ROLE OF THE PRACTITIONER

For the majority of looked after children and young people, the corporate parent is embodied by carers and the professionals they see on a day-to-day basis. This chapter sets out an extensive set of proposals to remodel the workforce with a view to improving children's experience of a service which is consistent, responsive to need, and receptive to their views and feelings.

Some of these proposals, for example piloting independent social work practices' remain controversial and it is difficult to see how these could be delivered safely in the current Social Worker recruitment market. It is likely that the role of Independent Reviewing Officers will also be extended, and further legislation to clarify this is awaited.

Herefordshire Position

Whilst we must continue to challenge existing practice and continue to search for new and improved ways of delivering services, there remains a degree of caution about some of these proposals, in particular independent social work practices. In contrast, extending and strengthening the role of Independent Reviewing Officers would be welcomed, and we await further details in relation to this with interest.

Proposed Action

7. Once further guidance is received, the role of Independent Reviewing Officer is reviewed in the light of the forthcoming restructure of the Children and Young People's Directorate.

PERFORMANCE SUMMARY – REFERENCE LOOKED AFTER CHILDREN

(taken from the Annual Performance Assessment self-assessment 2008)

- Health services for looked after children, including access to them, are very good with health assessments being maintained at 90% in 2007/2008, ahead of statistical neighbours. There is a designated doctor and nurse for looked after children and those requiring dental care have the highest priority of all. Looked after children have priority access to the Community and Mental Health Service and one psychologist has a specific remit for these children and young people.
- Two 8-week “Care2Cook?” courses and some one-off events funded by the Food Standards Agency have been run during 2007/2008. Around 24 looked after children and care leavers aged 14-19 have been involved, several of whom have learning difficulties and/or disabilities. All participants received an award at the annual celebration event, four have already achieved a Food Hygiene Certificate at Level 1, and five more are due to sit this exam shortly. Evaluation (written and a group discussion) by the young people was very positive, especially in terms of social and peer support. Comments from the young people captured in a scrapbook which they helped to create include: ‘*I would now make a roast dinner at home and maybe carrot cake.*’ and ‘*I would like to come again and learn more.*’ Two ‘graduates’ of the first course have continued to develop their skills by helping others who have been in care and aim to pursue careers in catering.
- Healthy lifestyles for children and young people in care are successfully promoted via free access to leisure facilities for them and all members of their foster families. A service level agreement with Halo, the Trust responsible for these facilities, has been in place to secure this provision since 2005 and during 2007/2008, 1059 sessions were accessed by looked after children.
- Arrangements to support looked after children are good. The looked after children population remains stable, averaging 170 per year and 158 in 2007/2008, with the trend moving downwards. The majority of looked after children come into local authority foster care or are placed for adoption (85% in 2007/2008). Only 12% are in residential accommodation which is always considered as the last resort for provision.
- Placement stability over the last 12 months (three or more placements) is good at 6% in 2007/2008, as is long term placement stability at 70%. The recent foster care inspection rated the service as ‘good with some outstanding features’. Support for adopted children and adoptive families is very good and was particularly noted in the recent adoption inspection. There is a low incidence of disruptions for children placed by Herefordshire and with Herefordshire adopters.
- Planning and provision for looked after children is very good. 99% of reviews were completed on time in 2007/2008 and 11.7% of looked after children were adopted in 2007/2008, a significant improvement on 2006/2007.
- Educational attainment of looked after children remains stable, in spite of the difficulties faced by this cohort and the high proportion of children with statements of special educational need (SEN) (39.42% in the full cohort and 40% of those leaving school). 75% of looked after children leaving school in 2007 achieved at least one GCSE A*-G or equivalent, 60% achieved 5 or more A*-G and 15% achieved 5 or more A*-C. Attendance of primary school pupils remains stable with 3.85% of sessions missed. Every school has a designated teacher for looked after children and since 2005/2006, there have been no permanent exclusions of looked after children.
- Participation of looked after children is actively encouraged and 100% of children and young people participate in their reviews.
- The percentage of looked after children who are NEET (not in education, employment or training) continues to show excellent performance with only one care leaver out of the identified cohort not in education, employment or training. The Aftercare Service continues to develop a range of services and opportunities that support care leavers into education, employment and training (EET), including a worker with a specific responsibility to source, facilitate, support and enable care leavers to be in EET. 100% of care leavers aged 19 are living in suitable accommodation. This has been achieved by increasing the number of supported lodgings providers and supported independent living units.

APPENDIX 2

Action Plan: Joint Scrutiny Review on Transition from Leaving Care to Adult Life				
Chairman of the Review Group: Councillor J E Pemberton				
Lead Support Officer: Head of Safeguarding and Assessment				
Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
1. That the Council's specific responsibility for care leavers should be borne in mind in seeking to address the issue of affordable housing in the County	Review the Home Point Allocation Policy and ensure it continues to incorporate the Move on Protocol for care leavers	Housing Needs and Development Manager	February 2009	Allocation Policy reviewed and published
	Review the accommodation needs of care leavers			100% of care leavers referred rehoused through Home Point
	Review provision of support to ensure care leavers can access services to enable them to maintain their tenancy			Needs Assessment Undertaken
			March 2009	Review completed
			March 2009	100% of care leavers have access to floating support services

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
2. The proposal to establish a Children in Care Council be welcomed and implemented	Establish Children in Care Council	Service Manager (Safeguarding and Looked After Children)	October 2008	<p>Membership identified and Meeting structure established</p> <p>Steering Group established to provide support</p> <p>CYP see their wishes acted upon /taken into account in service delivery changes appropriately</p>
3. That the provision in the Children and Young Person's Bill for a Virtual Head Teacher for looked after children has merit and should be investigated with a view to implementation in the County	Conduct review of Education Liaison and Support Service (ELSS)	Service Manager (Safeguarding and Looked After Children)	January 2009	<p>Report presented to DMT and Cabinet Member for CYP</p> <p>Decision taken re: Virtual Headteacher and any other service changes required</p>

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
<p>4. That mechanisms should be put in place to measure the effectiveness of the social care information technology solution in addressing the concerns about compatibility that have been identified</p>	<p>Implement Framework electronic workflow system as part of Integrated Social Care Solution (ISCS) Project Phase 1</p>	<p>Service Manager (Referral and Assessment)</p>	<p>November 2008</p>	<p>ISCS Phase 1 implemented on schedule</p>
	<p>Corelogic to develop Framework software to increase integration with NHS IT systems</p>		<p>March 2009</p>	<p>Work completed by Corelogic on schedule</p>
	<p>Explore viability of greater integration between Framework and PCT IT system in Herefordshire</p>		<p>August 2009</p>	<p>Viability study completed and proposals for action produced</p>

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
5. That the need for dedicated health worker resource in care settings for care leavers should be recognised and appropriate provision made	Develop Transition Health Advisor post for care leavers and vulnerable young people	Commissioner for Children and Young People's Services Primary Care Trust	January 2009	Job Description drawn up
	Include funding in 2009/10 Local Development Plan (LDP)	Commissioner for Children and Young People's Services Primary Care Trust	April 2009 (subject to LDP approval)	Funding approved Post established
6. That a specific piece of work be commissioned, drawing on best practice, on thresholds for eligibility for adult services (with particular reference to care leavers with additional needs, whether physical disability, learning disability or mental health) to ensure that the needs of young people are being met	Review access to information and advice	Signposting Coordinator	October 2008	Vulnerable young people not eligible for service receive timely and appropriate signposting
	Undertake review of thresholds in context of national review of eligibility criteria	Head of Transformation	December 2008 (subject to publication of national review)	Vulnerable young people eligible for service receive timely and appropriate support for their needs

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
7. That the Education Liaison and Support Service should look at the preparation of Personal Education Plans, review their format and introduce more robust monitoring mechanisms to ensure complete compliance	Ensure monitoring of compliance in relation to Personal Education Plan (PEP) becomes a core function of ELSS Effectively focus on transition issues during PEP from 14+	Service Manager (Safeguarding and Looked After Children)	October 2008	Improved compliance in number of looked after children with a PEP Improved review rate of PEPs to ensure these are up to date Increased focus on 14+ PEPs being timely and including links with adults services
8. That the opportunity should be taken in appropriate forums to highlight the importance of authorities placing children in other areas notifying the area where placements are being made	All managers attending regional meetings or meetings with independent providers use the opportunity to raise this issue	Head of Safeguarding and Assessment	October 2008 and ongoing	Issue raised as appropriate

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
9. That every provider has name and contact details of the housing team and access routes to relevant Council Services	Formal letter to be sent to all independent providers in Herefordshire	Head of Safeguarding and Assessment	December 2008 (subject to response from Ofsted re: 10)	Names and addresses obtained Letter sent
10. That the strongest representations be made to Ofsted that the Council must be made aware of independent care providers registered with it and kept regularly updated to enable the Council to discharge its responsibilities effectively	Formal letter to be sent to Ofsted by Cabinet Member, Children's Services	Head of Safeguarding and Assessment	October 2008	Letter sent Formal response received

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
11. That Health Services consider how they can develop a system to flag up looked after children in care and care leavers and ensure an effective link to the Council's looked after system	Explore viability of installing alert on computerised Patient Administration System (PAS)	Designated Nurse Safeguarding Primary Care Trust	December 2008	Alert recorded on PAS system
	Explore possibility of establishing links with Corelogic Frameworkki once system introduced			Staff made aware of alert
12. That a single budget for miscellaneous expenditure on young people be created with clear line management arrangements	Review additional expenditure processes as part of overall review of Fostering Allowances	Service Manager (Safeguarding and Looked After Children)	April 2009	Discussion taken place between Council and PCT ICT staff to establish viability
				Review of Fostering Allowances presented to Departmental Leadership Team (DLT) for consideration
				Proposals implemented

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
13. That the format and effectiveness of statutory review meetings is revisited and a review over three months of attendance at Case Reviews to see what the attendance levels actually were and whether these could or should be scaled down would be helpful	Conduct audit of attendance at Looked After Children Reviews	Service Manager (Safeguarding and Looked After Children)	March 2009	Report produced Actions taken in response Feedback provided to looked after children and young people
14. That the Children and Young People's Directorate gives further consideration to arrangements for the change of foster placement to see if policies and practices can be improved	Review change of placement policy and procedures as part of overall review of children's services procedures manual	Acting Service Manager (Fieldwork)	December 2008	Policy and procedures available on intranet Policy and procedures publicised to staff, carers and young people

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
15. That an explicit policy statement prohibiting the use of bin bags to transport belongings when moving placements is prepared within 3 months and publicised to ensure adherence	Reemphasise policy and procedures linked to transporting of belongings in line with commitment previously made by Herefordshire Council on www.thisisnotasuitcase.org.uk	Acting Service Manager (Fieldwork)	December 2008	Policy and procedures available on intranet Policy and procedures publicised to staff, carers and young people
16. That the Children and Young People's Directorate gives further consideration to arrangements for the change of social worker to see if policies and practices can be improved	Review change of Social Worker policy and procedures as part of overall review of children's services procedures manual	Acting Service Manager (Fieldwork)	December 2008	Policy and procedures available on intranet Policy and procedures publicised to staff, carers and young people

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
17. That existing policy documents should be revisited and revised to make clear that the opportunity to return to a formal care setting did exist if that was what the young person wanted and efforts should be made to enhance the flexibility of the system	Promote legislation and existing Council policy to Aftercare Workers, Independent Reviewing Officers and care leavers	Acting Service Manager (Fieldwork)	October 2008	Formal memorandum issued to relevant staff Appropriate communication with care leavers
18. That the Children and Young People's Directorate gives further consideration to arrangements for the move to aftercare to see if policies and practices can be improved to make the transition more seamless	Introduce fortnightly handover meetings to ensure appropriate arrangements made for all looked after children approaching transition	Acting Service Manager (Fieldwork)	October 2008	Aftercare Worker allocated to all care leavers by 16 th birthday

APPENDIX 2

Recommendation	Action(s) to Address	Lead Officer	Timescale	Success Measure(s)
19. That where evidence of discrimination is presented to the Council, the Council uses what powers it can to tackle it	All three Directorates take responsibility for ensuring that this issue is addressed through equality action plans	Head of Safeguarding and Assessment	March 2009	Actions evident in Directorate equality action plans and any appropriate action taken in individual cases

OMBUDSMAN LETTER AND COMPLAINTS AND COMPLIMENTS MONITORING 2007/08

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To inform Cabinet of the Ombudsman Annual Letter 2007/08 and the figures for complaints recorded and determined by the Local Government Ombudsman and the Complaints Panel for the year ended 31 March 2008. To update Cabinet on other governance matters relating to the Standards Committee.

Key Decision

This is not a Key Decision.

Recommendation

THAT the report be noted.

Considerations

1. The Local Government Ombudsman issues an Annual Letter for all councils reflecting on the complaints they receive against individual authorities and any recommended action. The statistics from the Herefordshire Council Annual Report by the Ombudsman for 2007/08 are appended to this report as Appendix 1.
2. The Ombudsman comments favourably on several aspects of the Council's complaints handling arrangements. Key issues from the Annual Letter are:
 - During the period 46 complaints were determined. Of these 5 complaints were referred back to the Council because they were premature, 6 were outside the Ombudsman's jurisdiction, 35 showed no or insufficient evidence of maladministration and the Ombudsman decided not to investigate a further 5 under his general discretion, mainly because complainants had not suffered significant injustice from the fault claimed.
 - One report of maladministration was issued against the Council in respect of a planning matter in 2005 /06 and is still in the course of being resolved. When the Ombudsman completes an investigation a report is issued. The Ombudsman issued one report in relation to a planning matter in that the Council failed to give adequate reasons for granting planning permission. The Ombudsman has recommended the Council carry out a 'before and after' valuation of the

Further information on the subject of this report is available from
Alan McLaughlin, Assistant Chief Executive, Legal & Democratic on (01432) 260200

complainant's property and pay him the difference as compensation for the injustice. This matter is ongoing with the Ombudsman and a further report will be presented to the Planning Committee for consideration.

- A further three complaints were resolved by Local Settlement. "Local Settlement" is where, during the course of an Ombudsman investigation, the Council agrees to take some action which is considered a satisfactory response to a complaint. The investigation is then discontinued.
 - The Ombudsman indicates that the Council's complaints procedure is well publicised in comparison with other councils, accessible and working well as the proportion of complaints treated as premature was low and well below the national average of 27%.
 - The Council has improved its performance with regard to reducing the time taken to respond to enquiries from his office from 31.8 days in 2005/06 to 23.1 in 2007/08 and the Council is now placed in the top quartile of responders of 28 days. The Ombudsman has commented on the Council's steady progress in the reduction of response times since 2005/06 and that this has greatly assisted the work of the Ombudsman.
3. The Ombudsman noted that during the period 46 complaints were received against the Council which is a slight decrease on the previous year. Planning complaints have fallen in this period from 21 in 2006/07 to 12 in 2007/08.

Herefordshire's Comments and Complaints Procedure

4. Recording of the Level I, II and III comments, complaints and compliments received within each Directorate/Department, are currently maintained by the relevant Complaints Administrator using a combination of the Customer Relationship Management (CRM) and ComTrac, the Council's computerised recording system. Reports can be produced for each respective Directorate Management Team from COMTRAC.
5. Leaflets are available at receptions, libraries and Info Shops or Points to enable the public to register their comments, complaints and compliments. This leaflet now incorporates a cut off section to enable the Council to monitor the ethnicity of complainants and report accordingly.
6. The public can also register their feedback on line by accessing the Herefordshire Council website to complete the electronic complaints form.
7. A breakdown of the informal and formal complaints received by Directorate/Department is shown in Appendix 2.

Ethnicity Monitoring

8. Diversity monitoring is included in all totals for 2007/08

Level III Complaints

9. The Complaints Panel (Level III meet to hear unresolved complaints from members of the public following review at Level I (by the local manager) and Level II (by Director). The Panel comprises the Chief Executive and two Group Leaders advised

by Legal Services. During 2007/08 it heard a total of 21 complaints. Three were partially upheld.

Directorate/ Department	No. of Complaints / Section	Outcome
Environment	12 - Planning 1 – Highways and Transportation 3 – Environment Health & Trading Standards	11 Not upheld; 1 partially upheld 1 Not upheld 3 Not upheld
Adult & Community Services	1 – Info in Herefordshire	1 Partially upheld
Children's Services	3 – Education	2 Not upheld; 1 partially upheld
Corporate and Customer Services	1 – Legal and Democratic Services	1 Not upheld

Standards Committee

10. The Standards Committee is chaired by Mr Robert Rogers, an independent member who resides within the county. The business of the Committee during 2007/08 was to conduct hearings to determine local investigations referred to the Committee by the Standards Board for England and considering matters of good governance.
11. Legislative changes in May 2008 mean the work of the Standards Committee is likely to increase due to the requirement for most complaints against Members and Parish Councillors to be dealt with by the Committee. The Committee has been required by law to arrange for part of its work to be dealt with by an Assessment Sub Committee and Review Sub Committee. This has necessitated the recruitment of additional independent members to ensure that those committees are quorate.
12. Training seminars have taken place with HALC and further seminars are planned through the year for both Members and Parish Councillors. The Committee is working closely with HALC and Parishes to ensure that its guidance to parish clerks and councillors is reviewed.
13. For the period 1st April 2007 to 31st March 2008 the Committee dealt with allegations of breach of the Code of Conduct. Four related to parish councillors, 7 to Herefordshire Council Members. All 11 referrals were determined by the Committee as not investigated. Four of these complaints were then referred by the complainant to the Standards Board for England for review. The Standards Board for England upheld the Committee's decision on all four matters.
14. Since the implementation of the local filter system in May 2008, the Committee has received allegations from May to August 2008 in relation to twelve Councillors; two in relation to Herefordshire Council Members and the remainder in respect of Parish Councillors. The Assessment Sub-Committee has during this period met on four occasions.

Financial Implications

The new arrangements for the Standards Committee will have financial implications as there are more meetings for Members to attend and fund. No central government funding has been available for the local filtering systems.

Risk Management

Officers and Members are regularly briefed by Legal Services on any changes in legislation or case law that may impact on the delivery of services or impose statutory duties on the Authority. New legislation and significant case law is monitored by Legal Services and when impact is foreseen in respect of any of the Council's Directorates, an Impact Assessment Report which can be electronically accessed through the intranet is prepared. Key Managers are advised by e-mail when new Impact Assessment Reports become available. The process of impact assessment reporting is underpinned by a programme of training rolled out to both officers and members. In the period covered by this report, there have been ten such seminars, covering Member diversity training, court room skills for officers called as witnesses, panel training in respect of school admission appeals and a variety of specialist legal topics germane to officers working in Highways and Transportation, property work and Freedom of Information issues.

Complaints of any nature either to the Ombudsman or referred to the Standards Committee can result in a risk to the Council's reputation. In the case of the Ombudsman, compensation can be recommended.

The failure of officers and/or members to register gifts or interest can have an effect on the Council's reputation. In the case of a member it could be referred and investigated by the Standards Board for England or the Standards Committee who are required to publish the results of any such investigations.

Alternative Options

There are no Alternative Options.

Consultees

None.

Appendices

Appendix 1 – The Local Government Ombudsman's statistics for the year ended 31 March 2008.

Appendix 2 – Complaints (received Informal and Formal) 2007/08

Appendix 3 – Compliments Received 2007/08

Background Papers

None identified.

Notes to assist interpretation of the LGO's local authority statistics 2007/08

1. Complaints received

This information shows the number of complaints received by the LGO, broken down by service area and in total within the periods given. These figures include complaints that are made prematurely to the LGO (see below for more explanation) and that we send to the council to consider first. The figures may include some complaints that we have received but where we have not yet contacted the council.

2. Decisions

This information records the number of decisions made by the LGO, broken down by outcome, within the periods given. **This number will not be the same as the number of complaints received**, because some complaints are made in one year and decided in the next. Below we set out a key explaining the outcome categories for 2007/08 complaints.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because the authority has agreed to take some action which is considered by the Ombudsman as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the Ombudsman's jurisdiction.

Premature complaints: decisions that the complaint is premature. The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it to the council as a 'premature complaint' to see if the council can itself resolve the matter.

Total excl premature: all decisions excluding those where we referred the complaint back to the council as 'premature'.

3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

4. Average local authority response times 2007/08

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

Complaints received by subject area	Adult care services	Benefits	Children and family services	Education	Housing	Other	Planning & building control	Public finance	Transport and highways	Total
01/04/2007 - 31/03/2008	0	3	0	3	4	14	12	3	7	46
2006 / 2007	2	6	1	1	2	6	21	2	8	49
2005 / 2006	2	3	1	12	2	9	35	0	8	72

Note: these figures will include complaints that were made prematurely to the Ombudsman and which we referred back to the authority for consideration.

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Premature complaints	Total excl premature	Total
01/04/2007 - 31/03/2008	1	3	0	0	35	5	6	5	50	55
2006 / 2007	0	3	0	0	27	10	3	9	43	52
2005 / 2006	0	3	0	0	21	19	4	13	47	60

See attached notes for an explanation of the headings in this table.

Average local authority response times 01/04/2007 to 31/03/2008

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
01/04/2007 - 31/03/2008	23	23.1
2006 / 2007	29	29.3
2005 / 2006	32	31.8

Types of authority	<= 28 days %	29 - 35 days %	> = 36 days %
District Councils	56.4	24.6	19.1
Unitary Authorities	41.3	50.0	8.7
Metropolitan Authorities	58.3	30.6	11.1
County Councils	47.1	38.2	14.7
London Boroughs	45.5	27.3	27.3
National Park Authorities	71.4	28.6	0.0

Complaints Informal and Formal 2007/08

	April 2003 to March 2004	April 2004 to March 2005	April to September 2005	October to March 2006	April 06 To March 07	April 07 To March 08
Chief Executive including HR	0	0	0	1	4	5
Legal and Democratic Services	5	5	12	-	-	-
Benefits	43	15	9	-	-	-
Resources	-	-	-	9	23	12
Property Services	1	0	-	-	-	-
Education	30	11	6	-	-	5
Children's Services	-	-	-	83	-	TBC
Environmental Health and Trading Standards	16	12	6	18	29	24
Highways and Transportation	30	21	5	3	10	13
Planning	15	22	25	5	33	30
Social Care – Adults	104	88	39	-	-	29
Social Care – Children	23	27	17	-	-	16
Strategic Housing	18	11	9	-	-	17
Adult & Community Services And children's Services	-	-	-	9	132	18
Third Party Providers	-	-	-	-	-	57
Policy & Community	8	39	15	-	-	-
Corporate & Customer Services	-	-	-	14	14	79
Diversity	-	-	-	21	-	32
TOTAL	293	251	138	176	314	337

APPENDIX 3

Compliments received 2007/08

	April 2003 to March 2004	April 2004 to March 2005	April 2005 to September 2005	October 2005 to March 2006	April 06 To March 07	April 07 To March 2008
Chief Executive including HR	9	0	-	7	42	23
Legal and Democratic	80	79	26	-	-	-
Benefits	27	31	17	-	-	-
Resources	-	-	-	5	19	20
Property Services	8	0	0	0	-	-
Education	2	2	0	-	-	0
Children's Services	-	-	-	119	-	TBC
Environmental Health and Trading Standards	58	104	60	44	80	70
Highways and Transportation	83	99	25	30	24	93
Planning	22	17	13	15	15	10
Social Care & Strategic Housing	98	147	80	-	-	91
Adult & Community Services and Children's Services	-	-	-	9	97	24
Policy & Community	40	62	10	-	-	-
Corporate & Customer Services	-	-	-	27	131	361
Diversity	-	-	-	-	4	38
TOTAL	427	541	231	256	412	730

HEREFORDSHIRE CONNECTS PROGRAMME

PORTFOLIO RESPONSIBILITY: ICT, EDUCATION & ACHIEVEMENT

CABINET

DATE: 20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To recommend new systems for an Integrated Support Services ('back office') and a new system for Performance Management and Risk Management, and to address the integration of systems by both recommending a toolset that will integrate systems. To progress the integration of the Social Care Core Logic system with other Council and Primary Care Trust (PCT) systems and note the successful implementation of the new Core Logic system.

Key Decision

This is a Key Decision because it is likely to result in the Council incurring expenditure above agreed budgets for the service or function (shown as a line in the budget book) to which the decision relates but allowing for virements between budget heads and savings within budget heads of up to £500,000;

It was included in the Forward Plan.

Recommendations

THAT

- a. **Agresso be approved as the preferred technology system for Integrated Support Services (ISS);**
- b. **Microsoft be approved as the solution for a toolset for Integration;**
- c. **Inphase be approved as the technology system for Performance Management and Risk Management;**
- d. **the Interim Deputy Chief Executive be given delegated responsibility to conclude negotiations with Deloitte, within the Framework Agreement between the Council and Deloitte, to plan and commence the implementation of these systems by January 2009; and**
- e. **the third phase planned for the new Social Care system, Core Logic be approved.**

Reasons

- 1 The Audit Commission has been maintaining an overview of the council's progress with Herefordshire Connects, and in its Annual Audit & Inspection Letter recommended that before progressing further elements the council take the opportunity "to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the council including the costs, benefits and risks of each option. It should also set out how

the programme fits with the new joint working arrangements with the Primary Care Trust.”

- 2 Joint Management Team has led an option appraisal with Deloitte, as the Council’s strategic partners for Connects, to implement this recommendation and address the current and future impact on service delivery to customers and for staff caused by the pause in implementing the majority of the Connects Programme. The purpose of the option appraisal was to:
 - a. ensure the vision for Herefordshire Connects is fit for purpose both now and for the future;
 - b. update the business cases to take account of current and future needs and identify those benefits already achieved;
 - c. ensure that governance arrangements are robust and appropriate.

Considerations

This report follows on from the reports presented to Cabinet on Herefordshire Connects on 31st July 2008 and 16th October 2008.

The 31st July 2008 Cabinet report noted the recommendation in the Audit Commission’s Annual Audit and Inspection Letter that the Council take the opportunity “..to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the Council including costs, benefits and risks of each option. It should also set out how the programme fits with the new joint working arrangements with the PCT.

In the recommendations made to Cabinet in the 31st July 2008 report, Cabinet approved Joint Management Team’s recommendations that:

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

In the recommendations made to Cabinet in the 16th October 2008 report, Cabinet approved the selection of Civica as the technology system for an integrated solution for Environment and Planning. Cabinet noted the progress made in the selection of a system for Integrated Support Services and Performance and Risk management and the timescale for recommending a preferred supplier for both to Cabinet is by 20th November 2008. It also noted that Joint Management Team is conducting a strategic assessment based on the evaluation of the two Integrated Support Services system solutions. This is to identify the relative risks and benefits each provider presents to the future delivery of Shared Services efficiency and service performance improvements for the Council’s Herefordshire Public Services partnership with the Primary Care Trust.

Update On New System For Social Care

Cabinet approved the new system, Core Logic, in February 2008. The system was made operational on 10th November 2008, within the timescales and within the budget stated in the

February report. Some of the improvements that this system will bring in delivering Social Care services are listed below

Comments received from the Director of Adult Social Care:

“The new system has been designed to ensure that it fully supports the delivery of social care at the front line and provides managers with information to enable them to improve efficiency and effectiveness. Staff have been trained to use the system and will be supported over the next few weeks to ensure that they are able to use it to maximum benefit. There should be considerable reduction in the need to repeat information about service users and it will be much easier for staff to identify and deal with required actions, and to have access to the information they need to provide appropriate services”.

Comments received from the Head of Safeguarding and Assessment (on behalf of Children’s Services):

“The introduction of Frameworki not only provides us with a modern, responsive and user friendly IT system, but also enables us to become compliant with the requirements of the Integrated Children’s System (ICS) which is a national initiative. This will significantly enhance our ability to maintain accurate and reliable records of our interventions with children in need and at risk and also serves as a much improved performance management tool to enable closer 'real time' monitoring of critical performance indicators such as assessment timescales.

The delivery of the project on schedule is the result of a lot of hard work by a whole range of staff across the Directorate with the support of the Herefordshire Connects team and Deloitte. This is worthy of mention and recognition”.

The Council’s evaluation process to select the systems for Integrated Support Services and Performance Management and Risk is described below. The strategic assessment undertaken by JMT of ISS and Shared Services is also described.

Evaluation Process

The Council’s evaluation process was run jointly with Deloitte, as the Council’s Strategic Advisors for the Connects Programme, and was governed by the Herefordshire Connects Programme Board, in compliance with the Council’s Procurement Policy. The Herefordshire Connects Programme Board operates to PRINCE project management standards and includes both Council and PCT Directors and officers. The Connects Programme Board reports to the Joint Management Team.

Compliance

The selections were conducted within the Office of Government Commerce’s ‘Catalist’ framework agreement signed with Deloitte in February 2008.

Officers from Audit Services gave governance support and were present at key scoring and demonstration sessions to ensure compliance with good practice including standing orders.

A Commercial panel undertook financial assessment of the responses. The Head of Financial Services led this panel, with the ICT Strategy Programme Manager, the Herefordshire Connects Programme Manager, the Strategic Procurement and Efficiency Manager and the Principal Finance Manager from the Primary Care Trust.

The process for Commercial Assessment was also independently ratified by Capita plc.

Performance Management and Risk Management

A joint specification was developed to encompass the Council's requirements, including those related to the Herefordshire Local Area Agreement and the Audit Commission's new Comprehensive Area Assessment. The PCT's requirements were also met within the joint specification. Nine suppliers were invited to participate in the selection process.

Approximately 20 officers scored and assessed the Performance Management and Risk selection. Officers from the PCT also took part in writing the Functional Requirements Specification, scoring of the supplier responses and scoring of the supplier day (product) demonstrations. A member of the local strategic partnership (West Mercia Constabulary) was also part of the scoring.

A technical panel from ICT scored all of the solutions, solely from a technical viewpoint, including issues such as Information Security and sustainability of each solution. Five suppliers were initially short listed based on responses to a pre-qualification questionnaire. The five short listed suppliers were: Actuate Covalent, SAP, Triangle and InPhase.

The short-listing was done on the basis of suppliers that could meet both Council and PCT requirements.

A further round of selection was then undertaken which led to two of the suppliers, Actuate and Inphase, being invited to participate in supplier demonstration days with colleagues from the Council and PCT.

The results from this selection identified Inphase as scoring the highest in all of the four categories below:

Weighting	Area of Assessment
35%	Commercials Assessment
35%	Functional Requirements
20%	Supplier (Product) Demonstrations
10%	Technical Assessment by ICT

The results from this selection along with a detailed report were presented to JMT on 3rd November 2008.

JMT agreed, at this meeting, the recommendation now before Cabinet.

Integrated Support Services (ISS):

This system will deliver the key corporate services for the Council, and in the longer term potentially the PCT and other partners. These services include Finance, Procurement, HR, Payroll and Asset Management. This project will also deliver a substantial share of the target benefit savings within the Connects Programme.

Four of the market leading suppliers, SAP, Oracle, Agresso and COA were invited to participate in this process. Oracle decided they were unable to respond within the same timescale as the other suppliers and therefore did not participate in the process.

Over thirty officers scored and assessed the Integrated Support Services selection. This scoring covered both the responses to the Functional Requirements Specification and the system demonstrations. Once again, a technical panel from ICT scored all of the solutions solely from a technical viewpoint, including issues such as Information Security, support and sustainability.

The commercials panel described above in 6.2 assessed the commercial aspects of the proposals, including software cost, Infrastructure costs, benefits, ongoing support costs, implementation costs and ability to support shared use within Herefordshire Public Services. Once again, this panel was chaired by the Head of Financial Services.

A panel also examined Implementation Experience of the three suppliers, including use in Councils, Primary Care Trusts, Shared Services and Outsourcing.

The COA system was assessed as having less integrated, less reference sites with COA HR and Payroll and less outsourcing models in operation. For these reason it was decided not to proceed with the COA system.

The Cabinet paper of 16th October 2008, described how systems from Agresso and SAP had both scored well. The rankings from the first part of the selection for Integrated Support Services were as follows:

- 1st: Agresso
- 2nd: SAP
- 3rd: COA

Both Agresso and SAP were seen as being credible solutions in terms of meeting the Council’s requirements, being able to deliver the benefit savings and hence merited further consideration with regards to a strategic assessment in relation to Integrated Support Services and shared services.

Strategic Assessment of ISS and Shared Services

Cabinet received a progress report on the Herefordshire Public Services partnership at the meeting on 2 October 2008. The Herefordshire Public Services Steering Group has tasked Joint Management Team to further develop shared services efficiencies as a key component of the Benefits Realisation process for the Council and PCT partnership.

Significant improvements in the efficiency and effectiveness of public sector shared services delivery following the Gershon Review are integral to the Comprehensive Spending Round 2008 – 2011 settlements for both Local Government and the NHS. The current economic downturn is predicted by policy analysts to increase these pressures.

The Council’s Annual Audit Letter from the Audit Commission advised that an option appraisal of Connects should “set out how the programme fits with the new joint working arrangements with the Primary Care Trust”.

The Implementation Experience Panel referred to in 6.4 above included Shared Services and Outsourcing in their evaluation. The results from this assessment are listed below:

Area	Agresso	SAP
Use in Councils	75%	75%
Use in Primary Care Trusts	75%	0%
Use in other Public Sector Organisations	100%	50%
Shared Services & Outsourcing	40%	60%
Full Electronic Record Platford implementations	75%	100%
Similar size Implementations to Herefordshire Council	100%	100%
Total	70%	60%

The respective evaluations for levels of experience in Shared Services and Outsourcing and Full Electronic Record Platform implementations for Agresso and SAP highlighted the need for additional assessment.

For these reasons, the risks and benefits of selecting either of the two Integrated Support Services providers has been subjected to a strategic assessment. This was to provide assurance to the Council and PCT that an ISS provider is selected which is capable of delivering an integrated solution for a range of shared services scenarios currently established or emerging regionally and nationally.

The purpose of the strategic assessment was to ensure value for money in the delivery of Integrated Support Services and to establish whether the Integrated Support System Solutions proposed by Agresso and SAP had the potential to be extended to meet the Shared Services requirements for Herefordshire Public Services and other partners, whilst keeping all options open.

The strategic assessment was conducted within the established Connects/Deloitte evaluation framework for the Integrated Support System procurement process, by providing an additional level of challenge and clarification to both SAP and Agresso focusing on the Functional and Commercial elements.

Joint Management Team (JMT) on 20 October 2008 reviewed the progress made by the JMT Shared Services Programme Board. JMT endorsed the strategic principles and approach to designing and delivering a Shared Service Strategy to retain the maximum flexibility for Herefordshire Public Services across a range of potential shared services scenarios over the next three to five years.

The key strategic tests for Herefordshire Public Services are to ensure that existing resources and new investments are directed towards achieving focus 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.

Meetings with both suppliers to provide assurance to JMT

As a result of this, both SAP and Agresso were provided with a pre-notified list of question areas and invited to meet with JMT members of the Shared Services Programme Board, Herefordshire Hospitals NHT Trust's Programme Board member and other managers involved in the Integrated Support System evaluation process for an hour on 23rd October 2008. They were asked a number of questions as well as providing an opportunity to discuss their proposal in depth.

Strategic Assessment of Risks and Constraints

JMT on 3rd November received a briefing from the Connect's Programme Manager and Deloitte Connects Project Director on the outcomes of the strategic assessment. JMT was requested to consider the potential risks and or constraints to the shared services strategic principles of selecting Agresso, or SAP.

JMT reviewed the operational risks to the Council's Human Resources and Payroll systems and the financial risks to Connects efficiency savings plans of further significant delay to the selection of Connects Integrated Support Services system. These risks are discussed in this report in the Risk Management section.

Based on the strategic assessment, Agresso was recommended to JMT by the Connects Integrated Support System Programme Board as the preferred Integrated Support System Solution for recommendation to Cabinet.

The rationale for this is that Agresso:

- a. meets the same Connects' specification of technical system requirements as SAP;
- b. has successfully implemented market proven shared service systems in both local government and NHS operating environments;
- c. With a range of expert strategic partners - including Deloitte – Agresso has experience of implementing shared service systems for scenarios including integration of financial and human resource systems, expansion from single to dual and multiple public sector partners and out-sourcing;
- d. Agresso provides a solution – with the implementation expertise and benefits realisation support from Deloitte - that is more sustainable and feasible in terms of the system's customer-led adaptability, licensing flexibility, the Herefordshire ICT workforce skill's profile and the early stage Herefordshire Public Services are at in developing the Shared Services Strategy over a three to five year timescale;
- e. Agresso provides better value for money in both revenue and capital terms, presenting a significant cost differential compared with SAP.

JMT agreed the benefits of selecting Agresso outweigh the potential risk to keeping all shared services options open due to by Agresso not currently being a major provider of shared services systems to Herefordshire's neighbouring English Councils. Whilst this constrains some options for strategic partnerships and out-sourcing at the regional or sub-regional level where SAP is the main system in use, JMT considered that the initial focus for shared services development should be with the Council's and Primary Care Trust's public services partners in Herefordshire.

JMT therefore approved the proposal that Agresso is recommended to Cabinet for selection as the preferred Integrated Support System Solution for providing back office services.

Integration of systems

These tools will provide the key enabling technologies to deliver a fully integrated technology platform for the Council. They include middleware tools, web portal integration, electronic document and record management systems (EDRMS) and data management tools.

Three suppliers were requested to participate in the Selection process based upon their track record of providing integration tools in Local Government and other sectors; IBM, Microsoft and SAP.

Microsoft scored well and offers technical synergies with the Agresso Back Office product.

Given that Agresso is the recommended solution for Integrated Support Services, Microsoft is the preferred choice for this tool set.

As stated in the Deloitte report appended to the Connects report to the 31 July 2008 Cabinet, it is now planned to proceed with the third phase of Core Logic which will integrate this system with other Council and PCT systems.

Financial Considerations

Following the conclusion of the selection process for the various components of the overall Herefordshire Connects programme, the costs associated with the recommended solutions have been analysed.

The proposed expenditure is a mixture of capital and revenue expenditure. In line with accepted accounting practice, the revenue expenditure will be incurred in the financial year in which it is made. The funding of capital expenditure has been spread over five years in line with current accepted practice for an asset of this nature. In order to validate our

treatment of costs the Council has previously worked with Capita Consulting Ltd to determine levels of capitalisation. This has informed our cost summary information.

The financial summary in the following table shows the position in terms of the 'cash' leaving the authority for Herefordshire Connects. The table then separately shows the capital financing costs (interest payments) to service the borrowing required to acquire the capital asset and it also includes revenue cash expenditure to deliver the project. A detailed table is at Appendix A.

It should be stated that the timing of the cash payments is based on reasonable assumptions and the implications are now being built into the refreshed Medium Term Financial Management Strategy.

Herefordshire Connects Cost Summary

	2008/09	2009/10	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Cash Expenditure						
Sub Total	3,079.0	2,615.8	10.2	38.6	208.4	5,952.0
Revenue Expenditure						
Capital Financing Costs - Interest						
Sub Total	138.5	228.5	177.8	128.1	85.8	758.7
Revenue Cash Expenditure						
Sub Total	1,248.5	1,805.7	514.3	309.5	365.9	4,243.9
TOTAL	4,466.0	4,650.0	702.3	476.2	660.1	10,954.6

The overall total for the above table is £10.955m and includes interest charges of £759k for financing the project.

In the Deloitte report to cabinet on July 31st 2008 the overall cost was stated as £10.387m before interest. For comparison the overall revised cost before interest has reduced to £10.196m with the reduction being the result of net variations in implementation, software, internal and infrastructure costs.

The programme will require the Council to enter into prudential borrowing of £5.9m to fund the capital requirement over the 5 years of the programme. The timing of the borrowing will be based on treasury management decisions in line with our existing policy agreed by the Council in March 2008.

Whilst the first table showed the overall cost it is important that the position for the impact on the revenue budget is highlighted. The following table shows the impact on the Council's overall budget over 5 years by including costs and benefits arising from the Herefordshire Connects programme. It includes the financing and other revenue costs for the programme along with estimated benefits.

Impact on Revenue Budget

	2008/09 £m	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Revenue costs	1.4	2.6	1.8	1.6	1.6
Benefits	0.0	(0.7)	(1.3)	(3.3)	(5.5)
	1.4	2.0	0.5	(1.7)	(3.9)

The above table indicates that in 2008/09 revenue costs of £1.4m will require funding. This can be met by a combination of the £420k Herefordshire Connects reserve and £980k of the Invest to Save reserve. From 2009/10 the revenue expenditure is being built into the refreshed Medium Term Financial Management Strategy along with the estimated levels of savings from the project.

The original level of savings was reviewed in 2007 and further adjustment occurred in Spring 2008 to allow for savings already taken as part of the budget setting process. This was done to avoid 'double counting'. The savings figure included in the Deloitte report to Cabinet on 31st July remains the same rising to a level of £5.5m. Deloitte now recommend that the profile of the savings is adjusted given the likely timing of the implementation of Herefordshire Connects. It is now assumed that £750k will be achieved in 2009/10 rising to £5.5m by 2012/13.

Risk Management

Payroll for Teachers

Agresso provides payroll systems to a wide range of organisations. Whilst Agresso provides payroll services to Colleges in the Further Education sector, they are currently undertaking their first school teachers' payroll implementation with another council. The Connects Integrated Support Services Programme Board recognised the importance of securing additional assurances from Agresso regarding mitigation of the risk to the Council of being an early implementer of Agresso as the payroll system for school teachers. Joint Management Team 2008 reviewed this risk on 3rd November as follows:

- Through the Connects Evaluation Panels process, officers have confirmed that Agresso met the Functional Requirements Specification and that this included the technical details regarding teacher's payroll;
- Senior officers from payroll have been discussing this risk directly with Agresso, including meeting with them on 3rd November, and report good and increasing levels of confidence in Agresso's capability to implement the teacher's payroll effectively;
- Agresso have offered to warranty this functionality, as fit for purpose to the Council;
- They have also made a commitment to ensure sufficient resources are committed to the Council by Agresso to ensure that this functionality works correctly;
- The existing Council system (Selima) that provides the teacher payroll is not at high risk of failure or about to go out of support. It can therefore remain operational until Agresso is fully tested and implemented.

- A number of Agresso customer sites have also been approached who are also working with Agresso in this regard to learn from their experiences.

JMT agreed that Agresso's warranty, commitment and contribution to the risk management action plan be secured in writing and that the risk management action plan be implemented by the ISS Project Board, reviewed by the Connects Programme Board and approved and monitored by JMT.

Legacy systems:

The Council's Risk Register identifies that the Council is exposed to critical risks to service continuity of key ICT system failures. This is due to the current large number of inadequately connected system requiring upgrades that would not achieve the Council's ambitions for improving customer services and satisfaction, provide poor value for money or that are no longer supported by providers due to their age. Of particular concern is the effectiveness of the multiple systems in Human Resources.

The Herefordshire Connects recommendations in this report, taken together with the Herefordshire Connects and Council ICT Strategy recommendations to Cabinet in February, July and October 2008, provide for the replacement of the most strategically significant legacy systems and major rationalisation of the large number of legacy and systems at risk of becoming un-supported. As identified in Herefordshire Connects Road Map at the end of the appended Deloitte report, the priority for the Integrated Support Services system implementation is to replace and integrate the Council's Human Resources and Payroll systems.

These major improvements in the Council's ICT infrastructure will provide significantly greater resilience for business continuity planning and recovery.

Comprehensive Area Assessment Performance:

The Council's Comprehensive Area Assessment is at risk if a system to improve performance management and risk management is not implemented to support the Council. This is in relation to identifying, prioritising and delivering performance improvements with the PCT and other partners.

Failure to realise benefit savings over the next two financial years:

The Cabinet paper of 31st July listed the projected benefit savings from the Connects Programme. Both the costs and benefits derived from the Programme are key parts of the Medium Term Financial Strategy (MTFS).

The financial profile for realising savings over the next five years is dependent upon the Council taking a decision to commence the ISS element of the Connects Programme.

Assumptions on backfilling of staff

Based on the level of staff that are required to provide expertise and knowledge about their service to the programme, there is a risk that this may have a significant impact on the day-to-day delivery of that service.

To counter this, a level of funding has been set aside and would be available, where necessary, to pay for backfilling of staff. This would be governed by the Programme Board and would be a temporary arrangement that services could call down on for the duration of each project within that service area.

Based on the experiences of the recently completed Corelogic Project, an assumption has been made that 25% of the cost base of the staff be made available for this purpose.

Redeployment of staff

There is a risk that resource planning models do not take into account the cost of support staff, when the new systems are made operational.

It is assumed that on-going support of the new systems will be roles that are filled by the re-deployment of current staff. The staff to support these systems could be redeployed from two areas: within ICT where they currently support legacy systems due for replacement or from the release of staff from other initiatives within ICT; or from the services where there are staff fulfilling ICT support roles (as identified in Members Scrutiny Reviews 2006 and 2008).

This has been the case in terms of the support of Core Logic whereby existing ICT staff supporting a legacy system have changed role to support the new application.

Alternative Options

The various technology options have been considered over the past two months as part of the options appraisal.

Consultees

Joint Management Team

Herefordshire Connect Programme Board members.

Deloitte

Capita.

Appendices

- A. Herefordshire Connects Cost Summary
- B. Deloitte report: "Transforming Herefordshire Public Services, Herefordshire Connects – Technology Selection"

Background Papers

Cabinet Herefordshire Connects Report 31 July 2008

Cabinet Herefordshire Connects Report 16 October 2008

APPENDIX A

Herefordshire Connects Cost Summary

	2008/09	2009/10	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Cash Expenditure						
Environment & Planning External Costs	636.3	328.4	8.9	37.3	134.0	1,144.9
Integrated Support Services Costs	1,329.7	1,927.8	1.3	1.3	67.2	3,327.3
Performance Management External Costs	486.4	157.5	-	-	7.2	651.1
Electronic Document Records Management Systems	528.5					528.5
Internal Costs	98.1	202.1	-	-	-	300.2
Sub Total	3,079.0	2,615.8	10.2	38.6	208.4	5,952.0
Revenue Expenditure						
<u>Capital Financing Costs - Interest</u>						
Environment & Planning External Costs	28.6	37.7	29.4	22.3	19.2	137.2
Integrated Support Services Costs	59.8	134.6	105.4	76.1	49.8	425.7
Performance Management External Costs	21.9	24.6	18.8	13.0	7.5	85.8
Electronic Document Records Management Systems	23.8	19.0	14.3	9.5	4.8	71.4
Internal Costs	4.4	12.6	9.9	7.2	4.5	38.6
Sub Total	138.5	228.5	177.8	128.1	85.8	758.7
<u>Revenue Cash Expenditure</u>						
Environment & Planning External Costs	219.7	151.4	48.9	58.3	90.6	568.9
Integrated Support Services Costs	754.2	1,325.3	253.1	183.1	205.1	2,720.8
Performance Management External Costs	64.6	60.6	8.1	8.1	10.2	151.6
Electronic Document Records Management Systems	136.2	60.0	60.0	60.0	60.0	376.2
Internal Costs	73.8	208.4	144.2	-	-	426.4
Sub Total	1,248.5	1,805.7	514.3	309.5	365.9	4,243.9
TOTAL	4,466.0	4,650.0	702.3	476.2	660.1	10,954.6



Transforming Herefordshire Public Services.

Herefordshire Connects – Technology Selection Update.

12th November 2008

Private and Confidential – This paper has been prepared on the basis of the matters set out in the transmittal letter over the page.

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

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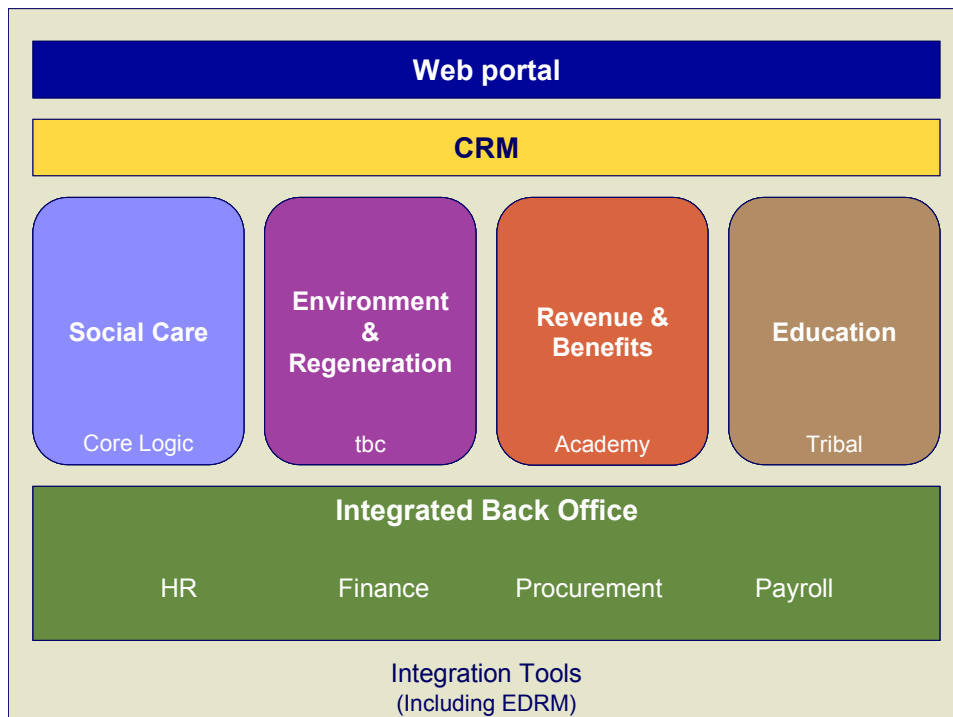
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1 Introduction

The revised vision for the Herefordshire Connects programme is “to seek to radically reduce costs, to help forge a new joint culture of partnership working, rationalise and update systems and infrastructure, and harmonise and improve the accessibility and responsiveness of services to both internal and external customers”

The Cabinet report of July 31st 2008 outlined that to enable the delivery of this vision the Council will need to implement a simplified and integrated set of technology applications, as outlined in the following Application architecture diagram:



To deliver this architecture the Council will need to evaluate and select four new systems:

1. An Integrated Environment & Regeneration (E&R) System
2. An Integrated Back Office System
3. Integration Tools (including EDRMS)
4. A Performance Management System

This report:

- presents an update on all processes and their findings.
- focuses upon the selection process findings for an Integrated Back Office system.

2 Environment & Regeneration

This section outlines the selection process that has been completed for E&R and the resulting recommendation.

The scope of services delivered within these directorates is very broad, including Planning, Building Control, Environmental Health, Trading Standards and Private Sector Housing. The number of suppliers within the market able to support this breadth of functionality is small, with two clear market leaders, Civica and Northgate.

2.1 Assessment Summary

The detailed assessment results are included within our report Herefordshire Connects – Technology Selection, dated 6th October.

Overall it was felt that both systems performed credibly and both could deliver the Council's requirements. However, the assessment indicated that Civica offered a deeper set of functionality on a technical platform which the Council is better able to support and at a lower cost.

2.2 Cabinet Decision

The recommendation was made to Cabinet to proceed with Civica on 16th October. Cabinet agreed this whilst noting it was important that the Council made progress and focused upon ensuring that benefits were delivered.

The following timeline was identified in the report and discussed in the Cabinet meeting:

Project Commences: November 2008

New system live: Late Summer 2009 (August)

Work is now underway to mobilise and begin the project in November.

3 Integrated Back Office

This section summarises the initial Back Office assessment, the reasoning for further investigation around Shared Services, the findings of the investigation and concludes with a summary of the risks and benefits that need to be weighed up in the final decision.

This system will deliver the key corporate services for the Council, and in the longer term potentially the PCT and other partners. These services include Finance, Procurement, HR, Payroll and Asset Management.

3.1 Initial Assessment Summary

A more detailed description of the process and initial assessment results are contained within our report Herefordshire Connects – Technology Selection, dated 6th October. This report describes that of the four companies identified; only two were to be considered further, Agresso and SAP.

Agresso is a lower cost option that scored very well in Finance and Procurement. However, Agresso does not currently have a live Teacher's Payroll, which presents a significant risk. Whereas it can deliver the benefits envisaged in the current ISS business case it may not support the wider benefits originally envisaged by the Connects Programme such as service management and mobile working.

SAP is more complex than Agresso and as a result is a higher cost option. Importantly however, it is market proven across the breadth of the functionality required, scoring highest in HR and Payroll, and can potentially deliver a greater range of opportunities to the Council for further development. A key objective of Connects is to minimise the number of applications, which SAP offers the greatest opportunity to do, as well as tighter integration with the Council's current SAP CRM system. Given the complexity, this option does require investment in developing and maintaining skills.

3.2 Alignment with Shared Services

Upon completion of the initial assessment the Council decided to investigate further the alignment of each solution with the wider Herefordshire Public Services (HPS) objective to deliver efficiencies through Shared Services.

HPS's Shared Service Strategy is currently under development. It is a very broad topic and there are a number of delivery mechanisms evident in the marketplace currently.

The focus of the further investigation was to assure HPS that a chosen solution would not limit the future direction of the Shared Services Strategy – that whatever scope of services this was to include and however it was to be delivered, the solution could support it. Additionally, given that changes towards Shared Services within HPS would be evolutionary, the chosen solution should be flexible between models to limit the cost incurred by HPS as it changes over time.

To inform this further investigation both potential suppliers were offered a meeting with representatives of HPS to discuss the following points:

1. Experience in various shared service models in Local Government and Health.
2. Commercial implications of such models.
3. Experience in tracking and delivering of benefits from shared service engagements.
4. Technological considerations. For example options for hosting, outsourcing etc.

3.3 Shared Service Findings

This section will outline the responses received from each supplier to the points outlined above.

Experience:

Agresso provided a limited number of examples of Shared Services in Local Government, identifying

1. A Shared Service operation being implemented by Liberata which will support the Local Government Association and the Councils of Rushcliffe and Charnwood.
2. A Shared Service operated by Capita for South Oxfordshire District Council, Vale of White Horse and Mendip District Council.

Agresso did not provide examples of other unitary councils which are operating multi-functional Shared Service operations.

They also described their experience in Health, identifying:

1. NHS – Derwent Shared Transaction Processing
2. NHS – Berkshire Shared Services

Agresso described the flexibility and 'Post-Implementation Agility' that is a key focus of the product. This will help reduce the costs of adding additional partners to a Shared Service operation moving forward, or changes to working practices for the existing partners.

Agresso also identified that it has 90 Local Authority customers and 60 Health customers.

Agresso used the same small number of references many times to answer all of the questions posed.

When asked about their view of the future for Agresso in the Shared Service market place, Agresso responded that it is unclear what will happen in the future, but that their solution is flexible and could be adapted.

Commercial Arrangements:

Agresso's approach to licensing is based upon a site licence, which would need to be purchased for each organisation utilising the Shared Service. The cost of this licence is based upon the scale of the organisation. Agresso did point out that their agreement with the OGC defines a point at which the annual support costs will fall from 19% to 18% based upon the total number of customers that they have. It was stated that this point is close but exact numbers have not yet been provided.

Benefits Realisation:

Agresso responded that the delivery of benefits would be the responsibility of HPS and their change partners (Deloitte in the case of the Council). The case studies provided do not identify the actual level of savings made, although they do highlight that there have been efficiency savings.

Technology Considerations:

Agresso responded that their solution can be delivered either internally or externally. Beyond the examples above they also quoted Southampton City Council who have recently outsourced their Agresso platform to Capita.

3.3.1 SAP

Experience:

SAP provided a number of examples of Shared Services in Local Government:

1. Surrey County Council – award-winning Shared Service centre for Finance, Procurement, HR and Payroll.
2. Glasgow City Council – initially used for HR only, this Shared Service centre has evolved to support all services across the Council.
3. Birmingham City Council – the largest local government Shared Service centre in the UK.
4. Trafford Council – evolved from internal silo based use to a full Shared Service Centre
5. South West One (in the process of being implemented) – a joint venture including Somerset County Council, Taunton and Deane Borough Council and Avon & Somerset Police.

SAP has very limited penetration in the UK Health market (one customer in Bath identified) with no Shared Service operations. However, in other countries SAP identified:

1. Republic of Ireland – SAP supports a Shared Service and platform for the entire Irish Health service.
2. The Netherlands – The health service is supported by SAP.

Commercial Arrangements:

SAP's approach to licensing is based upon user licences with different categories of users. In the Meeting Minutes they identify that it will be necessary to confirm the requirements for the PCT and other partners if they were to join a Shared Service operation.

Given that SAP have limited Health customers they were asked if they would be willing to provide a discount. SAP have now responded that they are willing to provide all licences for the PCT free of charge within the overall proposal provided for the Connects programme.

Benefits Realisation:

SAP can work with HPS's change partners in the same manner as Agresso. SAP did also explain that they have a methodology to identify and track benefits that has been developed through their experience with customers over many implementations. They can support the Council and HPS in doing this into the future when the role of the change partner may have ended.

The case studies given by SAP do present savings levels targeted and achieved, which are in line with the expectations of benefits that the Connects programme will deliver.

Technology Considerations:

SAP can be delivered either internally or externally. Internally there are considerations around the ability of the Council to deliver the skills required to support the system. Recognising the need for the Council to develop skills, SAP has offered to supply up to 10% of the initial licence cost back to the Council in the form of free training.

In terms of external provision, SAP is the solution of choice for the majority of the market leaders in the hosting and outsourcing market, including IBM, Cap Gemini, Logica, Capita, Serco and Mouchel.

Additionally, there are also options to look to partner with other external public sector bodies, which would help mitigate the risk and cost of the development of skills internally. Herefordshire has many near neighbours who are SAP users, including Worcestershire County Council, Gloucestershire County Council,

Birmingham City Council and South West One. Other Councils, such as Surrey and Hampshire have also previously expressed interest in the development of partnership working models.

3.3.2 Summary of Findings

The further investigation into the ability of both solutions to support Shared Services identified the following:

Agresso has some limited experience in Local Government, although the only live examples identified are within District Councils. Agresso also identified experience within Health, focusing upon Derwent and Berkshire.

Agresso is used by a limited number of outsourcing providers, the two identified being Liberata and Capita. The outsourcing market for Agresso is less mature and it is not clear how this will develop.

SAP has a much greater range of Shared Services experience in Local Government in the UK, identifying Surrey, Birmingham, Glasgow, Trafford and South West One. The majority of these are already operational and Surrey has received recognition winning Shared Services awards. SAP also identified how a number of these Shared Services had evolved through different stages, in line with the expectations that HPS's requirements will change over time.

SAP has no Shared Service Health experience in the UK, but does provide Shared Services for all of the Irish and Dutch health care systems.

The outsourcing market for SAP is well established, and it is the solution of choice for leading suppliers including IBM, Cap Gemini, Logica, Capita, Serco and Mouchel. Additionally, there are a number of public sector partnership options including Gloucestershire, Worcestershire and South West One.

3.4 Conclusion

The initial assessment identified that both solutions could potentially meet the Council's ISS requirements.

Agresso scored marginally higher for Finance and Procurement, but has a significant risk around the delivery of Teacher's Payroll. Agresso has a slightly lower initial licence costs plus lower expected support and maintenance costs. It is a flexible product, which is expected to minimise the costs incurred through changes in the future.

SAP clearly scored highest in HR and Payroll and is proven across the breadth of the ISS requirements. It will require that the Council and HPS make a greater investment in the skills to maintain and operate the system.

The further investigation highlighted that SAP is a more established and proven provider of Shared Services models, whether internally or externally in UK Local Government. Agresso does have a limited number of references, and does have greater penetration into the UK Health market overall. Although a detailed investigation has not been conducted, there is nothing to suggest that the Agresso software could not support the breadth of Shared Service arrangements – it simply has not yet proved that as widely as SAP in the marketplace.

As identified above, Agresso is a lower cost option in terms of ongoing support and maintenance, which if the Council chooses it should understand that it will be bearing greater risk as:

1. It will be one of the first to use Agresso for Teacher's Payroll
2. It will be the first Unitary to use Agresso to support Shared Services
3. It is not clear how the market will evolve, and whether Agresso will become a more established Shared Services market option.

If the Council chooses the SAP option it is choosing a lower risk option in terms of proven functionality across the breadth of requirements, with greater experience of delivering Shared Services in Local

Government and an established marketplace. The main risk is the ability of HPS to attract, develop and retain the skills necessary to make the most of the investment in the product.

The strategy for Shared Services is not yet clear for HPS. Depending upon the level of ambition that the strategy lays out, the investigation indicates that SAP is better placed to support a wider range of Shared Services models in the future. The Council should weigh up the lower cost of the Agresso option vs. the risks that it entails and the likely level of ambition to deliver Shared Services which may be better supported by SAP.

4 Integration Tools

This section outlines the findings of the Integration Tools Selection Process.

4.1 Assessment Summary

The detailed assessment results are included within our report Herefordshire Connects – Technology Selection, dated 6th October.

Microsoft scored well and offers technical synergies with the Agresso Back Office product. SAP also scored highly and offers technical synergy with the SAP Back Office product. Given that the purpose of these tools is to support the integration of the Council's applications, the choice of Back Office product is a key driver in this selection.

5 Performance Management

This section outlines progress in the selection process that is ongoing for the Performance Management system, the shortlisting of suppliers to date and the fit with the planned business case.

As outlined in our report Herefordshire Connects – Technology Selection, dated 6th October, the Selection process is following the timeline outlined below:

- w/c 1st Sept – Qualification of long list of suppliers and finalise requirements
- w/c 8th Sept – Agree list of suppliers (4-6)
- w/c 15th Sept – Publish Requirements
- w/c 22nd – Supplier Briefings
- 3rd Oct – Supplier responses due
- w/c 6th Oct – Evaluate responses and short list (3). Issue Demo scripts.
- w/c 20th Oct – Demonstrations (24th & 25th)
- w/c 27th Oct – Evaluation
- w/c 3rd Nov – References visits/calls
- w/c 10th Nov – Results of evaluation to Programme Board

This is also a more fragmented market place, with many competing organisations and so less clarity around market leaders. For this reason a wider number of suppliers were invited to participate in the selection process; SAP, InPhase Ltd, Triangle Computer Services, Hitec Laboratories Ltd, Actuate, Covalent Software Ltd, Cognos, CACI Ltd and Microsoft.

5.1 Assessment Summary

The qualification questionnaire was issued to all suppliers. Microsoft and CACI Ltd did not respond within the requested timescales. Responses were received from all of the other suppliers. The responses were evaluated and a shortlist created; Actuate, Covalent, SAP, Triangle and InPhase.

Detailed specification documents were issued to each supplier and responses received on Friday Oct 3rd. These documents were evaluated and this resulted in a shortlisting of two suppliers, Actuate and InPhase.

Demonstrations for these two systems were completed on the 23rd and 24th October.

Following these demonstrations the evaluation of each system was completed. The Council and the PCT scored InPhase consistently higher and therefore that is the preferred Performance Management solution.

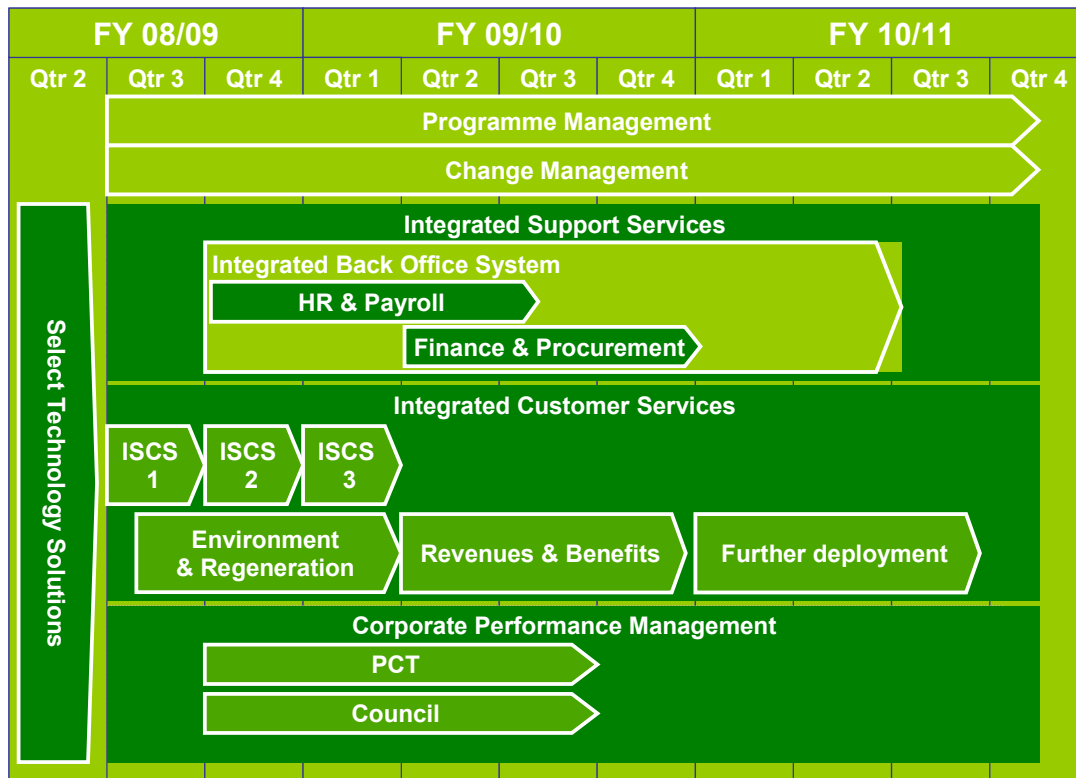
6 Programme Roadmap

This section outlines a roadmap for the programme, identifying key streams of work and likely delivery timescales for key systems.

The diagram below updates that presented in the Cabinet Report 31st July 2008. It identifies the three core programme streams:

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

Upon the conclusion of the system selections decisions these plans will developed in greater detail and the implementation work initiated.



WEST MIDLANDS REGIONAL SPATIAL STRATEGY PHASE TWO REVISION

PROGRAMME AREA RESPONSIBILITY: ENVIRONMENT AND STRATEGIC HOUSING

CABINET

20 NOVEMBER 2008

Wards Affected

County wide.

Purpose

To determine a response to the updated Phase Two Revision of the Regional Spatial Strategy in the light of the proposed revised housing allocations published on 7 October 2008.

Key Decision

This is a key decision because it is significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

Recommendation

THAT the Council:

- 1. re-affirms its previous representations made in May 2008 to the Panel Secretary to confirm its general support for the Phase Two Revision with the reservations already set out and,**
- 2. does not object to the allocation of 1,200 additional dwellings in the rural areas during the plan period to 2026 as proposed in the Nathaniel Lichfield Study, and,**
- 3. expresses concern that the increase in housing allocations suggested in the Nathaniel Lichfield Partnership study for the Region may have adverse consequences for the overall regional strategy.**

Reasons

To ensure that the Council's views on the Phase Two Revision are considered.

Considerations

Introduction

1. The current version of the Regional Spatial Strategy (RSS) was issued by Government in 2004. An immediate phased review was commenced. The first phase – dealing with the Black Country – is complete. The second phase, the subject of this report, has now reached an advanced stage. It deals with housing, employment, the role of centres, waste and some aspects of transport. The third and final phase began in November 2007 and covers rural services, gypsy and traveller sites, culture, minerals and environment policies.
2. In preparing the phase two revision, the Assembly has worked closely with regional stakeholders. Strategic planning authorities in the region, including Herefordshire Council, prepared and submitted advice to the Assembly in 2006. Consultation was then undertaken on spatial options. These were considered by Cabinet in February 2007. A preferred option was approved by the Assembly's Regional Planning Partnership in October, and submitted to the Secretary of State in December. It was reported to Planning Committee on 23rd May 2008 and considered by Cabinet on 29th May 2008. Cabinet resolved to offer general support to the Revisions subject to:
 1. **The Spatial Strategy should include further recognition of: the infrastructure requirements at Hereford if growth is to be achieved; the peripheral expansion of market towns, and their service centre role for their rural hinterlands; and the need to plan for the renaissance of the region's remoter rural areas in a way which sustains their social, economic and environmental character;**
 2. **Policy CF2 should be amended to recognise that growth may only be capable of being accommodated in some Settlements of Significant Development if infrastructure constraints are removed. The recognition in paragraph 6.21 in respect of meeting housing needs in smaller settlements is welcomed;**
3. In respect of policy CF3:
 - a) **the total provision of 16,600 dwellings for Herefordshire be supported;**
 - b) **the identification of Hereford as a Settlement of Significant Development be supported as reflecting the Council's Growth Point partnership with Government for the delivery of housing growth;**
 - c) **the provision for Hereford (8,300 dwellings) be expressed as a maxima, recognising that at present the extent to which Hereford can accommodate new development is limited and that the practical achievement of these levels of growth will be dependent on suitable transport and other infrastructure provision, as well as other factors;**
 - d) **following consideration of the distribution of growth within the County in the Local Development Framework Core Strategy and the Hereford Area Action Plan, dwellings which cannot be accommodated within or adjacent to Hereford be directed to the rest of the County in accordance with the principles in policy CF2;**
4. **The affordable housing targets in policy CF7 be re-assessed in the light of the emerging Housing Market Assessment for the West Housing Market Area;**

5. Policy CF10 be supported and further recognise that in rural areas there are also considerations such as the relatively high proportion of small sites in the overall housing supply;
 6. The comparison retail floorspace requirements set out in policy PA12A be supported, with the retail assessment work being undertaken as part of the Local Development Framework offering the opportunity to refine the Phase Two Revision figures at Examination if necessary to ensure suitable provision is made for Hereford City Centre;
 7. The office development requirement for Hereford in policy PA13A be supported;
 8. The revisions to the waste policies be supported, subject to clarification of the implications of the existing joint arrangements for the principle that each waste planning authority should plan to manage an equivalent tonnage of waste arising within their boundary; and
 9. The continuing recognition of the need to implement the package of measures identified in the Hereford Transport Review be supported, so as to allow Hereford to fulfil its role as a Settlement of Significant Development.
- 3 Throughout the process of drawing up the revision, Government has been concerned that more houses need to be built if problems of affordability are to be addressed. In particular The Government has taken advice from the National Housing and Planning and Advice Unit (NHPAU) , a body set up by the Government in May 2007 in response to the Barker Reviews. The NHPAU has studied population and household formation trends at national and regional levels and come to the firm conclusion that more housing is required. They have suggested new targets to the Government. The Government Office for the West Midlands responded by commissioning a study to look at options delivering higher housing numbers. The study has been undertaken by Nathaniel Lichfield Partners (NLP) to assess and identify the potential capacity for additional housing numbers.

Nathaniel Lichfield Partners Study

4. The NLP study will now be part of the evidence supplied to the Examination in Public process due to take place in Spring 2009. It is a source of evidence about scope, impact and implications of delivering additional housing. The study is not pre-empting either the questions or judgements that are for the Examination in Public.
6. The NLP report concludes that it is possible to deliver higher levels of housing without undermining the urban renaissance strategy for the region. In the report NLP have identified three potential spatial scenarios that could deliver additional housing:
 1. A focus on growth in the south east of the region
 2. Spreading the growth around the region, and,
 3. Maximising growth. .

These scenarios are not definitive proposals or alternative strategies for the region; merely an independent assessment of where additional housing could be accommodated. Scenarios are not site specific rather they assess the potential for additional growth to be accommodated in Local Authority areas.

7. In order to allow adequate time for consultees to respond to the study after it became available in October, the consultation period on the revision has been extended to 8th December. The Examination in Public into the Phase 2 Revision will not now commence until 28th April 2009.
8. All three scenarios propose an additional 1,200 dwellings for Herefordshire – to be allocated to the rural areas. The table below illustrates the “Maximising Growth Scenario”.

Location/County	Original RSS Phase 2 Allocation	NLP study proposed additional allocation	New total allocation (Maximising Growth Scenario)
Birmingham	50,600	10,000	60,600
Coventry	33,500	0	33,500
Black Country	61,200	0	61,200
Solihull	7,600	10,000	17,600
Shropshire	25,700	1,900	27,600
Telford and Wrekin	26,500	10,000	36,500
North Staffordshire	17,100	6,000	23,100
Rest of Staffordshire	49,200	8,000	57,200
Warwickshire	41,000	19,500	60,500
Worcestershire	36,600	13,400	50,000
Herefordshire	16,600	*1,200	17,800

*the figure of 1,200 for Herefordshire is specified as being for the rural areas, not Hereford itself.

9. The study, and the above figures, will not alter the content of the submitted Phase 2 document. It is this which has been published for consultation, and which will be before the Panel at the independent examination. However, now that the above figures have been published, all consultees have been given until 8th December 2008 to finalise their comments on the Phase 2 revisions overall.
10. The Phase 2 revisions, including these new figures, effectively form the starting point for the Council’s Local Development Framework, and to establish a basis for the Core Strategy spatial options it is essential to define the Council’s position on the RSS document and the NLP study.
11. The remainder of this report focuses on the likely impact of the proposed additional allocation of 1,200 new houses in Herefordshire. The various other matters discussed by Cabinet in May (items 4 to 9 in the resolution quoted above) , are not directly affected.

12. The relevant paragraphs in the report to Cabinet in May can be summarised, thus:

Housing (Communities for the Future, chapter 6)

This chapter sets out the Assembly's response to the Government's goal to increase levels of new housebuilding. The emphasis on urban renaissance – the concentration of housing growth within the conurbation, where much demand arises - remains. At the same time, growth is directed to the settlements of significant development as well as to other settlements, market towns and rural areas. There is an explicit acceptance that whilst sustainability considerations will lead to growth in the rural areas being focused in the market towns and larger rural settlements where services exist, small scale housing provision may also be considered in smaller settlements where this can be shown to contribute to the regeneration of the rural economy and the sustaining of local communities by meeting proven housing needs (policy CF2).

The level and distribution of housing development, set out in policy CF3, demonstrates the extent to which the overall strategy – based on urban renaissance – is to be achieved by enabling the conurbations to meet their own generated needs.

For Herefordshire, 16,600 dwellings are proposed 2006-2026 (830 per annum), with half of this growth directed to Hereford.

Response

As a starting point, policy CF2 should include explicit reference to the need to improve infrastructure if growth is to be accommodated. The recognition of the role of market towns, larger villages and smaller rural settlements is to be welcomed.

Concerns arise in the proposed distribution of this new development between Hereford and the rest of the County. The phase two revision introduces a new requirement that half of new housing be directed to Hereford. In effect this equates to a significant increase in rates of development at Hereford – up 54% on UDP rates and 50% on what has been achieved in the recent past. This will undoubtedly require both significant greenfield releases and the solution of infrastructure constraints. It is too early to say whether these levels of development will in practice be achievable, having regard to infrastructure; levels of market demand; availability of suitable sites; and capacity in the construction industry.

Outside Hereford, the position is reversed. Rates of development are proposed to fall. The issue that thus arises is whether sufficient provision is now being made outside Hereford, bearing in mind the need to provide for the growth of the market towns and in sustainable settlements in the wider rural areas.

A possible approach to resolve these dilemmas would be to introduce an element of flexibility in the distribution within Herefordshire. This would first recognise that as much growth as possible should be sought at Hereford. Necessary infrastructure provision would be made to achieve a maximum of 8,300 dwellings over the period. The balance would then fall to be found outside Hereford. This would be a minima of 8,300 dwellings, plus any residual which could not be located at Hereford. The RSS total for the County would remain unchanged.

This would allow a balanced pattern of development to be determined through the Council's own Local Development Framework

13. In the light of the above comments it can be seen that the proposed NLP addition of 1,200 dwellings over the plan period to 2026 is not, of itself, in conflict with the position already taken by Cabinet, especially as the NLP study specifically proposes that the additional dwellings be allocated to the rural areas and not Hereford City. However, a lack of objection to the additional 1,200 dwellings does not diminish in any way Cabinet's comments of last May on the need for adequate infrastructure if Hereford is to take its original allocation of 8,300 dwellings.
14. At the regional level there is a lot of concern amongst other local authorities that the increased housing numbers suggested by the NLP study are not acceptable on a number of levels. In particular the proposals would change the emphasis on the Major Urban Areas as the focus for growth and, instead, allow significant growth in currently rural areas close to the conurbation such as parts of Warwickshire and Staffordshire. It is anticipated that the West Midlands Regional Assembly will not be able to express support for the outcome of the NLP study, although a formal response was not available at the time of drafting this report. A verbal update on the latest position will be given at the meeting.

Conclusions

15. The phase two revision has been developed in a spirit of partnership by the Regional Assembly, working with the local authorities at both officer and member level and with other stakeholders across the region. As a result, it has a wide ownership. The Phase 2 proposals as considered by Cabinet in May stand as a comprehensive and coherent response to the challenges facing the spatial development of the region to 2026. It is appropriate that overall the Council maintains its broad support for the Phase 2 revision as submitted. However, the new NLP proposals threaten the consensus which has been achieved so far and may cause significant problems in parts of the region. In this light the potential additional allocation of 1,200 houses to the rural area in Herefordshire is not, of itself, objected to – the main concern for Herefordshire remains the infrastructure necessary to accommodate the proposed level of housing growth as initially proposed in Hereford. However, elsewhere in the region the proposed increase in housing numbers suggested by NLP remain a matter of concern and it would not be appropriate to express support for these latest proposals as a whole.

Financial implications

No direct financial implications.

Risk Management

The principal risk is with the levels of housing and other allied growth proposed which is to be managed through continuing engagement with the RSS process, including the independent Examination, taking into account the emerging evidence base being assembled as part of the Local Development Framework.

Alternative Options

Not to respond to the consultation.

Consultees

No additional consultations in response to the NLP study

Background Papers

West Midlands Regional Assembly, West Midlands Regional Spatial Strategy, Phase Two Revision – Draft, Preferred Option December 2007.

Nathaniel Lichfield Study – Development of Options for the West Midlands RSS - October 2008

BUDGET MONITORING 2008/09

PORTFOLIO RESPONSIBILITY:RESOURCES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide.

Purpose

To report to Cabinet on the Council's performance against revenue and capital budgets as at 30 September 2008 and provide an indication of the estimated outturn for the 2008/09 financial year.

The report also includes the numbers and amounts written off for individual debts exceeding £1,000 for the period 1 April to 30 September 2008.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT the report be noted.

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 30 September are attached in summary and then further detail is given by directorate.
2. The overall position shows a projected overspend of £1.292m. This total is just under 1% 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 projected £300k overspend; the Environment & Culture Directorate, with a £626k projected overspend; and the Regeneration Directorate where a £340k overspend is projected and the Deputy Chief Executive Directorate's £220k 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

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

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 £5.436m by the end of the financial year based on current projections.
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.
7. Appendix C provides details of write offs in excess of £1,000 for the first 6 months of 2008/09.

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

Background Papers

None.

2008/09 REVENUE BUDGET MONITORING

Summary

1. The following table summarises the 2008/09 projected outturn as at the end of September 2008.
2. The overall revenue budget position for 2008/09 shows a projected £1.292 million overspend. This is just under 1% of the Council's £131.778 million revenue budget (excluding Dedicated Schools Grant funding). The position has improved by £379k since August 2008.

Revenue Reserves Position as at 30th September 2008

General Reserves

3. 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.
4. 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	1.292
Projected year end balance	5.436

Earmarked Reserves

5. At 1 April 2008 the council held £16.572 million of earmarked reserves. This includes ring-fenced school balances reserves of £5.657m. The following table summarises the earmarked reserves held:

Reserve	£000
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
Total	16,572

August 2007 Floods and the Restoration Fund

6. 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.
7. 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.

Summary

8. The following table summarises the 2008/09 projected outturn as at the end of September 2008.

Area	2008/09 Budget £000	August 2008 Net over or (-) underspend £000's	September 2008 Net over or (-) underspending £000	Movement Reduction (-) or increase(+) £000
Adult Services	38,596	331	300	-31
Children & Young People	24,524	267	6	-261
Deputy Chief Executive	12,160	170	220	+50
Environment and Culture	27,812	566	626	+60
Regeneration	9,919	537	340	-197
Central Services	2,618	0	0	0
Resources	7,915	0	0	0
<i>Directorate Position</i>	<i>123,544</i>	<i>1,671</i>	<i>1,492</i>	<i>-379</i>
Capital Financing Costs	12,703	0	0	0
Interest Received	-2,227	-200	-200	0
Transfers to Reserves	67	0	0	0
WMS Profit Share	-390	0	0	0
Transfer from Reserves	-1,640	0	0	0
Net Position	<u>131,778</u>	<u>1,671</u>	<u>1,292</u>	<u>-379</u>

Recovery Plans

9. Following the initial budget outturn projections for 2008/09 that indicated a £1.671m overspend the Chief Executive gave clear instructions that Directorates are to deliver balanced budgets. As a result all directorates have put together budget recovery plans with the support of Financial Services. The plans are based on the latest projected outturn and include actions to deliver a balanced 2008/09 budget. The plans will form part of directorates routine budget monitoring and will be updated as the year progresses so that actions can be changed if required.

ADULT SERVICES DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget for 2008/09 £000	August 2008 Net over or (-) underspending £000	September 2008 Net over or (-) underspending £000
Adult Social Care	36,264	491	510
Supporting People	0	0	6
Modernisation	1,214	-37	-55
Commissioning and Improvement	1,279	-123	-161
Total	38,757	331	300

10. The projected outturn for Adult Services is an overspend of £300k. 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.
11. Within the overall budget £1.185m is for new modernisation schemes and initiatives and as schemes develop the costs and budgets will be re-allocated to the appropriate services. At this point there is expected to be an underspend of £55k. Any slippage in the implementation timetable will reduce the spend further but the impact on projected savings in service costs will need to be considered.
12. 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 being reviewed by the Director of Integrated Commissioning. There is also the potential for some learning disability expenditure being appropriately met by Supporting People funding.

13. Within the supporting people service, the overall 2008/09 programme grant has reduced by £344k and administration grant by £678k. 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 use the available carried forward resources. Any remaining underspend will be carried forward.
14. The previous monitoring report confirmed that in October 2007 new national guidance for continuing health care was published. Consequently 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.
15. 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.

Recovery Plan

16. The Adults Services' recovery plan has identified a series of actions to produce planned savings. The identified actions meet the overall £300k requirement to balance the budget and include delaying some modernisation activity. At this stage further assessment of the timing of the slippage is needed before these are included.

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

Directorate Summary as at 30th September 2008

	Total Budget for 2008/09	August 2008 Net over or(-) Underspending	September 2008 Net over or(-) Underspending
	£000	£'000	£'000
Inclusion & Improvement	5,701	51	-120
Safeguarding and Assessment	11,001	0	-8
Planning, Performance & Development	7,101	-145	-118
Locality Teams	100	-23	0
Central Directorate - budget savings to be agreed	524	384	252
Total	24,427	267	6

17. The Directorate's financial position has improved by £261k since August 2008. This is mainly because of a £171k reduction in the Inclusion & Improvement service arising from greater clarity about the amount being spent against the Surestart Grant and a reduction in the Joint Agency Management budget. Additionally a projected overspend of £120k in the directorate's IT budget has been largely absorbed by an improving school transport position within the Planning, Performance and Development division. Overall a small overspend of £6k is forecast.
18. A new directorate management structure has been implemented since 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 however there will continue to be budget changes in each division as budget responsibilities are finalised.

Dedicated Schools Grant 2008/09

19. Notification of the final grant allocation for 2008/09 has been received and the final amount 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.
20. The 2007/08 underspend of £1.2m has been distributed schools and £50k of the underspend used to match fund a pilot scheme in two school partnerships to support integrated partnership working between cluster schools. This pilot scheme has been approved by DCSF.
21. An underspend in Dedicated Schools Grant (DSG) of £474k is currently forecast comprising mainly applications for new banded funding (£203k), Joint Agency Management (£127k) and the additional grant (£112K). DSG is ring-fenced and any under or over spend must be carried forward to 2009/10.

Directorate Central Budgets

22. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport.
23. The overall central directorate overspend is made up of the savings target of £205k which will reduce as savings continue to be realised and an overspend of £47k mainly on advertising for new Heads of Service and interim management costs. The ICT budgets (including an £120k overspend) have transferred to the Planning, Performance and Development Division as part of the Directorate restructuring.
24. The Council is required to meet any redundancy costs arising in 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 however actual costs will not be known until March 2009.
25. The Inclusion and Improvement Service budget position has improved since the end of August mainly due to the intended use of the Surestart Grant to offset £100k of family centre costs. The service is now expected to underspend by £120k rather than the previous forecast £51k overspend as at the end of August. There are some small variances within the service, for example a reduction in School Improvement service income from training courses and forecast underspends on the Joint Agency Management budget and Education Psychology Service.
26. Within the Planning, Performance and Development division, School Transport was underspent by £575k in 2007/08. Despite additional school days in the 2008/09 financial year, it is projected that school transport will underspend by £179k. The extra SEN costs following the judicial review are now estimated at £60k. Overall Planning and Performance is projected to underspend by £118k.

Children's Social Care / Safeguarding and Assessment Services

27. 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. 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

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

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.

28. 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 £92k on in-house fostering and £53k on agency fostering.

Summary

29. Overall, the Children and Young People's budget is currently expected to overspend by £6k.

Efficiency Savings

30. 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 30 September 2008

	Total Budget 2008/09	August 2008 Net projected over or (-) under spend	September 2008 Net over or (-) under spend
	£000	£000	£000
Herefordshire Connects	1,137	0	0
Herefordshire Partnership	258	40	40
Communications	395	0	0
Director and Administration	329	0	0
Emergency Planning	157	0	0
Legal and Democratic	2,615	180	180
INFO	1,782	-50	-50
Policy & Performance	732	0	0
Information Services	363	0	0
Corporate ICT Projects	784	0	0
ICT Services	1,022	0	0
Corporate Programmes	59	0	0
Community Network Costs	1,100	0	0
Human Resources	1,427	0	50
TOTAL	10,733	170	220

31. Legal and Democratic Services budget pressure is due to a reduction in income in Land Registry. Private sector companies are now competing for this income, 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 Coroners Services 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.

32. 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.
33. 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.
34. ICT is operating to a balanced budget, assuming SLA income 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.
35. For 2008/09 it is proposed that ICT and Corporate Programmes move to a base budget funded approach rather than rely on recharging for their services.

Human Resources

36. Human Resources is now included within the Deputy Chief Executive's directorate. At this stage of the year the service are expected to over spend by £50k. This is due to the need to fill interim vacancies using agency staff. A new CRB team will be created this year without any budget available in this financial year. A full review will be under taken when the new Assistant Chief Executive is in post.

Recovery Plan

37. The current projected overspend in Human Resources will be addressed through management of vacancies.
38. The directorate has identified savings to balance the budget in 2008/09. These will be reviewed over the coming months to ensure there is certainty around their delivery.

ENVIRONMENT & CULTURE DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget 2008/09	August 2008 Net over or (-) under spending	September 2008 Net over or (-) under spending
	£000	£000	£000
Highways	5,960	695	645
Environmental Health and Trading Standards	2,130	0	0
Waste Management	11,551	0	110
Culture & Leisure	7,813	300	300
Directorate Management & Support	358	0	0
Restoration Fund	0	-429	-429
Total	27,812	566	626

39. The 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 costs associated with the 2007 floods. After this has been applied the directorate estimated outturn is an overspend of £626k. This represents an increase of £60k since August.

40. Agreement has been reached that an additional £200k of additional costs to support the service delivery review will be met from increased corporate investment income.

Highways

41. The current budget projections show an overspend on winter maintenance of £300k if the county has a likely predicted winter. 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.

42. 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 September indicates a £280k reduction on the previous year. The assessment is that the economic slow down has affected the level of income.

43. The de-trunking of the A465 has seen a £125k grant allocated to the Council for road maintenance. The Director's assessment is that this will be required in 2008/09 so cannot make a contribution to closing the projected overspend.

44. There is pressure on the Highways budgets in relation to contract inflation on Roads Maintenance and Street Cleansing. Whilst every effort is being made to manage

these pressures within budget, Street Cleansing is likely to overspend by £90k and Emergency maintenance by £25k.

45. A saving of £50k through staff vacancy management will be achieved. Overall there is a projected £645k overspend on highways.

Environmental Health & Trading Standards

46. The overall assessment is that this will balance to the budget although Markets and Fairs face continuing pressure.

Waste Management

47. It is projected that Waste Management will be over budget by £110k with contract inflation on the Waste Collection contract an estimated pressure of £310k. This will be mitigated by the underspend on Waste Disposal and forecast increased income of £100k for commercial waste.
48. Current estimates from Worcestershire County Council (WCC) of Waste Disposal contract costs project an expected underspend of £100k on Herefordshire's Waste Disposal budget for 2008/09 and this is included in the overall projection.
49. WCC have indicated that waste disposal costs could significantly reduce following recent contract variations in relation to the Waste Electronic and Electrical Equipment expenditure. This is not included as we await further information.
50. The cost of the new waste disposal contract will be considerably higher than at present. In previous years any in-year underspend on the contract has been transferred to reserves to meet future waste management pressures.
51. 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 at a faster rate than Herefordshire's and there are risks that the trigger point may be hit. However, at this stage this is not addressed as a likely outcome.

Culture & Leisure

52. An overspend of £300k is currently predicted for Culture & Leisure. Included in this amount is an expected overspend of £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. For 2008/09 this will be met by transferring the sum from reserves at year end.
53. The other main area of overspend is the cost of maintaining public access PCs within Libraries which resulted in an overspend of £88k in 2007/08. This year this is likely to increase to £100k.

Directorate Management and Support

54. 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 when vacancy factors are taken into account.

Recovery Plan

55. The overall position for the directorate is a projected £626k overspend before recovery action is taken. To date £340k of mitigation has been identified that includes the one-off transfer from reserves to deal with the Halo job evaluation. Further work is underway to close the gap.

REGENERATION DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget for 2008/09	August 2008 Net over or (-) underspending	September 2008 Net over or (-) underspending
	£000	£000	£000
Planning	1,866	225	162
Transportation	3,481	0	0
Community Regeneration	2,112	0	0
Strategic Housing	1,957	312	273
Management & Admin	503	0	-95
Total	9,919	537	340

56. The overall position is a £340k projected overspend, an improvement of £197k since the position reported at the end of August.

Planning

57. The latest position in Planning shows a reduction in the reported overspend. This is due to an upturn in Planning fee income in September, however future income is likely to be affected by the current economic climate so the position could change.
58. The forecast now includes a planning delivery grant payment that was not previously anticipated.
59. A number of cost pressures remain. These include 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.

60. 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 programme.
61. Overall Planning Services is currently projected to overspend by £162k.

Strategic Housing

62. Based on the latest projections Strategic Housing is predicted to overspend its budget by £273k by the end of the year.
63. The projected cost of Bed & Breakfast (B&B) accommodation is now 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 a forecast overspend of £293k.
64. Progress has been made in reducing the numbers in B&B accommodation. The position at the end of August was 11 families, 15 singles and one other. At the end of September this had reduced to 5 families and 10 singles.
65. Opportunities to provide cheaper accommodation throughout the county are being pursued. The council has been able to secure the use of four accommodation units in Ledbury on a company let basis enabling homeless families to be housed temporarily without the expense of B&B.
66. 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 now 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 as required to support and agree approaches taken, particularly in complex cases.
67. 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.
68. A number of individual small savings within Housing Needs, Private Sector Housing and the Community equipment store totalling £60k have been identified, however there will be a shortfall of £37k resulting from a reduction in the Repurchase & Reinstatement grant. This grant drops out entirely in 2009/10.

Community & Economic Development

69. The Government Office for the West Midlands (GOWM) 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 GOWM for a decision.
70. 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.

Directorate Recovery Plan

71. There is £95k unallocated budget within the Management heading which will be retained as a contingency budget to offset the overspending in the current year.
72. A number of actions across the Directorate are being taken to deliver a balanced budget at year end. All vacancies for the remainder of the year will be frozen, with any appointments being authorised by the Director based on clearly demonstrated operational need. An initial exercise suggests this action could generate at least £100k of in-year savings, more work detailed will be needed to assess the operational sustainability of this approach.
73. The Bed & Breakfast forecast used in arriving at the prediction of £293k overspend was based on number of occupants rising in line with last year's trend. The Homelessness Manager assesses that numbers will stabilise for the remainder of the year. If this scenario holds this will reduce the overspend by a further £115k, however the current economic climate could have an adverse effect on the position.
74. A number of other measures including possible savings in rent deposit schemes and storage costs are being investigated, which could generate further savings of £60k.

CORPORATE BUDGETS

Summary as at 30 September 2008

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

75. Expenditure is expected to remain within budget for Corporate Budgets. It includes the Organisational Development Fund that is ringfenced for future spend and the balance kept on a reserve.
76. The current assessment is that an additional £200k of interest will be made against the Council's investments after contributing £200k to support the service review project.

RESOURCES DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget 2008/09 £'000	August 2008 Net over or (-) underspending £000	September 2008 Net over or (-) underspending £000
Asset Management & Property Services	3,170	0	0
Audit	418	0	0
Benefit and Exchequer	2,077	0	0
Financial Services	2,072	0	0
Director	178	0	0
Total	7,915	0	0

Asset Management & Property Services

77. At this stage of the year it is estimated the service will stay within its cash limited budget. However, 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

78. At this stage of the year there is an estimated break even financial position at year end.
79. The various resources teams continue to help deliver the £750k efficiency savings forming part of the Council's 2008/09 budget.

2008/09 SEPTEMBER CAPITAL PROGRAMME BUDGET MONITORING

OVERALL SUMMARY POSITION

1. The capital programme forecast outturn for 2008/09 as at 30th September totals £60,695k, which is a decrease of £3,611k from the last round of capital programme forecast monitoring reported in August.
2. This decrease follows the revised forecast spend on the Hereford Academy Children's Services scheme to show only spend on fees being incurred in this financial year. The remaining grant funded scheme forecast has been carried forward into 2009/10 (£3,655k).
3. A summary of the overall capital programme expenditure forecast and funding thereof for 2008/09 is provided in table D1. Detailed capital programmes for directorates are reported to the relevant scrutiny committees.
4. Details of total capital scheme costs, funding, spend to date and any potential issues for capital schemes with a revised forecast spend for 2008/09 exceeding £500k are provided in table D2.
5. Actual total spend to date appears low at £17,903k for the first six months of the year, representing 29% of the total expenditure forecast. This is partly due to the total expenditure forecast including the following items;
 - £3,250k on corporate accommodation for which no spend has been incurred to date;
 - £3,056k on the cattle market for which the Council is waiting external confirmation of total scheme cost following which work and spend should commence;
 - £2,527k of funding available yet to be allocated to a capital scheme.

Prudential Borrowing Position as at 30th September 2008

6. A summary of the Prudential Borrowing position for 2008/09 is set out below. The prudential borrowing funding allocation no longer required includes successful capital bids to be funded by revenue savings now not going forward in relation to the development of specialised AWLD day opportunities and community support centres. The forecast use of prudential borrowing includes an amount of £2,527k yet to be allocated to a capital scheme.

2008/09 Original Prudential Borrowing Allocations	£11,320,000
Add: Slippage from 2007/08	£4,609,000
Corporate accommodation funding	£3,250,000
Gym Equipment purchase funding	£269,000

		£8,128,000
Less: Slippage into future years	(£1,980,000)	
No longer required	(£1,884,000)	
		(£3,864,000)
Forecast use of Prudential Borrowing in 2008/09		£15,584,000

Capital Receipts Reserves Position as at 30th September 2008

7. The capital receipts reserve totalled £17,945k as at 1st April 2008. Capital receipts of £2,168k have been received to the end of September from the sale of corporate property, smallholdings and sites on the Rotherwas estate. £10,131k is expected to be used to fund the 2008/09 capital programme. The remaining balance will be used to fund future year's capital programme including strategic housing, corporate accommodation and Rotherwas futures.

TABLE D1

FUNDING OF REVISED 2008/09 CAPITAL PROGRAMME

Capital Programme Area	2008/09 Revised Forecast 30/09/08	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	16,556	2,373	490	11,826	-	1,867
Resources	4,108	-	4,010	63	-	35
Deputy Chief Executive	2,015	-	1,833	51	-	131
Provider Services	1,234	-	438	478	-	318
Regeneration	10,350	-	172	2,609	-	7,569
Environment & Culture	23,905	10,378	6,114	7,259	-	154
To be allocated	2,527	-	2,527	-	-	-
Total Revised Forecast	60,695	12,751	15,584	22,286	-	10,074
<i>August Forecast</i>	<i>64,306</i>	<i>12,762</i>	<i>15,646</i>	<i>25,797</i>	<i>-</i>	<i>10,101</i>
<i>Change from August</i>	<i>(3,611)</i>	<i>(11)</i>	<i>(62)</i>	<i>(3,511)</i>	<i>-</i>	<i>(27)</i>

Reported to date						
<i>Original Budget</i>	<i>57,896</i>	<i>12,750</i>	<i>14,911</i>	<i>19,961</i>	<i>170</i>	<i>10,104</i>
<i>August Forecast</i>	<i>64,306</i>	<i>12,762</i>	<i>15,646</i>	<i>25,797</i>	<i>-</i>	<i>10,101</i>
September Forecast	60,695	12,751	15,584	22,286	-	10,074

TABLE D2

Schemes with a forecast spend exceeding £500k in 2008-09

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2008-09 Expenditure forecast £'000	Actual spend to 30-09-08	Most relevant Corporate Theme	Comments
<i>Children's Services</i>						
Minster Replacement School	20,642	DCSF Grant	3,881	34	Children and Young People	Contract for works in place, initial decanting work complete & planning permission granted
Devolved Capital Programme	n/a	DCSF Grant	2,795	1,896	Children and Young People	Devolved allocation of capital funding to schools, capital plans requested by school planning
Riverside Amalgamation	8,505	Grant & receipts	2,743	859	Children and Young People	Contamination works required, scheme now anticipated to complete in February
Harnessing Technology	1,318	Grant	1,318	-	Children and Young People	Capital ICT funding devolved to schools
Condition property works	n/a	SCE®	1,038	332	Children and Young People	Annual programme of works at various sites committed on a highest need first basis
Hereford City North Children's Centre	923	Grant	923	10	Children and Young People	Widemarsh workshop conversion proceeding
Childcare Grant	662	Grant	662	-	Children and Young People	Expected to be devolved to nurseries
<i>Resources</i>						
Corporate Accommodation	14,740	Prudential Borrowing	3,250	-	Organisational improvement & greater efficiency	Separate report of options to be presented shortly. Bulk of expenditure expected to be incurred next summer
<i>Deputy Chief Executive</i>						
Social Care ICT Solution	1,583	Prudential Borrowing & receipts	1,291	696	Health & well-being	Progressing with minor alterations, to complete in February

Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2008-09 Expenditure forecast £'000	Actual spend to 30-09-08	Most relevant Corporate Theme	Comments
Environment & Culture						
Road & Footway Maintenance	n/a	LTP allocation	7,374	1,974	Sustainable communities	Programmed works have committed £4,921k of this budget
Ross on Wye Flood Alleviation	10,331	Grant	4,955	4,494	Sustainable communities	Approval of total grant funding outstanding
Rotherwas Access Road	12,830	Grant, receipts, LTP & prudential borrowing	2,305	1,955	Economic development & enterprise	Construction completed, increased LTP funded element to cover expected increased supervision costs as a result of scheme delays
Crematorium	3,150	Prudential borrowing	1,807	788	Economic development & enterprise	Work on site currently less than two weeks behind, pre handover meeting expected before the end of October
Assessment Strength of Bridges	n/a	LTP allocation	900	325	Sustainable communities	Annual programme of works - £798k committed
Ross Library	1,187	Prudential borrowing	593	3	Economic development & enterprise	& Project in design stage, work expected to start in January
Regeneration						
Cattle Market	5,000	Capital receipts	3,056	47	Economic development & enterprise	& Land purchased, flood alleviation investigation works to start shortly
Affordable Housing Grants	n/a	Capital receipts	2,000	660	Safer & stronger communities	Annual allocation of grants to various schemes
Rotherwas Futures Estate Development Work	4,358	Grant & capital receipts	1,387	294	Economic development & enterprise	Total scope of scheme to be finalised - part of this budget is expected to be used to met any additional access road costs
Extra Care Housing Development	6,602	Grant & capital	1,322	6	Older people	Final payment will become due following agreed completion of the scheme

Development		receipts				completion of the scheme
Scheme Detail By Directorate	Whole Scheme Cost £'000	Funded by	2008-09 Expenditure forecast £'000	Actual spend to 30-09-08	Most relevant Corporate Theme	Comments
Mandatory Disabled Facilities Grant	n/a	Grant & capital receipts	837	343	Health & well-being	This budget is under huge demand, a system is being devised to prioritise applications
Private Sector Housing	n/a	Grant & capital receipts	818	195	Health & well-being	This budget has been reduced to increase the mandatory disabled facilities grant budget
<i>To be allocated</i>	<i>n/a</i>	<i>Prudential borrowing</i>	<i>2,527</i>	<i>-</i>		<i>This funding is available to be allocated to fund either accommodation, Edgar Street Grid or the cattle market</i>
Total			47,782	14,911		
Schemes with a forecast spend in 2008/09 of less than £500,000			12,913	2,992		
Total			60,695	17,903		

WRITE-OFFS 1 APRIL-30 SEPTEMBER 2008

PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

20 NOVEMBER 2008

Wards Affected

County-wide.

Purpose

To report on the numbers and amounts written off for individual debts exceeding £1,000 covering the period 1 April 2008 to 30 September 2008.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) **The write-offs for cases over £1,000 be noted**

Reasons

The Council's Financial Procedure Rules, which were reviewed in March 2008, require that this information is reported to Cabinet twice a year for information purposes.

Considerations

1. Write-offs in excess of £1,000 have to be approved by the Director of Resources and where they relate to another Directorate they also require the recommendation of the relevant Director.
2. When the Council Tax base is approved as part of the budget process, a provision is made for non-collection.
3. For National Non-Domestic Rates, irrecoverable amounts are fully reimbursed by Central Government subject to the approval of the Audit Commission; therefore, there is no cost to the Authority.
4. For benefit overpayments, a provision is made for irrecoverable amounts from the budget subsidy which is paid by the Department for Work and Pensions. Irrecoverable amounts for Sundry Debtors are recharged to the originating department.

Further information on the subject of this report is available from
Mike Toney, Head of Benefit and Exchequer Services on (01432) 260399

5. In general, debts considered for write-off fall into the following categories:
 - Bankruptcy or liquidation
 - Remitted by Magistrates at a Committal hearing
 - Unable to trace debtors
 - Debtor deceased with no estate
 - No further action possible
6. For bankruptcies and liquidations, a claim is lodged with the Receiver and no further effective action can be taken as, under current legislation, local authority debts are non-preferential.
7. Council Tax and Business Rates cases are, where possible, progressed to the Committal stage of recovery. Although the Magistrates have the power to remit part or all of the debt, the amount remitted is written off.
8. In cases where the debtor has vacated and left no forwarding address, enquiries are made, including accessing other information held by the Council and contacting other local authorities and organisations.
9. After the internal checks are made, cases are passed to external tracing agencies on a no collect, no fee basis. Whilst this has not proved to be particularly successful in terms of the amounts collected, it does provide sound information in order for the debts to be written off.
10. The total amounts written off for the period identified can be found in the attached list with a comparison for the total written off for 2007/8 (full year).

Financial Implications

There are identified in the report.

Risk Management

In all cases where it has not been possible to collect income, a full assessment is made before they are passed for approval. This process ensures that proper financial records are maintained where no effective recovery option is available.

Alternative Options

No alternative options.

Consultees

None.

Appendices

List of types and amounts of write-offs.

Background Papers

Financial Procedure Rules

Write off Information

Income Type	April – September 2008		2007/8 (Full year)	
	No. of cases	Amount	No. of cases	Amount
Council Tax	5	£5,748.03	7	£8,851.12
Business Rates	13	£55,402.79	22	£83,965.92
Benefit Overpayments	4	£10,469.24	13	£25,951.35
Debtors	8	£31,526.51	13	£61,020.45

BUDGET MONITORING 2008/09**Report By: Director of Resources****Wards Affected**

County-wide

Purpose

1. To report to Strategic Monitoring Committee on the Council's performance against revenue and capital budgets as at 30 September 2008 and provide an indication of the estimated outturn for the 2008/09 financial year.

Financial Implications

2. As set out in the attached appendices.

Background

3. Strategic Monitoring Committee receives regular updates on performance against revenue and capital budgets.
4. The overall position on the revenue budget sees a reduction in the projected overspend from £1.671m at the end of August to £1.292m at the end of September.
5. As required by the Chief Executive, directorates have put in place recovery plans and these continue to be reviewed and assessed.

RECOMMENDATION

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

BACKGROUND PAPERS

Further information on the subject of this report is available from
Mrs Sonia Rees, Director of Resources, on extension 3519
or David Powell, Head of Financial Services, on extension 3173

