AGENDA

Strategic Monitoring Committee

Date:	**Monday, 17th November, 2008**
Time:	**9.30 a.m.**
Place:	**The Council Chamber, Brockington, 35 Hafod Road, Hereford**
Notes:	**Enclosures: An enclosure for agenda item 7 is available on the Council's website or on request.** Please note the **time, date** and **venue** of the meeting. *For any further information please contact:* *Tim Brown, Committee Manager Scrutiny, Tel 01432 260239* **E-mail tbrown@herefordshire.gov.uk**

Herefordshire Council

AGENDA

for the Meeting of the Strategic Monitoring Committee

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

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

Pages

1. **APOLOGIES FOR ABSENCE**

   To receive apologies for absence.

2. **DECLARATIONS OF INTEREST**

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

   GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

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

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

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

3. **MINUTES**   1 - 8

   To approve and sign the Minutes of the meeting held on 20 October 2008.

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

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

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

The principal roles of Scrutiny Committees are to

- Help in developing Council policy

- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken

- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public

- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.

- Review performance of the Council

- Conduct Best Value reviews

- Undertake external scrutiny work engaging partners and the public

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

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

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

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

1. Identifying Areas for Scrutiny

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

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

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

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

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

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

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Stragegic Housing

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

Children's Services

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

Community Services Scrutiny Committee

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

Health

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

Environment

Environmental Issues
Highways and Transportation

Strategic Monitoring Committee
Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.

- Inspect agenda and public reports at least five clear days before the date of the meeting.

- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.

- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.

- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.

- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.

- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.

- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).

- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

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- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 20 October 2008 at 9.30 a.m.

Present: **Councillor PJ Edwards (Chairman)**
                 Councillor WLS Bowen (Vice Chairman)
 	
                 Councillors: PA Andrews, WU Attfield, TM James, RI Matthews, PM Morgan, AT Oliver and SJ Robertson

In attendance: None

30.   APOLOGIES FOR ABSENCE

Apologies were received from Councillors KG Grumbley and JK Swinburne. Apologies were also received from Councillor JP French (Deputy Leader of the Council) and RJ Phillips (Leader of the Council).

The Chairman expressed disappointment that no Member of the Executive had been able to attend the meeting. It was important that a representative of the Executive was present to respond to the Committee's questions.

31.   DECLARATIONS OF INTEREST

Councillor PJ Edwards declared a personal interest as a former Cabinet Member in agenda item 5: Integrated Corporate Performance Report in relation to the discussion of waste disposal.

Councillor PM Morgan also declared a personal interest in agenda item 5 on the discussion of waste disposal because her husband had a potentially associated business interest.

32.   MINUTES

> **RESOLVED: That the Minutes of the meeting held on 10 September 2008 be confirmed as a correct record and signed by the Chairman.**

Chairman's Statement – Integrated Back Office Accommodation Strategy.

The Chairman referred to the fact that the Committee's agenda was shorter than had been expected in September, as recorded in the Minute of the discussion on the work programme, with no opportunity to discuss a report on the emerging proposals for an integrated back office accommodation strategy.

He reported that following recent developments it had been felt that a report coming forward at this stage could well prejudice commercial negotiations to the Council's detriment. He had been informed that a report would come forward in line with the Council's decision making procedures at the appropriate time.

The Chief Executive said that he would brief Group Leaders on the position.

33.   **SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY**

There were no suggestions from members of the public.

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

(Councillors PJ Edwards and PM Morgan declared personal interests.)

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

The report considered by Cabinet on 2 October was appended.

The Corporate Policy and Research Manager presented the report. He said that, taking note of comments by both the Committee and Cabinet, further efforts had been made to simplify the report to make it easier to use. Although the detailed budget monitoring report was now presented separately, the Integrated Corporate Performance Report (ICPR) continued to take it into account and to highlight significant financial issues, such as the level of overspend and action to mitigate this, so as to make the necessary connections between expenditure and performance.

Whilst early in the financial year, the initial indications were that the overall picture suggested performance was heading in broadly the right direction, although there were important areas in which this was not the case. He drew attention to the inclusion in the ICPR of commentaries by Directors which showed how performance issues were being addressed.

He highlighted the following points:

- Page 19 of the report showed mixed performance in Children's Services, with a number of indicators marked red (not on target), notably including core assessments for Children's care; the timeliness of placements of looked after children for adoption and referrals to children's social care going on to initial assessment. Steps were being taken aimed at remedying the position.

- It was too early to judge the position on Health and Social Care.   The Direction of Travel indicators were positive but there were a few red indicators and a projected significant overspend in respect of which a recovery plan was being developed.

- Affordable housing was – and would remain - a challenging area, brought about by the credit-crunch and economic down-turn. This meant there was a number of red indicators but action was being taken both to improve performance and reduce projected overspending. These had already brought the initially very high projected over-spend down to £300k, with measures being taken to bring that down further.

- In terms of corporate performance, the Audit Commission's Annual Governance Letter 2008 had given the Council a clean bill of health.

- Sickness absence figures were increasing, with measures being taken by Human Resources with managers across the Council.

- In terms of the revised Council risk register, three risks, all of which related to ICT, were scored as high, even after the mitigating measures had been taken into account.

In the ensuing discussion the following principal points were made (numbering cross refers to pages in the agenda papers and indicators):

- (p11) That, in addition to action to prevent homelessness, it was important that further action was taken to provide affordable housing, noting that a report by the Cabinet Member (Environment and Strategic Housing) had not been presented to Cabinet in September as had been expected.

- Members welcomed many of the features of the revised ICPR. A concern was expressed, however, as to whether there was consistency and full clarity in the use of the red, amber and green (RAG) performance ratings and that they could potentially be misleading. It was noted, for example, that 32 of the 111 indicators in the Corporate Plan had been given a green rating, which was defined as "on course to achieve target or establish baseline". It was suggested that establishing a baseline was not an achievement in terms of performance. A further example given was indicator 185 on p49, where a full inventory of the Council's vehicle fleet being underway contributed to a green rating against the indicator "CO_2 reduction from Local Authority operations". It was important to get consistency to enable a clear judgment of performance to be formed.

  It was therefore requested that further consideration be given to how to avoid any impression that performance was improving or deteriorating, where that was unknown and the only thing being judged was whether a baseline for measuring performance was being established; and to make clear in all cases why a particular red amber or green rating had been given.

  The CPRM acknowledged these points. He explained that the RAG-ratings were given on the basis of whether or not the Council was achieving what it said it would do as set out in the Corporate Plan 2008-11. In some cases this was about meeting a target level of performance or carrying out a crucial action by a certain date; in others it was about establishing a baseline in the light of which a future target could be set. If, therefore, a key action was to establish a baseline and that had been achieved or was on track, in the context of the ICPR reporting system, performance would be rated green. The Chief Executive reinforced this point, drawing a distinction between measuring progress against stated objectives and processes, and measuring outcomes. The Deputy Chief Executive said that consideration would be given to the point to seek to avoid the potential for inadvertently confusing or misleading readers.

- The CPRM added that the reporting would be clarified to show, where information was not yet available, when Members could expect to see the relevant information reported. Referring to the definition of the red indicator (not on target, no activity reported) he added that it was important that where information which should have been provided had not been forthcoming, performance against that indicator continued to be marked as red. Experience had shown that this approach had been effective in getting officers to respond

and had helped to reduce the number of red indicators.

- In response to a question about the implications of rising energy costs and whether any action was being taken in response, the Director of Resources confirmed that action was being taken to manage use and costs, noting that the Council was GEM accredited. However, if costs could not be contained within the current Medium Term Financial Plan this would be reported.

- (p19) The capacity issues in teams undertaking core assessments for children's social care and steps to try to address this were noted.

- (p19) It was suggested that having percentages as targets without including the actual numbers of (say) assessments to be carried out made it hard to assess the scale of potential issues. It was recognised that a balance had to be struck as to the level of detail presented to the Committee, which had to be proportionate. Officers agreed that consideration would be given to this point, whilst seeking to avoid overcomplicating the ICPR which needed to be kept concise and readable. Where the need for a more detailed investigation of an indicator was needed it was agreed that the matter should be referred to the relevant Scrutiny Committee.

- (p70 (3) In response to a request the Chief Executive agreed to consider how best to update Members on the cost of establishing the new unified management structure.

- (p43) (99c) In response to a question about the increase in the number of people slightly injured in road accidents, the CPRM reported that the outturn figure for the previous year, which had provided an important part of the basis for assessing progress in the current year, was incorrect and that performance against the indicator was in fact green rather than red.

- (p44 (215 b) Asked about street light repair performance, the CPRM said that whilst performance against target was properly shown as red, the current level of performance was nonetheless reported to be better than most other authorities.

- Concern was expressed that the position statement given in the Council Risk Register on the Waste Disposal Contract, a joint agreement with Worcestershire County Council, did not suggest progress was being made swiftly enough. It was noted that waste was currently being transferred out of the County for disposal. The Chief Executive said that he shared Members' concerns. He was striving to make progress on the issue and was serving on the Joint Steering Group set up to deal with the matter. He suggested that if more detail were required the Environment Scrutiny Committee should be asked to consider a report on the Contract.

  Mixed views were expressed by Members about whether disposing of waste outside the County would necessarily prove to be the wrong approach having regard to the specialised nature of some disposal processes, which it was suggested might be uneconomic to provide solely for the County.

- (p50) (196) Attention was drawn to performance against the indicator on fly tipping with concern being expressed that the level of enforcement was insufficient. The CPRM agreed to draw this to the attention of the Head of

Service, noting that the relevant commentary on performance was unclear.

- P67 (CR 40) Members questioned the entry in the register that a "normal" winter during 2008/09 would result in an overspend of £300k due to an historic under allocation to cover costs of winter maintenance". The Director of Resources replied that there was an earmarked reserve for winter maintenance and the Director of Environment and Culture had to manage resources within that context.

- (p70 (2) In relation to the Crookall Review action plan, it was noted that no actions were shown as red. Members noted progress but singled out the action allocated to the Member Development Policy Group. A number of concerns were expressed about the Group's current operation, suggesting this compared unfavourably with the operation of the former Member Development Working Group which backbench Members, in particular, felt had provided them with a greater voice.   The Chief Executive offered to discuss the position with the Group Leaders in the first instance to consider these concerns.

    RESOLVED:

    That (a) **whilst welcoming many of the features of the new report style further work be undertaken on some aspects to see if the presentation of information and the content of the report could be improved, whilst being mindful of the need for the level of detail to be proportionate;**

    (b) **the Environment Scrutiny Committee be asked to consider a report on the Waste Disposal Contract;**

    (c) **the Chief Executive's offer to discuss concerns about the operation of the Member Development Officer Group with Group Leaders be accepted; and**

    (d) **a formal response by the Executive to matters highlighted by the Committee be made as part of the process of preparing future Integrated Corporate Performance Reports and other relevant reports to the Committee in November 2008.**

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

The Committee was informed of the detailed proposals for the new system of Comprehensive Area Assessment (CAA) and how Cabinet had agreed Herefordshire's preparations were to be taken forward.

The report considered by Cabinet on 2 October was appended.

The Corporate Policy and Research Manager presented the report. He said that revised proposals for the assessment had simplified the CAA arrangements so that there would be two complementary assessments: an area assessment and an organisational assessment. He highlighted six key headings at paragraph 5 of the report performance on which it had been agreed it would be important to focus.

He added that in terms of the Committee's role the extent to which the Council's partners were meeting performance requirements in addition to the Council itself was important. He suggested that the Committee might wish to consider with relevant partners particular areas of performance.

Given the information now available about the proposed CAA assessments Cabinet had agreed to end the current CAA preparation programme and focus on the delivery of improvement programmes of the Council and the wider Herefordshire Partnership, tested against the proposed CAA key questions and lines of enquiry, rather than on processes.

He added that the CAA system was a very different type of system to the former Comprehensive Performance Assessment process and would not require new information to be provided specifically for the Inspectors. Instead it would use the information the Council itself and the Herefordshire Partnership and individual partner organisations used to monitor and manage performance. Likewise there would be no special period with inspectors on site.

In the ensuing discussion the following principal points were made:

- Members discussed the new statutory duty to involve people in local decision making. The role of Parish and Town Councils was highlighted.

- Members emphasised the importance of the Local Member and the need for the Council to keep them informed as the first point of local contact. It was noted that Local Members considered that the current Codes of Conduct restricted their ability to represent their communities. The Assistant Chief Executive (Legal and Democratic) advised that the Code, as revised, did afford Local Members more flexibility in this respect.

- In response to a question about the demands of the new system the CPRM emphasised that the CAA was likely to be a more demanding system of assessment because it expected the Council and its partners to be on top of understanding needs and to be delivering improved outcomes for people, rather than testing compliance with particular check-lists or processes. It was not a one-off inspection but should rather be considered as the core of planning and performance management and, therefore, of reporting for the Council, public service arrangements with the PCT and with the Herefordshire Partnership.

The Committee noted that further reporting relevant to the CAA would be included as part of the Integrated Corporate Performance Report.

36.   **BUDGET MONITORING**

The Committee was informed of the position on the revenue and capital budgets and the estimated outturn for the 2008/09 financial year.

The report to Cabinet on 2 October was appended.

The Head of Financial Services presented the report.   He said that the current projected overspend on the revenue budget at £1.671 million was a lower forecast of overspend at this point in the year than in previous years. This was attributed to a more vigorous approach to financial management at Directorate level. He added that the Chief Executive had set an expectation that Directorates produce management proposals to bring expenditure back to balance at the end of the financial year.

This was particularly important because the level of interest on investments achieved in previous years, which in the past had been used to offset directorate overspends, could not be guaranteed in the present financial climate. This had an implication for the level of the general reserves, which based on current projections could see the level at the year end being close to the recommended level of minimum general reserves of £4.5 million if the projected overspend of £1.671m was not managed.

He drew the Committee's particular attention to the assumption that the Primary Care Trust would meet the costs of individuals meeting the continuing health criteria; the position on the winter maintenance budget; and the overspend on the HALO job evaluation payment issue and the drop in income for Planning Services.

In relation to the Capital Programme the Head of Financial Services reported some slippage on the Capital Programme. He also drew attention to an overspend on the Ross flood alleviation scheme which he advised would be met by the Government as it was their scheme.

He informed the Committee that the opportunity had been taken to provide additional scope in the Capital Programme by taking out a loan of £5 million (for 50 years) at what was considered a very favourable rate (4.36%).

In the ensuing discussion the following principal points were made:

- It was proposed that the Executive should review the level of contributions developers were required to make in accordance with the Planning Obligations Supplementary Planning Document adopted by Council in February 2008. This proposal was not agreed on the understanding that the Executive had already agreed to review this issue after one year.

- Asked about the management of the projected overspend the Head of Financial Services reiterated that the current projection was lower than in previous years and the Chief Executive had issued a clear instruction that a balanced budget must be achieved.

- In reply to a question about payment of overspend on the HALO job evaluation payment issue the Chief Executive confirmed that the overspend would be dealt with in accordance with the agreed policy. He understood this to mean that it would be met centrally rather than from the Service budget.

- In response to questions the Head of Financial Services agreed to write to Members with information on whether the Wyebridge Academy Scheme was wholly grant funded; the extent of the cost to the Council of compensation events still to be agreed relating to the Rotherwas Access Road and clarification of the reference in the report to a whole scheme cost of £5 million for the Cattle Market.

- An assurance was sought that the Council's level of borrowing was prudent. The Head of Financial Services replied that he had written to Members showing that the level of borrowing was near the median level for authorities and was not near the upper limits.

- Members registered concern at the reduction in income from car parking, noting that this was contrary to expectation, charges having been increased.

- In response to a question the Head of Financial Services explained the process by which the Masters House, Ledbury had been included in the Capital

Programme.

- It was suggested that the presentation of the level of capital expenditure for individual schemes did not provide sufficient clarity. In reply the Head of Financial Services acknowledged that the presentation of the figures assumed slippage and agreed to consider revising the presentation.

> **RESOLVED: that the Executive be asked to confirm that it was intended to review the Planning Obligations Supplementary Planning Document by February 2009.**

37.   SCRUTINY ACTIVITY REPORT

The Committee noted the work being undertaken by the Scrutiny Committees.

38.   WORK PROGRAMMES

The Committee considered the Scrutiny Committees' current and future work programmes.

Members expressed some concerns about the administration of aspects of recent Parish Council elections. The Assistant Chief Executive (Legal and Democratic) said that a report on progress against the elections action plan, previously presented to the Committee, could be made to the Committee in November, the report of a healthcheck by the Society of Local Authority Chief Executives having recently been received. It was noted that the Committee had previously requested the attendance of a representative of the electoral commission when it next considered a report on election matters.

> **RESOLVED:**
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> **That   (a)   the current work programmes as amended serve as a basis for further development; and**
>
> **(b)   the time of the Committee's meeting on 19 January 2009 be changed to 2.00pm.**

The meeting ended at 12.07 p.m.   **CHAIRMAN**

INTEGRATED CORPORATE PERFORMANCE REPORT

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1.   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.

Financial Implications

2.   None.

Background

3.   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.

4.   The details of performance are provided in the appendices, with the highlights and directors' commentaries in respect of each Corporate Plan theme in appendices 2 to 8. Appendix 1 provides the key to the full details in appendices 2A to 8A.

5.   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.

6.   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.

7.   Assessed in terms of the Council's priorities, as set out in the Corporate Plan, the highlights are:

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

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** indictors.

- 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.

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

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- 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.

8. Directorates continue to review their risk registers; 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.

9. 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.

RECOMMENDATION

THAT (a)   the Committee considers performance to the end of September 2008 and the measures being taken, where necessary, to improve it;

(b)   considers whether there are any issues that should be referred to individual scrutiny committees for further investigation; and

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

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(c)   **that SMC considers whether it wishes to make any comments to Cabinet.**

APPENDICES

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

Appendix 1A - Summary of overall progress against indicators

Appendix 2 – Children and young people: headlines

Appendix 2A – Children and young people: details

Appendix 3 – Health and well-being: headlines

Appendix 3A – Health and well-being: details

Appendix 4 – Older people: headlines

Appendix 4A – Older people: details

Appendix 5 – Economic development and enterprise: headlines

Appendix 5A – Economic development and enterprise: details

Appendix 6 – Safer and stronger communities: headlines

Appendix 6A – Safer and stronger communities: details

Appendix 7 – Sustainable communities: headlines

Appendix 7A – Sustainable communities: details

Appendix 8 – Organisational improvement and greater efficiency: headlines

Appendix 8A – Organisational improvement and greater efficiency: details

Appendix 9 – Progress in implementing the Crookall review action plans

Background Papers

- None

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

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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

Performance compared to last year

Commentary, either putting latest outturn into context, or detailing the activity underway that will impact on outturn when reported

Baseline

Performance to date

Performance Indicator

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								

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

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**

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[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

<u>Headlines</u>

- 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.

<u>Children's and Young People's Director commentary</u>

'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	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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			2020 SC / DIS 1704	Initial assessments for children's social care carried out within 7 working days of referral	Children & Young People	57.4%	60%	55.0%	50.6% (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	◁	▽	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%	74% (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				49		2058 SC / DIS 1115	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%	58.3% (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%	9.1% (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	◁	▽	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%	70.2% (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	◁	▽	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% (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	◁	◁	Highest possible performance
65		26	Yes		A3		Children becoming the subject of a Child Protection Plan for a second or subsequent time	Children & Young People	14%	14%	13%	11% (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	◁	◁	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%	98.5% (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	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
67			Yes	162	C20		Child protection cases which were reviewed within required timescales	Children & Young People	93%	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	△	△	Highest possible performance achieved
68			Yes				Referrals to children's social care going on to initial assessment	Children & Young People	52.1%	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 Frameworki 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	48.9%	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. 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.	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	N/A	78%	No Data	74%	This is 2% above the national outturn at Level 4 and in line 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
74				181a-b			Achievement at level 5 or above in both English and Maths at Key Stage 3	Children & Young People	N/A	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	51.7%	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	78%	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	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements September
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			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, QE., 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			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	N/A	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	N/A	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			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			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			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			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	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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	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	G			Although outturn is 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	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	R		▽	Outturn worse than target and last year
148			41	161	A4		Care leavers in employment, education or training	Children & Young People	94%	100%	Outturn available March	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	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	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG July	RAG September	Direction July	Direction September	Reason for judgements
				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 2007/8, not yet validated, 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		△	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.myherefordshire.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	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 periods 6 data to complete the full picture for the quarter, we are still above national target but need to reverse the trend	G	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	G	△	△	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	G	△	△	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	G	⇕	△	Outturn better than target and last year

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
				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	G	△	△	Outturn better than target and last year
						2054SC / 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	R	▽	▽	Outturn worse than target and last year
						2060SC / DIS 1114	Percentage of looked after children with a named social worker who is qualified as a social worker	Children & Young People	98.7%	100%	91.8%	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	G	▽	△	Highest possible performance achieved

Children and Young People

Reference (NIS, LAA, HCS, CP, BVPI, PAF, APA)	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
APA: 2024SC / DIS 1219	Percentage of children and young people who are the subject of a child protection plan, or on the child protection register, who are not allocated to a social worker.	Children & Young People	14.28%	0%	0%	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	△	△	Highest possible performance achieved
APA: 2035SC / KIGS CH10	Children whose child protection plans were discontinued, or were de-registered, per 10,000 population aged under 18	Children & Young People	18.8	17	18.8	19.9	Throughput 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	⇕	△	Outturn better than target and last year
APA: 2052SC / KIGS CH44	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 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
APA: 2016SC / KIGS CH142	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
APA: 2037SC / KIGS CH12	Percentage of children who were subject to s47 enquiries which led to initial child protection conferences which were held within 15 working days	Children & Young People	26.4%	50%	28.7%	19.2%	There have been some systemic problems in the timeliness of notifying the Planning, Audit and Review Team of Section 47 investigations. Framework I 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	△	▽	Outturn worse than target and last year
PAF: 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
PAF: C63 / APA: 4016SC / CF 63	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

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
						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	△	▽	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	△	▽	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	△	▽	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	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	September	Activity Reported September	RAG rating July	September	Direction of Travel July	September	Reason for judgements
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 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.

Health and well-being

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
122		8					Mortality from all cancers at ages under 75 per 100,000 population	Adult Social Care	103.2	<103.2	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.
123	Yes						16+ current smoking rate prevalence per 100,000 population aged 16+	Adult Social Care	780.6	808.1	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.
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	△	△	Although outturn is worse than target, there is enough improvement over last year to suggest that target **may** be achieved
132				195	D55		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	▽	△	Positive progress when compared with the same period last year, although below target
133				196	D56		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	▽	△	Positive progress when compared with the same period last year, although below target
135	Yes		Yes				Carers receiving needs assessment or review and a specific carer's service, or advice and information	Adult Social Care	12.90%	17.9%	13%	12.6%		A	R		▽	Outturn worse than target and last year
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			R	R			No outturn or activity reported
		10					Mortality rate from chronic diseases	Adult Social Care	150 (2004-06)	<150	Outturn available March		In-year data not currently available. In discussion with the Director of Public Health about links to plans.	A	R			Despite reference to a planned meeting in the last report, this has not taken place. No activity has been reported.
		28					Percentage of respondents who said they have been bullied in the previous 12 months	Children & Young People	24%	<24%	Outturn available January		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			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		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

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	September	September	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		Survey will be undertaken in October 2008 - results available in January 2009. Food in schools has a high priority and a schools Food Steering Group is chaired by the PCT, bringing together school food providers, schools colleagues and Healthy Schools to promote best practice and the implementation of the new food standards. 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		Survey will be undertaken in October 2008 - results available in January 2009. Activities underway to reduce alcohol misuse include the implementation of the annual Young Persons Substance Misuse Plan/Alcohol Reduction Plan and the Hidden Harm action plan and teenage alcohol abuse programmes in secondary schools	A	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		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		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
						1041Y0	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	△	△	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	△	△	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	▽	△	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	△	△	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	⇕	△	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

Health and well-being

Reference					PAF	APA	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							July	September	September	July	September	July	September	
					B11		The number of households receiving intensive home help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care	Adult Social Care	19.75%	22%	20.50%	21.30%	Last year, 17.9% at end of September	A	G	△	△	Outturn better than same period last year, and on course to achieve target
					B12		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	△	◁▷	Outrun similar to same period last year, but not on track to achieve target
					D37		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	△	◁▷	Fluctuating results between quarters makes judgement towards target uncertain
					D39		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	△	△	Outrun better than same period last year, but marginally below target
					D40		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	△	◁▷	Outturn the same as this period last year meaning that achievement of target is uncertain
					E82		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
					C73		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
					C62		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	△	△	Outturn better than the same period last year and currently achieving target

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 Heath 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.

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[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	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Outturn July	Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
125			Yes				Achieving independence for older people through rehabilitation/ intermediate care	Adult Social Care		Establish baseline by March 2009			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	◁	◁	Higher outturn than last year forecast, but unclear whether this will be significant enough to achieve target
		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
139			Yes	53	C28		The number of households receiving intensive home care per 1,000 population aged 65 or over	Adult Social Care	7.5	9	7.5	7.5	Last year 6.7 at end of July and September	A	A	◁	◁	Outturn better than the same period last year, although not enough to give assurance that target will be achieved
				54	C32		Older people helped to live at home per 1,000 population aged 65 or over	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	◁	◁	Outturn better than same period last year and on course to achieve target
			Yes		C72		Reduction in the number of new admissions to residential care	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	◁	◁	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 *Spotlight on Services* newsletter and DVD: *Putting People First*	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.

Economic development and enterprise

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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 immediatley 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 county 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

Economic development and enterprise

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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 Model 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

Economic development and enterprise

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	September	September	July	September	July	September	
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

Economic development and enterprise

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	September	September	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
				100			The number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road	Environment & Culture	0	0	0	0		G	G	△	△	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.'

Safer and stronger communities

Reference NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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)	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		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			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		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 10th 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.	G	G			Activity reported that should impact on the baseline
6	Yes	62					Participation in regular volunteering	Regeneration			Establish baseline by 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
9	Yes		Yes				Use of public libraries	Environment & Culture			Establish baseline by 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.	A	G			Activity reported that should impact on the baseline
11	Yes						Engagement in the arts	Environment & Culture			Establish baseline by 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

Safer and stronger communities

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturm July	Latest Outturm September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
17	Yes	43	Yes				Perceptions of anti-social behaviour	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.	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		△	Latest outturn is better than last year but marginally behind target
39	Yes (Local)						Alcohol-harm related hospital admission rates per 100,000	Regeneration	1199	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		△	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	Due February	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

Safer and stronger communities

NIS	LAA	HCS	CP	PAF	BVPI	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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	△	△	Latest outturn is better than last year and on track to achieve target
45						3080 Y1	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	△	△	Latest outrun 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	△	△	Latest outturn is better than last year and on track to achieve target
48					99b		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	△	△	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	△	△	Latest outturn is better than last year and on track to achieve target
					99c		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	▽	△	Latest outturn is better than last year and on track to achieve target
126							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
127a							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	△	△	Latest outturn is better than last year and on track to achieve target
127b							Robberies per year, per 1,000 population in the Local Authority area	Regeneration	0.2	<0.2	0.1	0.2 (29 roibberies)	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
128							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	△	▽	Latest outturn is marginally worse than the same period last year

Safer and stronger communities

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG July	RAG September	DoT July	DoT September	Reason for judgements
				225			Actions against domestic violence	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					Overall crime numbers	Regeneration	11,172	<11,172	3,850	5,662		A	A	◁▷	◁▷	Proportionately, latest outturn is similar to last year
		43a					Perception of speeding traffic as a problem in your local area	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	G			Activity reported that should impact on the baseline
		44					Fear of crime as measured through the new Place Survey	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	G			Activity reported that should impact on the baseline
						1042Y0	Substance Misuse: the proportion of young people with identified substance misuse needs who receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days (Substance Misuse Assessment)	Regeneration	100%	To meet or exceed 95%	100% received assessments and interventions (15/15)	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			The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	Environment & Culture	92%	100%	94%	94%		A	A	◁	◁	Latest outturn is better than last year but marginally behind target
				215a			The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	Environment & Culture	6.61 days	6.61 days	2.45 days		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			The average time taken to repair a street lighting fault, where response time is under the control of a Distribution Network Operator (DNO)	Environment & Culture	9.5 days	9.5 days	19.2 days		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			The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	Environment & Culture	94.74%	94.74%	100%	100%		G	G	◁	◁	Latest outturn is at the highest level achievable

Safer and stronger communities

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn		Activity Reported	RAG rating		Direction of Travel		Reason for judgements
				Reference							July	September	September	July	September	July	September	
				218b			The percentage of abandoned vehicles removed within 24 hours from the point at which the Local Authority is legally entitled to remove the vehicle	Environment & Culture	97.83%	97.83%	100%	100%		G	G	△	△	Latest outturn is at the highest level achievable
				2a			The level of the Equality Standard for local government to which the Local Authority conforms in respect of gender, race and disability	Deputy Chief Executive	3	3	3	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
				2b			The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	Deputy Chief Executive	78%	85%	78%	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
				175			The percentage of racial incidents reported to the Local Authority that resulted in further action	Deputy Chief Executive	100%	100%	100%	100%	All incidents, comments and complaints result in further action.	G	G	△	△	Latest outturn is at the highest level achievable
		37					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 HCVS 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

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%).'

Sustainable communities

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
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	△	△	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	⇕	△	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

Sustainable communities

NIS	LAA	HCS	CP	BVPI	PAF	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
186	Yes	58	Yes				Per capita reduction in CO_2 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		A	A			No trend data on which to judge whether target is likely to be achieved
192				82a i-ii 82b i-ii 82c i-ii 82d i-ii			Household waste recycled and composted	Environment & Culture	30.26%	32%	31.12% to June	32.68% to August	Performance at the same period last year was 29.15%	G	G	△	△	Outturn better than same period last year and on course to achieve target
193							Municipal waste landfilled	Environment & Culture		64.92%	66.4% to June	64.37% to August		A	G			Outturn better than target
195		54	Yes	199a-c			Improved street and environmental cleanliness (levels of (a) graffiti, (b) litter, (c) detritus and (d) fly posting)	Environment & Culture		(a) 10% (b) 12% (c) 2% (d) 1%		(a) 2% (b) 10% (c) 1% (d) 0%		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 57	Yes				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

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	September	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	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	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	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	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%	36.40%	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 x5	R x5			No activity reported

Sustainable communities

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	September	September	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			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	**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 in 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 at 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 pre-pronderance 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 in 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.

Organisational improvement and efficiency

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	PAF	BVPI	APA					July	September	September	July	September	July	September	
14			Yes				Avoidable contact: The average number of customer contacts per resolved request	Deputy Chief Executive		Establish baseline by March 2009	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	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		The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	Resources	62.30%	63%	68.45% (June)	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

Organisational improvement and efficiency

NIS	LAA	HCS	CP	PAF	BVPI	APA	Indicator	Lead Directorate	2007-08 Outturn	2008-09 Target	Latest Outturn July	Latest Outturn September	Activity Reported September	RAG rating July	RAG rating September	Direction of Travel July	Direction of Travel September	Reason for judgements
			Yes				Use of Resources score	Resources	2	3		Outturn known in December	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.	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		3%		Outturn known in March	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.	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	2.36%	3%	2.26%	2.33% (3 / 129 staff)	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.	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	0.79%	1.40%	0%	0.00%	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.	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	0.28%	<0.28%	0.07%	0.41% (18 employees)	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.	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	0.16%	<0.16%	0.07%	0.07% (3 employees)	There continues to be low levels of activity.	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	Improving adequately	Improving well		Outturn known in February 2009	Outturn for 2007/08 (and reported to Cabinet in July 08) shows that the % of PI's improving has slowed to 63% compared with 74% in 2007. This rate of improvement still lies within the 60.8% - 63.2% average of single tier authorities in 2007. On the other hand, 77% of PI's have improved over the last 3 years (51% in 2006). Initial reports on the in year assessments of adult social care, children, use of resources, data quality etc indicate improvements but the impact of the individual service scores on the overall DoT assessment is not clear.	A	A			Activity showing progress towards target, but no outturn available
			Yes				Investors in people accreditation	Deputy Chief Executive		Accreditation (2009-10)		Not known until Autumn 2009	Work is underway to develop a corporate action plan which will lead to accreditation in 2009/2010.	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		Establish baseline by March 2009			This is a complex area as information has not been collated centrally to date. Work is underway to establish the current overall expenditure on learning and development within the council.	G	G			Activity reported that should impact on the baseline

Organisational improvement and efficiency

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	PAF	BVPI	APA					July	September	September	July	September	July	September	
			Yes		12		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
			Yes		11a		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.
			Yes		16		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.
			Yes		17		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.
			Yes				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			
			Yes				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
			Yes				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: • 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: • 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: • 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	• 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

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	Action	Lead	Progress
			new corporate policy regarding processes for the engagement and payment of external contractors - specifically interims - is scheduled for approval by JMT in November. • A review of the Constitution is planned, to be completed for reporting to Annual Council in May 2009.
7	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.	ACE(HR)	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 A framework for organisational development (OD) activity has now been drafted incorporating aspects of leadership and manager development with an emphasis on: • Identifying a baseline from which progress is measured • Getting PCT and Council staff involved in delivery, learning new skills and building up expertise 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. Where the diagnostic work has identified skills gaps within the senior management contingent, plans will be in place to address the identified areas – including

	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.

	Issue to address	Agreed corporate response	Responsible officer(s)	Revised date	Progress
Special Report Action Plan					
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	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. 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.	Head of HR	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September. .
6	Revise guidance on travelling claims to require monthly submission of travel and expenses claims within a month of the period they relate to. Payroll to reject claims that are received after the deadline indicated in the Councils' Travel & Subsistence Policy.	Head of HR	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September. .

7	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. 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.	Head of HR Head of Benefit & Exchequer Services	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September. .
10	Travel & Subsistence policy to be revised to so that all overseas trips are authorised at Director level.	Head of HR.	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September. .
11	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.	Head of HR advice to Key Managers.	Sept 2008	Completed. The revised Travel and Subsistence Policy was approved by JMT in September. .

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

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SMC Revenue & Capital

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

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

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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.

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

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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	38,637	331	300	-31
Children & Young People	24,519	267	6	-261
Deputy Chief Executive	12,140	170	220	+50
Environment and Culture	27,813	566	626	+60
Regeneration	9,899	537	340	-197
Central Services	2,618	0	0	0
Resources	7,915	0	0	0
Directorate Position	*123,541*	*1,871*	*1,492*	*-379*
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	-1,916	0	0	0
Net Position	**131,778**	**1,671**	**1,292**	**-379**

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

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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.

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

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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.

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

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CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE

Directorate Summary as at 30th September 2008

	Total Budget for 2008/09 £000	August 2008 Net over or(-) Underspending £'000	September 2008 Net over or(-) Underspending £'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	616	384	252
Total	24,519	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.

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

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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

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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.

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David Powell, Head of Financial Services (01432) 383173

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DEPUTY CHIEF EXECUTIVE DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget 2008/09 £000	August 2008 Net projected over or (-) under spend £000	September 2008 Net over or (-) under spend £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.

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David Powell, Head of Financial Services (01432) 383173

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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.

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

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ENVIRONMENT & CULTURE DIRECTORATE

Directorate Summary as at 30 September 2008

	Total Budget 2008/09 £000	August 2008 Net over or (-) under spending £000	September 2008 Net over or (-) under spending £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

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David Powell, Head of Financial Services (01432) 383173

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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 be 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.

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David Powell, Head of Financial Services (01432) 383173

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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 £000	August 2008 Net over or (-) underspending £000	September 2008 Net over or (-) underspending £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

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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 that 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

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David Powell, Head of Financial Services (01432) 383173

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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.

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

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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.

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

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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**
August Forecast	*64,306*	*12,762*	*15,646*	*25,797*	*-*	*10,101*
Change from August	*(3,611)*	*(11)*	*(62)*	*(3,511)*	*-*	*(27)*

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

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
Children's Services						
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
Resources						
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
Deputy Chief Executive						
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

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
Development		receipts				completion of the scheme
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
To be allocated	*n/a*	*Prudential borrowing*	*2,527*	-		*This funding is available to be allocated to fund either accommodation, Edgar Street Grid or the cattle market*
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**		

INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES - SCRUTINY REVIEW

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1.   To consider the final report of the scrutiny review of Information and Communication Technology Services.

Financial Implications

2.   This is dependent on decisions made by Cabinet.

Background

3.   This Committee completed a review of Information Communication and Technology (ICT) Services in December 2006. The Executive's response to the review's findings was reported to the Committee in March 2007, and a further progress report was made in September 2007.

4.   At its meeting on 16 November 2007 the Audit and Corporate Governance Committee requested that Strategic Monitoring Committee revisit the review that had been carried out in respect of ICT.

5.   A scoping statement for this work was approved by SMC on the 28 April 2008. It was envisaged that inherent within the review would be consideration of the ICT issues highlighted in the Council Risk Register, as noted by the Committee at its meeting of 20 March. 2008.

6.   The final report of the review including the recommendations is enclosed separately for Members of the Committee and is available to the public on request.

RECOMMENDATION

THAT (a)   the Committee considers whether it wishes to agree the findings of the review of Information, Communication and Technology services for submission to the Cabinet.

(b)   subject to the Review being approved, the Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response;

and

Further information on the subject of this report is available from
Tim Brown Committee manager (Scrutiny) on 01432 260239

(c)   **a further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made.**

BACKGROUND PAPERS

- None

Further information on the subject of this report is available from
Tim Brown Committee manager (Scrutiny) on 01432 260239

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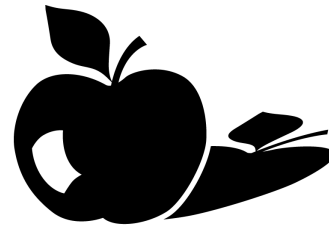
HEREFORDSHIRE
COUNCIL

Review of Information,
Communication & Technology
(ICT) Services

Report by ICT Services'
Review Group – Nov 2008

For presentation to the
Strategic Monitoring
Committee –
November 2008

Contents

1. Chairman's Foreword

Having been a member of the Review Group for the previous Strategic Monitoring Committee (SMC) review of Information, Communication and Technology (ICT) Services in 2006, I was more than happy to accept the position of Chairman for the 2008 ICT Review.

During the course of this review, the group has investigated and challenged the service as a critical friend. I was aware of course that it had been an uncertain and difficult 2 years for ICT Services, given the negative publicity and subsequent independent report. The Group was therefore pleased to find not only a robust and thriving service, but also a team of dedicated, knowledgeable and loyal staff. This is further accentuated by the following statements made during the course of the review:-

"The recovery action and management of the financial position following the identification of a projected deficit in 2007/08 is an example to the rest of the authority."

David Powell – Head of Financial Services

"The relationship between ICT Services and Audit Services has improved considerably and is now one of openness and team working".

Tony Ford – Chief Internal Auditor

Whilst all this is excellent, the group has identified some very important issues during the course of this review and I would like to take this opportunity to emphasise just a few of these:-

It would appear that our data centre situated at Rotherwas is no longer fit for purpose. Therefore if some sort of major disaster were to occur at either of the Council's two data centres, the authority could be left with no ICT infrastructure. Not only does this have a huge impact in relation to data recovery and business continuity but could affect everything we do from bin collections to children at risk. It is absolutely vital therefore that a new data centre at Rotherwas is expedited without further delay. This new data centre should also be the core of a first class broadband provision for the whole of the Rotherwas Industrial Estate – something desperately needed for its continued development, improvement and commercial viability. It is also essential that the Council's web site is developed to ensure that it is responsive and provides, through a single access point, a reliable, accurate and readily accessible source of information.

The corporate identity of ICT Services has yet to be recognised across many areas of the authority. We must all accept that whether we like it or not, ICT is here to stay. Not only is it key to how we communicate, it is also essential to the Authorities business. It must no longer be viewed as a necessary evil but be given its proper standing within the authority. Whilst it is an expensive resource, it is not one we can do without and must therefore be treated with the respect it deserves and improvements must be made in relation to both training and security.

Finally, I cannot emphasise enough the importance of maintaining a strong leadership within ICT Services in order to ensure continued progress, improvement and development for the ICT provision across the County.

That just leaves me to issue a heartfelt thanks to my fellow Councillors, Councillor Terry James, Councillor Alan Seldon and Councillor Anna Toon who, along with myself, formed the Review Group for this review, as well as all the ICT staff and other interviewees. I would also like to extend a special thanks to Geoff Cole (Interim Head of Service), Sarah Thraves and Tim Brown. Their unstinting efforts, good humour and dedication were outstanding.

Councillor Sebastian Bowen

2. Executive Summary

Key Findings

The Review Group's key findings in response to the main issues identified in the Terms of Reference *(appendix I)* are:

- Since publication of the previous review of ICT Services in December 2006, Herefordshire Council has published its comprehensive Corporate ICT Strategy (CIS) 2007-2011. The strategy sets out the key aims and objectives for the provision of ICT Services to the authority set against the large number of challenges facing local government in the coming period. It also encapsulates the recommendations of the ICT Review carried out by the Members Scrutiny Review Group in 2006. *(Appendix VII).*

- The corporate network replacement project (otherwise known as the Community Network Upgrade or CNU) has been completed and has delivered the resilience required to ensure business continuity on a day to day basis and provide sufficient bandwidth to meet not only corporate requirements but also that required by schools in order to meet the Government regulations introduced in 2006.

  It was recognised that the Council network was now fit to take on the demands of the Primary Care Trust (PCT) and that such a collaboration would provide substantial savings to both organisations. It was noted however, that for this to be a viable option the cultural differences between the two organisations would need to be addressed.

  The Review Group recognised that whilst the CNU had delivered what had been required at the time, further development and therefore investment were fundamental in maintaining a secure infrastructure.

  There were particular concerns over the location of the two data centres, (as already highlighted in the Corporate Risk Register). It is absolutely essential that the authority have in place two 'fit for purpose' data centres. The existing data centre at Rotherwas is not 'fit for purpose' and as such must be replaced as a matter of urgency.

  Another concern is how the infrastructure is going to cope with the provision of the ever-growing bandwidth requirements of the education sector.

- ICT Services and Modern Records achieved the Information Security accreditation to the International Standard of ISO27001 in November 2007. This standard is mandated by central Government for information exchange and sharing between other Government organisations and therefore a pre-requisite for closer working with the Primary Care Trust.

It was recognised that more could be done to secure the safety of data across the Council and that all such measures should be addressed as a matter of urgency. The Review Group recognised that accreditation to ISO27001 would not in itself prevent mis-handling of data and that therefore it was necessary to effect a cultural change across the authority. A recognition of information management as a core business activity should be at the centre of this cultural change.

- ICT Services have been working closely with both Emergency Planning and other Directorates and Services in order to finalise and document all disaster recovery plans and significant progress has been made.

  The Review Group noted that some service areas still hadn't fully accepted their responsibilities in this process and that without their input ICT Services were unable to guarantee them business continuity in any disaster recovery situation.

  It was further noted that completion of the Herefordshire Connects programme should make this a far more efficient and effective process as having fewer systems to protect and recover will enable more effective use of resources. This is of course dependent on the Herefordshire Connects programme being properly resourced, as reflected in the report to Strategic Monitoring Committee on 16 July 2008.

- Key Performance Indicators/Benchmarking

  ICT Services have adopted the Value for Money (VfM) performance indicators as developed by the UK Public Sector Audit Agencies and recommended by the Audit Commission for use in Local Authority ICT departments.

  ICT Services was benchmarked against other ICT departments across a wide range of public sector organisations. The draft report from CIPFA (The Chartered Institute of Public Finance and Accountancy) found that in comparison to other ICT departments, Herefordshire Council ICT Services was efficient and value for money at a particular quality point.

  They noted that the quality point was low when compared to other organisations within the benchmarking group and that this should be improved. One factor related to this was that overall investment and running costs for ICT were low when compared to other organisations within the benchmarking group. (Appendix V).

- "Value for Money"

  Following the recommendations of the Crookall Report surrounding the value for money aspect of the Community Network Upgrade (CNU), an investigation and benchmarking exercise was carried out by the independent public sector consultancy Socitm Limited. This found the

contract awarded to Siemens to be value for money but noted that Herefordshire Council was failing to incorporate ICT into their strategic planning processes across the wider organisation. Socitm stated that further value for money could be achieved by considering ICT as a strategic, corporate asset in organisational planning processes.

3. Introduction

The Strategic Monitoring Committee (SMC) completed a review of Information Communication and Technology (ICT) Services in December 2006. The Executive's response to the review's findings was reported to the Committee in March 2007, and a further progress report was made in September 2007.

At its meeting on 16th November 2007 the Audit and Corporate Governance Committee requested that Strategic Monitoring Committee revisit the review that had been carried out in respect of ICT.

A scoping statement for this work was approved by SMC on the 28th April 2008 and is shown at appendix I. It was envisaged that inherent within the review would be consideration of the ICT issues highlighted in the Council Risk Register, as noted by Strategic Monitoring Committee at its meeting of 20 March. 2008.

The purpose of the Review that took place in 2006 was to examine ICT Services' contribution to the provision of ICT for Herefordshire Council and its partners. Further, to understand whether the current service offered value for money and how a balance between the requirements for a robust corporate security and disaster recovery framework and the need for flexibility in our approach to the delivery of the authority's service needs was achieved.

Since publication of the Review in 2006, there have been some significant changes affecting ICT Services' including the creation of a joint management structure for both Herefordshire Council and Herefordshire Primary Care Trust; the appointment of an Interim Head of Service for ICT Services and publication of the Crookall report following various allegations and bad publicity concerning the management and business practices within ICT Services. It was within the context of this background that the Audit and Corporate Governance Committee requested that Strategic Monitoring Committee revisit the review that had been carried out in respect of ICT.

The Group was asked amongst other things to revisit the previous review of ICT services and review progress against the executive's action plan. Appendix 2 sets out the recommendations made, the executive's response and a detailed update on progress as at the end of September 2008.

As mentioned previously, since publication of the review in 2006 there have been some significant changes affecting ICT services. The Group has identified a number of areas covered by the original recommendations where

the original recommendations need to be reinforced, strengthened or indeed added to, to reflect evidence considered during the review; some areas where work to implement the action plan is simply ongoing; and other areas where the Group considers the actions have been completed. The Review Group was disappointed by the lack of progress made in relation to a number of these recommendations.

The concluding sentence of each progress update in the appendix indicates the Group's view on progress against each action and cross-refers to this section of the report where relevant. **Recommendation a) identifies the recommendations which are outstanding from the ICT review of 2006 and recommends that they should be actioned without delay.**

Councillor Sebastian Bowen (Chairman), Councillor Terry James, Councillor Alan Seldon, and Councillor Anna Toon were appointed by the Strategic Monitoring Committee to serve on the ICT Services' Review Group 2008.

The Review was undertaken between April and August 2008. This report summarises the key findings of the Review and contains recommendations for Cabinet.

The Review Group would like to extend their thanks to the many interviewees, consultees and officers who submitted evidence during the Review. The Review Group is also very grateful for the assistance of Siemens plc, and to Geoff Cole, Interim Head of Information, Technology & Customer Services and his staff for their co-operation and assistance.

4. ICT Services

Data Centres
Herefordshire Council has two data centres. These data centres are linked by a high speed fibre optic cable as well as a BT line for resilience, the purpose being that if one data centre is out of action, the other will be able to, within a relatively short time, continue to provide key ICT services. Also, the data centres are used to store each other's back-ups.

The existing data centre at Rotherwas is not fit for purpose, as is clearly reflected in the Council Risk Register. Not only is it located in rented accommodation, but also the structure of the building makes the fitting of fire suppression a non-viable option and security is a high risk. As well as all this the existing power supply is insufficient to cope with any further demands being placed on it. It will be necessary to extend the existing fibre optic link across to the location of the new data centre but this is still by far the cheapest option.

Delivery of the Herefordshire Connects programme will vastly reduce the number of ICT systems in use across the Authority and whilst this will deliver

many benefits, it also highlights the need for appropriate levels of availability, business continuity and disaster recovery. The ICT systems that the Council will rely upon over the next decade to deliver first class services to the citizens of Herefordshire will need to be highly available. There will be far more staff reliant on far fewer systems and therefore the consideration for a resilient ICT infrastructure means we need to follow best practice and spread the risk by maintaining the dual data centre architecture.

The investment in the extension of the fibre optic cable and the new data centre will provide an infrastructure capable of delivering a first class broadband provision to the Rotherwas Industrial Estate. This should be properly investigated as a matter of priority to see, for example if it might be possible to gain funding from a body such as Rotherwas Futures.

The Review Group is aware that these issues have been progressed during the course of the ICT Review. Cabinet approved a relocation project in September 2008 and acknowledged the potential to contribute towards economic regeneration by providing data centre facilities to Herefordshire businesses or a new wireless broadband service provider. This does not diminish the force of the Group's recommendation that the relocation project should be progressed as a priority and the potential of the new data centre explored.

> **b) That the need for a fit for purpose, sustainable, secure and resilient replacement Data Centre at Rotherwas be addressed as a priority.**
>
> **c) The necessary investment required in order to build a new data centre should be leveraged by investigating the possibilities of using the Community Network to provide increased broadband provision to the Rotherwas area.**

Information Security

The Review Group recognise that the principles of ISO27001 are integral to information security and that without having the necessary safeguards in place, data security is at risk. This in itself poses a huge risk to the authority as loss of data can attract huge publicity and significant financial penalties. Recommendation (d) urges the authority to promote this standard across all service areas, which will necessitate an investment in resources in the appointment of a nominated officer from each service area.

The loss of a laptop is a clear risk. It would be simple to encrypt all council owned laptops. Only Members laptops are currently encrypted. It currently costs in the region of £70 per laptop and there are approximately 800 laptops in use within the Council; a cost of approximately £56,000. The cost to the Council of lost data is not immediately quantifiable but could be disastrous. The Group considers the cost of encryption to be relatively inexpensive in this context and one worth meeting.

It is also possible to encrypt a memory stick which is also recommended along with a policy stating that only council supplied memory sticks should be used with council equipment and that any individual found in breach of this policy may be subject to disciplinary action as per the Council's Disciplinary Policy and Procedure. This should be backed up with remote tracking. It is understood that a policy entitled 'Managing Media Devices' is being developed and it is requested that this takes account of the Group's concerns in relation to memory sticks.

The Review Group was advised that there are some elements within the Council that have failed to recognise their responsibilities in relation to Disaster Recovery and Business Continuity. Without input from all service areas, it is not possible for full and detailed plans to be put in place and inevitably, it will be those service areas which fail to respond which will suffer the most in any disaster recovery situation.

d) Principles of Information Security accreditation ISO27001 should be rolled out across the Council with certification being the eventual aim. Resource should be made available in each Directorate.

e) All Council owned laptops should be encrypted prior to commissioning.

f) Only Council approved and supplied memory sticks should be used on Council equipment and this policy should be enforced by the use of remote tracking.

g) The Executive is urged to ensure that all Directorates/Services are fully aware of their responsibilities and the subsequent consequences of not putting in place appropriate planning in respect of their IT requirements taking into account at all times Disaster Recovery and Business Continuity.

The Community Network
The Review Group was advised that the new Council network was able to cope with the demands of the PCT and that the PCT were keen for this to happen. Therefore the Review Group urges the executive to promote this possibility with a view to sharing costs.

h) Use of the Community Network by the PCT should be strongly encouraged and supported.

Web and Information Management Services
Whilst customers are now able to find a great deal of information on the Herefordshire.gov web-site, it is not yet possible to complete and submit all Council forms on line. The ability to offer this functionality across the board

would have a positive impact on efficiency as well as saving money for both customers and Council alike. All customer interfaces must be AA compliant to ensure that the Council continues to meet its obligations under the Disability Discrimination Act (and our Disability Equality Duty) and the European Union (EU) eAccessibility Directive. The guidance from government bodies is that the application of the W3C Web Content Accessibility Guidelines (WCAG) 1.0 'AA' standard is sufficient to meet the Disability Discrimination Act however the Council is committed to achieving 'AAA' wherever possible by taking a leadership role with suppliers and communities.

To ensure that all Council employees are able to access computer systems, the Council should ensure that where practical and reasonable all web-based software applications are AA Compliant. The Review Group does however recognise that this is not always possible due to the limited availability and increased costs. However, adding accessibility is costly and hard work. Software that is built to be accessible will be cheaper to maintain over time, is more likely to be compatible with web browsers and assistive technologies, and will provide a greater degree of future proofing as they are upgraded. If AA compliance is not considered appropriate at the time of purchase an action plan to improve accessibility should be agreed.

The Review Group recognises that the current intranet is neither user friendly nor terribly helpful. This in turn can lead to confusion as to current rules and guidelines as well as frustration and time wasting. All content on the intranet must be re-evaluated and an intelligent search-engine incorporated supporting the discovery of information. The intranet design should make it easy for officers and members to use and promote good practice through a reliable and timely knowledge base, supporting effective decision-making.

The Review Group have serious concerns as to the number of Herefordshire Council Education and school web sites there are. This inevitably creates confusion for the user and can result in the publication of conflicting advice. The Review Group would like there to be a clear route for all customers to be able to access information relating to education and schools. This could be achieved by the development of a mini-site within the Herefordshire.gov web site where all education providers feel confident and positive about promoting their services.

The Review Group recognises that if Herefordshire Council are to make the most of web technology to improve customer services then the appropriate resources and funding must be invested in Corporate ICT to enable the necessary development work to be undertaken, with an expectation of efficiency savings being made across the rest of the Authority.

i) **The web site should be improved making it transactional (i.e. the ability to complete and submit forms on-line). The customer interface should be AA compliant.**

j) **Wherever practical and reasonable web-based software applications should be AA compliant. If not practical an action plan to improve accessibility should be agreed.**

k) **The Council Intranet should be re-designed to make it easy for officers and members to use and promote good practice through a reliable and timely knowledge base, supporting effective decision-making.**

l) **Education and school web sites should be consolidated.**

m) **Corporate ICT capacity should be increased, on an 'Invest to Save' basis, to allow for development work e.g. web site, intranet.**

IT Procurement and Asset Management

It has come to light during the review that some service areas within the Council still procure IT equipment and software without recourse to Corporate ICT Services despite this being the subject of recommendation (e) made in the 2006 ICT Services scrutiny review. This has resulted in the procurement of software that utilises databases that cannot be supported by ICT Services. Also, it is currently possible for anyone to publish a web site to deliver council services without any regard to Council policy. In order to minimise incidents of this sort the Review Group recommend that Corporate ICT Services (WIMS) have final sign-off on all Council web sites prior to publication.

The Review Group also heard about the work being done in relation to asset management and the use of LANDesk in the monitoring and control of software licenses. This will enable ICT Services not only to identify the software installed on any PC but also to track usage. If a particular piece of software has not been used for some time then it can be removed from the PC and the licence re-distributed. This will enable the Council to save on licence costs and also to ensure that software is not being used illegally.

n) **The Executive should make it clear across the authority that all ICT services and equipment must be procured either through or in consultation with ICT Services. This includes the development of all web sites, which will be used to deliver Council Information and services, to ensure compliance with Council and National Policies.**

IT Provision to Schools

The Review Group was very keen to re-visit this area due primarily to the negative feedback they themselves had received from schools.

All schools have the opportunity of subscribing to 5 separate services offered by ICT Services. These are:-

- SIMS Support (Schools Information Management System).
- Technical Support
- Whiteboard Support
- Email Support
- Broadband Support

(Both whiteboard support and Email support are options available within the Technical Support SLA.)

The Review Group heard that whilst all Herefordshire schools bar one took some level of support from the SIMS Team, only 22 signed up for Technical Support. Whilst the previous review had recommended that ICT Services should strive to become the preferred provider of services to schools, it was explained that this was unlikely to happen. Schools are increasingly responsible for their own budgets and as such can choose to spend their money where they like. External providers of technical support can provide this service with far less overheads, effectively making it impossible for the Council to compete financially. Those that did choose to take Technical Support from ICT Services, generally speaking, were those schools with little or no internal ICT expertise or those that wished to retain the security of the Council's support. It was noted that the expertise of the support provided by ICT Services was by and large, greater than that provided externally, due to the extensive training received by the Council's engineers.

All schools are currently able to benefit from the competitive rates the Council is able to negotiate for the supply of PC's and equipment regardless of whether or not they take Technical Support from the Council. This effectively means that competitors are being paid to install equipment provided by the Council at cost price. The Review Group therefore support the administration charge being applied to all ICT equipment purchased through ICT Services by schools who do not have a Technical Support agreement with ICT Services, with effect from September 2008.

Broadband Support has been provided to schools via an SLA from April this year. Prior to this broadband provision to schools had been funded via CYPD. The funding this year has gone directly to the schools and therefore there is a possibility for the schools once again to go to an alternative provider. This could prove detrimental not only to the schools that go down this route as their broadband provision could be seriously impaired, but also to those schools who choose to remain with the Council as all costs will still have to be met. It is important to note that an element of the Broadband SLA is the provision of WebSense. This is a web-filtering tool designed to restrict access to unsuitable web sites. This is installed locally at Secondary schools and centrally for Primary schools. This effectively means that Secondary schools are able to block or unblock web sites as they see fit whilst Primary schools must seek permission from CYPD who advise ICT Services accordingly. The Review Group felt that more could be done to protect children in relation to Internet access and have therefore recommended that this process be reviewed.

Another issue that the Review Group felt warranted further inspection was the schools approach to information security. The increasing independence that

schools now have from the Council means that some policy areas that are rigorously imposed within the corporate structure do not necessarily find their way into the schools culture. The Review Group therefore urges the Executive to take immediate action to warn schools as to the consequences of losing electronic data and the fact that responsibility lies within the schools and is not borne by the Council. This issue and others could be partly addressed by mandating ICT induction for all school employees *prior* to them being given access to the network.

During the course of this review, ICT Services have been leading on a project, which has resulted in the Council signing up to JANET (The Joint Academic Network.) JANET provides a 1gb Internet feed into the Corporate Network at its source, compared to the existing BT feed of 100mb. Whilst it is not yet possible for the Council's infrastructure to harness the full power of JANET, phase two of this project will go some way to rectifying this, resulting in increased bandwidth to both schools and corporate users. This is being funded by a grant of £1.1million received from DCSF (Department for Children, Schools and Families). In the meantime, schools will have immediate access to a number of education services that JANET also provides.

An audit has recently been undertaken of the work carried out by Children's Services ICT by the internal audit service. This provides an independent assessment of the extent to which there is duplication and whether any of the work should be carried out by corporate ICT. The draft findings include the need for ICT and CYPD to carry out a joint exercise to provide a shared vision and a list of objectives for Educational Services; the formal transfer of web services and websites to Corporate ICT to administer; and that the training facility currently managed by CYPD is reviewed to see whether there would be efficiencies to be made in sharing existing IT Training Suites.

o) **The importance of Information Security and the consequences of non-compliance should be highlighted to all schools.**

p) **The link-up to JANET (The Joint Academic Network) is supported and it is urged that phase II of this project be completed as a priority.**

q) **It should be communicated to schools that there is an imminent major upgrade to their Broadband provision explaining the advantages that this will give them.**

r) **That a further review be undertaken of the current web site filtering process in place in schools.**

s) **It is strongly recommended that all school employees that connect to the Council network have to attend ICT Induction training as proposed for Council employees in recommendation (u).**

t) **Immediate action be taken to clarify the provision of ICT services to schools and that clear roles and responsibilities are identified between ICT and CYPD.**

IT Training

It is the Review Groups' considered opinion that not enough has been done to further the availability and promotion of IT Training across the authority. The Review Group also recognises that this provision must be centralised in order to provide consistency and adherence to ICT Policies and Procedures. It is now common practice across other organisations for new staff to be denied computer access until they have completed an IT Induction course thereby ensuring adherence to policies and basic IT know-how.

u) **All Council personnel and Members should have mandatory IT training at commencement of employment or taking up of office. Level of training required to be assessed and appropriate level of training identified. ICT Training should be a matter of Continuous Professional Development across the authority.**

Staff Recruitment and Retention

ICT Services remain unable to recruit into certain key positions and therefore continue to rely on Contractors to provide essential skills. In certain situations ICT Services end up paying more to a contractor than we would be if that particular post were adequately awarded. There needs to be a review of market supplements and whether or not this actually attracts suitable candidates to move to Herefordshire. Job Evaluation does not allow for certain key skills to be rewarded in excess of the line manager for that position. This again needs to be reviewed, as it is quite possible within the ICT arena for certain technical skills to warrant a salary in excess of a managerial post. Furthermore it is noted that the PCT pay scale for ICT staff is higher than that for similar posts in the Council, which will inevitably mean that staff will be keen to take advantage of the better salaries on offer.

The length of time it takes to recruit into a vacant post can still necessitate the use of contractors in order to fill the gap left by the departing staff member and prevents the all important knowledge transfer between incoming and outgoing staff. A recent Butler Group report refers to a 'skills crisis' within the IT sector. This makes Herefordshire Council's ICT recruitment particularly difficult. Shortage of IT skills costs the Council money, not only from repeated recruitment costs but also hidden costs from postponed or delayed IT projects with detrimental affect on business areas and attempts to improve performance. The Butler Group urges employers to review their training and recruitment policies.

v) **Human Resources and Job Evaluation should revisit IT salary scales taking into account the relevant market forces as well as the financial consequences for the Council of not being able to recruit into key positions. The adoption of a pay scale for technical ICT staff may be appropriate.**

w) Consideration should be given to a policy whereby staff are asked to reimburse to the Council a specified percentage of training costs if they decide to leave the Council's employment within a specified period of time from receiving the training.

ICT Finance

The Review Group heard that a complete review of the ICT budget took place in August 2007, which looked at all expenditure and income in ICT. A balanced budget position was agreed for all areas, with the exception of the Community Network Upgrade (CNU), between the ICT Service Managers and Resources.

The main changes were as follows: -

- Several posts were removed from the establishment and all vacancies were put on hold until April 2008.
- The number of contractors was initially reduced from 34 to 7; there are currently 2 full-time contractors and 1 part-time contractor working within ICT Services and they all provide skills for which we are unable to recruit.
- All software and licence costs have been identified.
- Procedures have been put in place for checking expenses and authorising invoices.
- The ICT Finance team has transferred to Resources.
- The Head of Financial Services meets with the Interim Head of ICT Services fortnightly to review ICT budget.
- All service managers receive monthly budget monitoring statements and review with the Deputy Chief Executive Directorate Accountant, their monthly performance.
- Cedar and SAP are reconciled on a monthly basis and all financial budgets and data is equally available in Cedar and SAP.
- Recharging between ICT Departments has been stopped allowing complete clarity on the costs of each department.

As a result of these actions the ICT SLA cost was reduced by £220 per PC. In 06/07 1920 PC's were supported at a cost of £2,331,737; in 07/08 2391 PC's were supported at a cost of £2,376,643. ICT have not charged for support in relation to other equipment such as Smart Phones or Blackberry's.

Budget 2007/08 Outturn

	£
ICT Trading Account	(68,518)
Corporate Programmes	(4,755)
Corporate ICT Projects	(62,841)
Community Network	1,059,530
Overspend	**923,416**

The final position for 07/08 was an overspend of £923,416. However excluding the community network this would have been an under spend of £136,114. As a comparison, in 2006/07 the overspend was £85,000 on Corporate ICT Strategy and all trading costs were charged out to Directorates.

The current proposal is for Corporate ICT Services to be fully funded from base budget from April 2009. This will ensure that corporate ICT Services receives the same budget consideration as other services.

The 2008/09 Budget Summary can be found at appendix VIII.

> **x) The Executive should ensure that the proposal that Corporate ICT Services be funded from base budget from April 2009, be properly reflected and taken account of in budget proposals.**

Audit Services

During the course of the review the group met twice with the Chief Internal Auditor who was keen to emphasise that the relationship between Internal Audit and ICT Services has vastly improved over the last 12 months. A full list of audits carried out in 2007/08, and the Herefordshire Council Audit Plan for 2008/09 can be found at appendix VI. All resulting actions are currently the subject of an audit of audits.

Risk Management

The Group wishes to emphasise that the Council risk register identifies the following three risks as high even after the mitigating measures have been taken into account.
They are:

- CR5 – inability to provide critical services due to the failure of ICT networks

- CR29 – potential loss of data centres

- CR30 – legacy systems out of support from vendors

The Group has highlighted these matters in its report and made appropriate recommendations to the Executive, noting that the Executive itself has recently taken decisions to address these risks.

The Group has not made any specific recommendations in respect of CR30 as this risk is being addressed as part of the Herefordshire Connects programme.

5. S.M.C. ICT Review 2008 - Recommendations

a) That the following recommendations which are outstanding from the ICT Review of 2006 be actioned without further delay: (recommendation references are to the original 2006 report)

(a)   Responsibility for the line management for all the authority's ICT staff should be placed within the ICT Services Division and implemented with immediate effect.

To be actioned in conjunction with new recommendation (t).

(c)   A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend, base budget for ICT Services, as well as the corporate funding of ICT programmes.

To be actioned in conjunction with new recommendation (x).

(e)   The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy.

To be actioned in conjunction with new recommendation (n).

(h)   The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded.

To be actioned in conjunction with new recommendations (s) and (u).

(l)   A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services.

To be actioned in conjunction with new recommendations (l) and (n).

(m)   The options for "growing own talent" through training and the use of a form of "golden handcuffs", possibly by means of recouping the cost of training should the individual leave the authority within a given period, be explored by Human Resources.

To be actioned in conjunction with new recommendations (v) and (w).

b) That the need for a fit for purpose, sustainable, secure and resilient replacement Data Centre at Rotherwas be addressed as a priority.

c) The necessary investment required in order to build a new data centre should be leveraged by investigating the possibilities of using the Community Network to provide increased broadband provision to the Rotherwas area.

d) Principles of Information Security accreditation ISO27001 should be rolled out across the Council with certification being the eventual aim. Resource should be made available in each Directorate.

e) All Council owned laptops should be encrypted prior to commissioning.

f) Only Council approved and supplied memory sticks should be used on Council equipment and this policy to be enforced by the use of remote tracking.

g) The Executive is urged to ensure that all Directorates/Services are fully aware of their responsibilities and the subsequent consequences of not putting in place appropriate planning in respect of their IT requirements taking into account at all times Disaster Recovery and Business Continuity.

h) Use of the Community Network by the PCT should be strongly encouraged and supported.

i) The web site must be improved making it transactional (i.e. the ability to complete and submit forms on-line.) The customer interface should be AA compliant.

j) Wherever practical and reasonable web-based software applications should be AA compliant. If not practical an action plan to improve accessibility should be agreed.

k) The Council Intranet should be re-designed to make it easy for officers and members to use and promote good practice through a reliable and timely knowledge base, supporting effective decision-making.

l) Education and school web sites should be consolidated.

m) Corporate ICT capacity should be increased, on an 'Invest to Save' basis, to allow for development work e.g. web site, intranet.

n) The Executive should make it clear across the authority that all ICT services and equipment should be procured either through or in consultation with ICT Services. This includes the

development of all web sites, which will be used to deliver Council Information and services so as to ensure compliance to Council and National Policies.

o) The importance of Information Security and the consequences of non-compliance should be highlighted to all schools.

p) The link-up to JANET (The Joint Academic Network) is supported and it is urged that phase II of this project be completed as a priority.

q) It should be communicated to schools that there is an imminent major upgrade to Broadband provision explaining the advantages that this will give them.

r) That a further review be undertaken of the current web site filtering process in place in schools.

s) It is strongly recommended that all school employees that connect to the Council network have to attend ICT Induction training as proposed for Council employees in recommendation (u).

t) Immediate action be taken to clarify the provision of ICT services to schools and that clear roles and responsibilities are identified between ICT and CYPD.

u) All Council personnel and Members should have mandatory IT training at commencement of employment or on taking office. The level of training required should be assessed by use of questionnaire. ICT Training should be a matter of Continuous Professional Development across the authority.

v) Human Resources and Job Evaluation should revisit IT salary scales taking into account the relevant market forces as well as the financial consequences for the Council of not being able to recruit into key positions. The adoption of a pay scale for technical ICT staff may be appropriate.

w) Consideration should be given to a policy whereby staff are asked to reimburse to the Council a specified percentage of training costs if they decide to leave the Council's employment within a specified period of time from receiving the training.

x) The Executive should ensure that the proposal that Corporate ICT Services be funded from base budget from April 2009, be properly reflected and taken account of in budget proposals.

y) 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.

z) 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.

Appendix I
Scoping Document

REVIEW:	ICT SERVICES	
Committee:	Strategic Monitoring Committee	**Chair:** Councillor WLS Bowen
Lead support officer:	Geoff Cole – Interim Head of Information, Technology & Customer Services	

Terms of Reference

This review covers

- To revisit the scrutiny review of ICT Services completed in December 2006 and establish:

  - ➢ progress of the key corporate systems and projects, including the corporate network replacement project
  - ➢ progress of security incidents and resultant actions in period.
  - ➢ progress of disaster recovery plans.
  - ➢ progress of performance against key performance indicators
  - ➢ update regarding the "Value for Money" aspect of ICT service provision

- To review progress against the executive's action plan (published in March 2007) in response to the above.
- To make recommendations regarding the future direction of ICT services and possible improvements in the wider use of IT Technology to support improved outcomes in the county.

Desired outcomes

- To ensure that the ICT Service is providing value for money, and make recommendations to the executive as appropriate.

- To ensure that performance of the ICT service is improving, and make recommendations to the executive as appropriate.

- To ensure that the ICT service is fit for purpose to improved outcomes in the county, and make recommendations to the executive as appropriate.

Key questions

- To establish progress made against the executive action plan, service plan, and other improvement/action plans since December 2006.

Timetable

Activity	Timescale
Agree scope	April 2008
Assess currently available information	April 2008
Undertake publicity of the review, set option	28.04.08 S.M.C.
Final confirmation of interviews of witnesses	April/May 2008
Carry out programme of interviews	May 2008
Reference visit to another like authority	???
First draft report	Early June
Final analysis	Mid June
Recommendations	Late June
Present Final report to Strategic Monitoring Committee	16.07.08 S.M.C.

Members	Support Officers
Councillor WLS Bowen (Chairman)	Geoff Cole, Interim Head of Information, Technology, & Customer Services
Councillor T James	Sandra Dallimore, Technical Services Manager
Councillor A Seldon	Richard Beavan Pearson, Performance Improvement Manager
Councillor A Toon	Audrey Harris, Corporate & Customer services Accountant
	Sarah Thraves, ICT Support Analyst

Appendix II
Progress in relation to Previous Recommendations

<u>Recommendations; Executive's Response; Progress Report</u>

(a) **Responsibility for the line management for all the authority's ICT staff should be placed within the ICT Services Division and implemented with immediate effect.**

<u>Executive's Response:-</u>
The Corporate Management Board has already agreed this position in principle. Although the recommendation makes specific reference to staffing in one directorate there is a need to separate out what is effectively service considerations and technical support and make adjustments to line management arrangements accordingly. In Children's and Young People's Services this implies a separation of curriculum and technical support. For each area of the Council where staff are involved in some technical activity this clarification needs to be sought and will form part of overall realignment through the Herefordshire Connects programme.

<u>Progress Update – Sept 2008</u>
Whilst it is acknowledged that both Herefordshire Connects and the PCT/HC shared working arrangement will have an impact on this recommendation, it is clear that there are still issues arising in relation to whom is responsible for the provision of IT resources and requirements from within the authority. Schools in particular have experienced difficulties where there overall IT provision is split between ICT Services, CYPD and external suppliers. An audit has been undertaken of the work carried out by Children's Services ICT by the internal audit service. This provides an independent assessment of the extent to which there is duplication and whether any of the work should be carried out by corporate ICT. It is also noted that regardless of the outcome, consideration must be given to the ownership of licences and software.

<u>Action</u>
This recommendation is ongoing and can be related to new recommendation (t).

****

(b) **Consideration is given to the control for ICT expenditure being placed within the ICT Services Division subject to overall responsibility being held by the Director of Resources.**

(c) **A review of the financing of ICT Services is undertaken examining the way directorates account for ICT spend subject to recommendation (b) above, base budget for ICT Services, as well as the corporate funding of ICT programmes.**

.

<u>Executive's Response</u>
Overall responsibility for management of the budget arrangements for the Council rests with the Director of Resources in her role as section 151 officer. Within that framework the Director of Corporate and Customer Services has overall responsibility for the budget contained within the directorate and under financial standing orders needs to manage those as a whole. The commitment to the Herefordshire Connects programme has already placed an embargo on any further ICT development and procurement activity (with the exception of desktops). There is an exceptions process, which has been overseen to date by the Herefordshire Connects

Board and will shortly shift to the Information Policy Group. In future therefore the expenditure on ICT platforms and software will be subject to the same rigours as at present and signed off in a business case approach demonstrating clear benefits on how these will be realised. More specifically in relation to the ICT budgets – corporate ICT projects and the trading account, the Director of Corporate and Customer Services has agreed with the Director of Resources that a fresh look needs to be taken at how these are set out, managed and accounted for.

The ICT projects budget needs to be focussed on support to the implementation of the Herefordshire Connects programme. To date much of it has been used to supplement external funding for web services, to implement necessary email upgrades and to develop a corporate approach to GIS and to put in place server replacement capacity. A more fundamental review is required in respect of the trading account and there is an emerging view about insufficient investment in this area and the need for that is reflected in any revision of the medium term financial strategy. That work has already started.

Progress Update – Sept 2008
An Accountant from Financial Services within the Resources Directorate now supports ICT Finances. The post holder monitors budgets and provides financial support as required. The Accountant provides wider support to the Deputy Chief Executives Directorate. Accountant also holds line management responsibility for all former ICT Finance staff. This arrangement has now been in place for 18 months and has proven to be both workable and satisfactory for all concerned. The Corporate Programmes team transferred out of Information, Technical and Customer Services in June 2007 and all budget and funding arrangements transferred accordingly.

Work is currently underway to evaluate the possibility for ICT Services to be fully financed from corporate budgets thereby negating the necessity for internal charging and therefore management of a trading account.

Recommendation (b) is closed and responsibility for control of ICT expenditure sits with the Deputy Chief Executives Directorate Accountant.

Action
Recommendation (c) is ongoing and can be referred to new recommendation (x).

****

(d) **A council-wide policy should be developed and implemented that provides for greater standardisation of desktops and server infrastructure and that ICT Services should have the responsibility for the management and control of this policy ensuring that it provides equipment and software to meet the requirements of the post rather than the wishes of the individual. Further, that this policy provides all ICT assets are corporate and not the possessions of individual services or staff. In effect this means that ICT assets will not be relocated with individuals but rather that individuals will be relocated to existing assets.**

Executive's Response
The authority needs to consider provision such as the community network and other infrastructure as a corporate asset and deal with it accordingly.

The call for greater standardisation for both servers and desktops is welcomed. The complexity of the server infrastructure and desktop configurations currently in use has long been a source of frustration and the support thereof takes up a disproportionate amount of capacity. The ICT Strategy also sets out the need to standardise. Work is already well advanced on server consolidation as referred to above. In terms of desktops, BT is currently conducting an eleven-week analysis of the requirements of specific job roles. This will not prescribe the technology to be used but will set out a range of options. Clearly the move to standardisation also involves consideration of the way in which ICT is financed in the future

because, for a transitional period at least, there will be a 'gap', which needs to be managed and ultimately a rolling programme of replacement every three to four years. Again this will need to be picked up in conjunction with the funding review.

Progress Update – Sept 2008
A standardisation report was compiled and approved by Corporate Management Board (CMB) which accepted the need to move towards a four year refresh cycle for client side devices (including desktops PC's, laptops and tablets). This budget forecast for this has been concluded and will be centralized over the next 5 years.

CMB accepted the need that all PC assets should have their ownership transferred to a corporate repository rather than sitting within Directorates - this will facilitate flexible working and allow a managed cycle of PC replacement to take place over the next four years of the agreed refresh cycle.

CMB also accepted the need for a move towards Smartphone's away from Blackberries and PDA's as a mobile communications device where required. Software licence pooling for standard office software (specifically Adobe and Microsoft) was accepted as a way to better use the current licences in existence and reduce the spend by Directorates. These licences will therefore become corporate-owned rather than Directorate specific.

Action
This recommendation is considered closed and desktop standardisation is now being rolled out across the authority.

****

(e)   The existing ICT procurement policies and procedures, including taking positive action to address non-compliance, are enforced. Further that the appointment of the Strategic Procurement & Efficiency Review manager will progress the need to develop the council-wide procurement policy.

Executive's Response
The principle on non-compliance will require any proposals to purchase outside of agreed guidelines to be thrown back and to be the subject of action within the directorates. Since being appointed the Strategic Procurement and Efficiency Review Manager has already set about reviewing the council's procurement policies including that for ICT.

Progress Update – Sept 2008
Non-compliance will be reduced through on line ordering on a council wide basis with preferred suppliers loaded on to the system. These will be the only suppliers that can be bought from.

Though the acceptance of standardisation for client devices including PC's enforces control of procurement policies and procedures, other steps need to be taken by CMB to reinforce the single supplier status of ICT within the Council for all procurements - supported by the Resources Directorate through the Strategic Procurement and Efficiency Manager and their team.

All projects originating from ICT Services are subject to the same business case route now being enforced for all projects regardless of originating Directorate. All projects will be subject to a strict business case appraisal including sign-off of procurement and financial elements by the relevant departments within Resources.

Action
This recommendation is ongoing as per new recommendation (n).

****

(f)   Consideration is given to dedicated public relations support to the Head of ICT and the means by which this might be delivered.

Executive's Response
The Council has a corporate communications team, which increasingly offers support for specific directorates on the basis of an agreed communication strategy. This has already been implemented successfully within the Children and Young Peoples Directorate and a similar package is being deployed to ICT Services. There is also work to be done internally in improving communication from ICT to other customers, for example schools and members, and there are a number of mechanisms already in hand, for example ICT liaison meetings with schools and the review of ICT support to members which can assist this development.

Progress Update – Sept 2008
This is viewed as no longer being a requirement.

Action
This recommendation is closed with no further action.

****

(g)   As part of the corporate review of SLAs the ICT Service ensures that the ICT SLAs are clearly worded, and describe clearly the range of services to be provided, charges and any relevant financial arrangements and are communicated to all relevant officers and issued no later than the start of each financial year moving forward.

Executive's Response
CMB has commissioned a working group of SMT members to conduct a review of all SLA's within the authority. The interim report is expected in May and comprises representatives of not just the providers of support services through SLA's, but also the services that receive them.

Progress Update - March 2008
SLA's have been completed for 2008/09 as per the appropriate guidelines. The current status is that all Directors have received a copy, and 4 out of 7 have returned signed copies. We are chasing the outstanding documents.

Action
This recommendation is closed.

****

(h)   The responsibility for providing ICT training and its procurement be centralised under the management of the ICT service. As part thereof, the identification of ICT training needs should be formalised as part of induction and recorded.

Executive's Response
Identification of ICT training needs will be derived from a number of sources. In part there is expectation of the authority on officers to use the equipment they are provided with effectively and to set out clear levels that might be achieved. It is recommended that the induction programme for all new staff include a compulsory module on ICT, as it does for Diversity. It will also be a requirement to set out specific training programmes' to accompany the introduction of new hardware and software systems. This again will form a significant element in the implementation of Herefordshire Connects. It will also be necessary to review the training needs that arise as a result of SRD interviews and capture these across the Council so that appropriate remedial actions can be taken. ICT Services needs to work with the HR training and development function to identify and then provide a suitable response to the requirements.

Progress Update – Sept 2008

The ICT Training Team within ICT Services proactively manages corporate ICT training. Including ECDL provision as well as specific training programmes such as SAP - CRM training (Used in the Info shops), Outlook Calendar Training, Blackberry Devices and the Members ICT Induction. The ICT Training Officer has also been instrumental in developing and delivering the training required for the implementation of the new Social Care IT Solution. All of these courses have received very positive feedback and have been added to the range of services coordinated and delivered by the ICT Training Team. The ICT Training team also support and oversee the training activities of the other ICT departments providing support and examples of best practice.

ICT Training Resources - ICT Services have a fully equipped training facility able to cater for up to 24 learners at any one time. One full time ICT Training Officer and one full time ICT Training Coordinator are also in place.

Since November 2007, ICT Services have been giving a 20-minute presentation at Central Induction. The presentation provides an overview of the services that ICT Services provide, demonstrates examples of best practice whilst also providing the opportunity for staff to ask questions directly.

More could be done to improve the provision of ICT Training with increased funding and more staff. This could include compulsory ICT induction for all staff and an increased programme for standard training opportunities. Such a service would increase our chances for gaining IIP (Investment in People) accreditation.

Action
This recommendation is ongoing and reflected in new recommendation (s) and (u).

****

(i)   The options for offering a variety of income generating services to local partners not covered under existing SLAs are explored.

Executive's Response
The executive supports the view that in the future there may well be opportunities for income generation but this stage recommends attention be focussed on getting the 'ship in order' first.

Progress Update - Sept 2008
Work is being progressed with the PCT as a first step towards offering services to that organisation where needs can be met. This is subject to wider decisions taken about the scope and scale of Herefordshire Public Services.

Focus on 'getting the ship in order' has started with the first step being the Corporate ICT Strategy signed off in July 2007 by Cabinet. Improvements are being identified as part of a rolling programme of work to raise customer service levels and the performance of the ICT Services department.

Action
This recommendation is closed.

****

(j) Improvement to the implementation of project management throughout the authority continues and the interface between Corporate Programmes and project delivery within Directorates is strengthened.

Executive's Response
Since the ICT Review commenced the Council has implemented a set of governance arrangements for its transformation programme. This includes project boards to oversee key developments in accommodation, adult services, children and young people services, customer services, workforce strategy and Herefordshire Connects. All of these are allocated

project managers and are being quality assured to make sure they meet principles of Prince2 project management. In addition CMB has endorsed the necessity for other projects to ensure adequate project management arrangements and this will form part of the project approval process. There is an issue of how this resource is financed in the future and consideration should be given to it being clearly identifies as a cost in the project approval process.

Progress Update - Sept 2008
The Corporate Programmes service was repositioned in the Council in June 2007, transferring from the Information, Technology & Customer Services and reporting in it's own right to the Director of Corporate & Customer Services. This was to ensure closer alignment with Herefordshire Connects and other projects and programmes in the Council. It reflected the continued and growing importance of business change and project management for the council and to make sure that the service was positioned as a 'corporate' resource. A principles paper recommending revisions to the team structure, reducing overall costs and ensuring greater alignment of Corporate Programmes to the corporate requirements and objectives of the Council has recently been prepared. Following full consultation these changes are being implemented as of October 1st, 2008.

A dedicated Project Assurance Manager is now in post. The main duties being; firstly, to ensure that Council's Programme and Projects portfolio is monitored and reported in accordance with recognised quality standards, procedures and policies. Secondly, to develop and implement best practice in the methods, processes and procedures used by the Corporate Programmes Service. This is already having a considerable beneficial impact on our work programme.

Frameworks on best practice developed in conjunction and consultation with Corporate Procurement, Audit and Finance include;
- Framework 01 PPM Reporting
- Framework 02 Project Procurement
- Framework 03 Product Based Planning
- Framework 04 Risk and Issue Management

Action
This recommendation is closed.

****

(k) That the feedback from schools be analysed and an improvement plan prepared to address the many concerns identified, with a view to ICT Services becoming the preferred provider of services to schools funded and maintained by the Local Authority.

Executive's Response
The Council has now implemented a series of ICT liaison meetings between representatives of the high schools and primary schools, Corporate and Customer Services (ICT Services) and the Children and Young Peoples Directorate. An independent satisfaction survey was commissioned through HEDRA and feedback provided to the high schools in early December. Feedback has recently been given to the primary schools. ICT Services had already implemented some of the recommendations including, for example, regular report back on incident reporting and set out a clear timetable for discussion of 07/08 SLA's with schools.

The other main focus of this activity to date has been on piloting a remote access solution required by the DFES by 2008, in a high school and a primary school. That is due to report back on the 20th March. There has been continued involvement from both pilot schools in that activity. In addition, the remainder of schools have been kept up to date directly with progress on the project.

The recommendations contained in chapter seven of the ICT review report has been shared with schools and a request made to work with the authority in building the improvement plan. This was agreed at the last meeting. Nonetheless it is important to recognise that the

relationship with schools will never be a straightforward and easy one to pursue and that the Council will need to work hard to ensure that any communications to schools is effectively disseminated to all.

Progress Update – Sept 2008
Relationships between schools and ICT services have continued to improve through the regular liaison group meetings.

The CNU project has delivered a broadband service to schools throughout the county.

The Review Group recognises that provision of SIMS support is competitive however they recognise that ICT service cannot complete with other local service providers in relation to technical support.

Schools are often frustrated by the confusion which exists between the range of ICT services provided by CYPD and ICT services, as to which Council Directorate provides which service.

The recent Review of Computer Systems, Data, Applications and Skills in CYPD and ICT Services outlined several recommendations which included the creation of a joint shared vision and list of objectives for the provision of education services provided to by the council to schools between CYPD and ICT services.

Action
This recommendation is closed. New recommendations relating to schools are (o) through to (t).

****

(l) A single website for all council services is developed ensuring consistent branding and access to services for all. Further that the website should consider the potential for a single, obvious directory of contacts for all council services.

Executive's Response
This principle is already accepted and some websites have migrated. The executive accepts that this process needs to be speeded up and will request a timetable for completion of the exercise.

Progress Update – Sept 2008
Web links for the Council's A-Z of services were included in the April edition of Herefordshire Matters and have now been published on the Council's website.

At the moment the A-Z is based on a list of categories provided by central government which have been mapped to web content for different services on our website.

We are currently reviewing with the Records Manager and Head of Communications the new requirements for the Freedom of Information Publication Scheme regarding contact information, which need to be in place for the 1 January 2010.

The latest review lays out a number of recommendations around the provision of web enabled services and the need for central monitoring and co-ordination as well as further investment.

Action
This recommendation is ongoing and is reflected in new recommendations (l) and (n).

****

(m) The options for "growing own talent" through training and the use of a form of "golden handcuffs", possibly by means of recouping the cost of training should

the individual leave the authority within a given period, be explored by Human Resources.

Executive's Response
The review team was right to highlight the difficulty in recruiting to some posts in this area and the challenges faced in keeping staff once they have undertaken training and possess highly marketable and sometimes scarce skills. This is not unique to Herefordshire. Work is already underway between HR and ICT Services on developing a recruitment and retention strategy for ICT Services. This was highlighted in the workforce strategy priorities for 07/08.

Progress Update – Sept 2008
Nothing has been heard from HR as to the use of Golden Handcuffs although it is thought that there may be some legality issues around this initiative.

There are still many issues concerning the recruitment and retention of ICT staff, not least of all being that the PCT offer greater reward for the same skills. These issues have been taken forward in the new recommendation.

Action
This recommendation is ongoing as per new recommendation (v) and (w).

Appendix III
Information Gathering

A number of meetings were held between the Councillors' and a selection of interviewees.

- ICT Services

Representatives from each service area within ICT were invited to talk about the work carried out in their specific areas.

- Audit Services

The Chief Internal Auditor was interviewed in connection with recent audits carried out within ICT Services and the ongoing relationship between ICT Services and Audit Services.

- Corporate ICT Strategy

The project manager with responsibility for the Corporate ICT Strategy explained the background to, and the importance of this strategy.

- Corporate Programmes

The Corporate Programmes Manager was invited to discuss improvements made in Corporate Programmes across the authority.

- ICT Finance

Both the Head of Financial Services and the Accountant for Corporate & Customer Services were interviewed in relation to the current state of ICT Finance and future funding plans.

- ICT Performance Management and Benchmarking

The project manager with responsibility for the Public Service Trust and the Corporate ICT Strategy explained the new performance management measures and benchmarking processes that had been put in place to measure the effectiveness of ICT Services.

- The Community Network Upgrade

Representatives from Siemens plc gave a presentation showing the infrastructure of the new network, the benefits already realised and future possibilities for further development.

- Children and Young People's Directorate

The Director of Children's Services was invited to discuss ICT provision to schools.

- ICT Procurement

The Strategic Procurement and Efficiency Manager was invited to discuss improvements and controls relating to ICT Procurement and the awarding of ICT Contracts.

- Herefordshire Connects

The Programme Manager for Hereford Connects was interviewed in respect of the work currently ongoing within Social Services for the implementation of the new and sustainable IT solution.

From these interviews the Review Group were able to address each of the recommendations and progress made since the last review whilst also compiling a list of new recommendations for the consideration of Cabinet.

Appendix IV
Staff & Service Organisation

Head of Service
Geoff Cole was appointed as Interim Head of Information, Technology and Customer Services in April 2007. Since then significant progress has been made in stabilising the organisation and structure of ICT Services.

There had previously been significant reliance on the use of contractors, which, was not only expensive but also created a lack of continuity within the organisation. There is no question that these individuals helped the service to achieve the significant improvements made over the previous 4 years but on the other hand the continued reliance on this expensive resource had started to generate a lack of self-esteem amongst some employees and distrust amongst others. Within 6 months of taking up his new post, the Interim Head of Service was able to reduce this number considerably and therefore show a cost saving.

Technical Services Manager
Sandra Dallimore was appointed as Technical Services Manager in January 2008. In this role Sandra has assumed overall management of Networks, Desktops and Database activities with a staff of 26. Sandra has been an employee of Herefordshire Council ICT Services since 1999 and as such is a well-known face amongst staff and customers alike. Her previous role had been that of Desktop Support Team Leader, giving her first-hand knowledge of the pressures and difficulties facing that team. Prior to that she had been responsible for setting up and managing the Education Support Service team giving her intricate knowledge of the IT pressures facing the schools and the complexities involved in dealing with the Education sector.

Support and Development Manager
Adrienne Davies has been within local government since 1986 when she joined Hereford City Council. She has been in the role of Support and Development Manager since September 2005. In this role Adrienne has responsibility for ICT Support Services, Application Support and Development, SIMS (Schools Information Management Systems) Support, ICT Helpdesk, GIS (Geographical Information Systems) and the ICT Training Service; a total of 38 staff. Adrienne's background is as a computer programmer and she has held various team leader roles within this area, she is therefore ideally placed to manage this section of the Council's Corporate ICT functionality. She is very much a hands-on Manager and works closely with all her team leaders. Adrienne also sits on the Joint Corporate & Diversity Group.

Web Information Management Services Managers
Ellen Pawley was appointed to this new position at its conception in May 2007. The role was created by the amalgamation of Web and Information Management services and Ellen came to this role direct from her position as Knowledge Manager. Ellen has vast experience in web content management and is very knowledgeable about all related legislation. This is a fast growing

area in the world of IT as more and more public services are being accessed through websites and as such Ellen is perfectly placed to ensure Herefordshire Councils continued success in this field. Ellen has worked for Herefordshire Council since January 2003 having transferred from the Herefordshire Health Authority.

Information Security and Data Centre Manager
John Pritchard was appointed to this position in 2007. In this role John is responsible for the maintenance and security of the corporate data centres as well as Information Security across the authority. Information security is currently receiving a great deal of coverage in the National Press and the consequences of any breaches can incur enormous fines. John is very active in getting this information across to all council employees and Members as well as putting in as many safeguards as practically possible. As data centre manager John has prime responsibility for Disaster Recovery and Business Continuity. One of the biggest pressures currently in this area is the viability and longevity of the two corporate data centres currently situated at Thorn Office Centre and Plough Lane, both properties that are not owned by the authority.
John has worked for Herefordshire Council since March 1999.

ICT Client Account Managers
Lucy Ruck was appointed as ICT Client Account Manager Team Leader in January 2008. She originally joined the Council as an ICT Client Account Manager in September 2005 and is the first person to hold the senior role of Team Leader. The CAM's team is key for the future of ICT services, in order to increase the success of the Authority's approach to a more joined up working and the delivery of its business objectives supported by effective ICT. The creation of this managerial role reflects the growing importance played by this team also reflected by the fact that, including Lucy, they are now a team of 4.

Corporate Programmes
In June 2007 the Corporate Programmes service was repositioned in the Council from the Information, Technology and Customer service to the Director of Corporate & Customer Services and subsequently to the Deputy Chief Executive.

ICT Finance
The responsibility for ICT Finance reverted to the control of the Resources Directorate in April 2007. Audrey Harris as Accountant for the Deputy Chief Executive's Directorate, heads up the team and has been instrumental in providing clear and balanced figures for ICT Services and initiating the re-structure of ICT funding.

Appendix V

Public Sector Corporate Services VfM Indicators ICT 2006/07

Appendix VI

ICT Services Audits 2007 / 2008

Herefordshire Council Audit Plan 2008 / 2009

Appendix VII

ICT Strategy

Appendix VIII

ICT Finance 2008/09 Budget Summary

2008/09 Budget Summary

ICT Trading Account	£
Expenditure	
Direct Staff (83 employees)	2,873,742
Contractors (5 contractors)	231,870
Indirect Staff Costs	153,840
Accommodation	211,342
Operating Costs	132,468
Software & Licenses	839,385
Total Expenditure	**4,442,647**
Income	
SLA - recharge to Directorate	2,378,364
SLA - SIMS recharge to schools	252,999
SLA - desktop recharge to schools	70,765
SAP for INFO	197,822
Chargeable Services	461,745
Base Budget Funded	1,080,952
Total Income	**4,442,647**

Corporate ICT Strategy	£
Corporate Internet Feed	31,000
PC Standardisation	300,000
Printer Standardisation	40,000
It Services	310,276
Consultancy Support	83,000
E Gateway Phase I	20,000
Community Network	1,100,000
	1,884,276

The Corporate ICT Strategy is funded from Revenue. In 2008/09 the budget for the strategy was increased by £247k and this will be increasing again in 2009/10 by an additional £400k. This level of funding shows the Councils ongoing commitment to continue its investment in IT.

Appendix IX

Glossary of Terms Used in this Document and generally within ICT and Herefordshire Council.

SMC Strategic Monitoring Committee	**ICT** Information, Communication, Technology
CIS Corporate ICT Strategy	**CNU** Community Network Upgrade
PCT Primary Care Trust	**VfM** Value for Money (indicators)
CIPFA Chartered Institute of Public Finance and Accountancy	**W3C** The World Wide Web Consortium
WCAG Web Content Accessibility Guidelines	**'AA'** (standard) A claim of 'conformance' to 'Double-A' standard of the W3C WCAG 1
'AAA' A claim of 'conformance' to 'Triple-A' standard of the W3C WCAG 1	**WIMS** Web Information Management Services
LANDesk The remote access tool used by Herefordshire Council ICT Services to assist in the resolution of faults/ support requests thus decreasing the need for second line support engineers to carry out site visits.	**PC** Personal Computer
SIMS Schools Information Management System	**SLA** Service Level Agreement
CYPD Children and Young People's Directorate	**JANET** Joint Academic Network
BT British Telecommunications	**DCSF** Department for Children, Schools & Families
Cedar The Corporate Finance System	**SAP** Global Provider of Business Software Solutions
CMB Corporate Management Board	**PDA** Personal Digital Assistant
ECDL European Community Driving Licence	**CRM** Customer Relationship Management
DfES Department for Education and Skills	**GIS** Geographical Information Systems
CAM Client Account Manager	**UPS** Uninterruptible Power Supply

HIT Herefordshire in Touch	**IEG** Implementing Electronic Government
GEM Good Environmental Management	**VoIP** Voice over Internet Protocol
PACE Police and Criminal Evidence Act	**HR** Human Resources
LLPG Local Land and Property Gazetteer	**SOCITM** Society of Information Technology Managers
CPA Corporate Performance Assessment	**SRD** Staff Review and Development
ISEB Independent Schools Examination Board	**AAT** Association of Accounting Technicians
CIMA Chartered Institute of Management Accountants	

Public Sector Corporate Services VfM Indicators

ICT 2006/07

In association with

IPF

CIPFA

KPMG

As recommended by

audit commission

NAO National Audit Office

NIAO Northern Ireland Audit Office

WALES AUDIT OFFICE SWYDDFA ARCHWILIO CYMRU

AUDIT SCOTLAND

HEREFORDSHIRE COUNCIL

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1. Preface

1.1. Introduction from Institute of Public Finance (IPF)

The UK Audit Agencies (Audit Commission, NAO, Audit Wales, Audit Scotland and Northern Ireland Audit Office) combined together to develop a set of indicators to measure the value for money of support services across the public sector. KPMG, with IPF as a partner, was appointed to undertake the research and development work and the Audit Agencies published their report in May 2007.

The functions covered by the VfM indicators (Finance, HR, ICT, Property and Procurement) have been identified by the Government as a priority area for securing efficiency improvements and releasing resources for use in delivering front-line services. Although the Audit Agencies were keen for public sector bodies to use the indicators, they decided not to offer a benchmarking service themselves. IPF (supported by KPMG) has therefore undertaken to provide this service to the public sector. In this, the first year of operation, over 80 organisations have subscribed, and we expect that more bodies will participate once the value of this service becomes apparent.

I hope that you find the enclosed information useful, and more importantly that you use it in the spirit in which it is intended; this is not a "school report", but instead is a tool to help you take a view on the value for money provided by your corporate support services, and provide some pointers as to how they might improve.

We have great plans for how to develop this service further and hope that it makes a real contribution to improving value for money in corporate services.

Julian Mund
Director, IPF

1.2. Supplementary Documents

The following documents should be read alongside this document as they provide additional background information and documentation provided by the Institute of Public Finance (IPF).

Ref.	Document	Description	Version
Appendix 1	Public Audit Forum - Press Release.pdf	Press release from Public Audit Forum launching the indicators.	1.0
Appendix 2	VfM - Full Report (May 2007).pdf	Detailed background on the indicator sets and the rationale behind creating them.	1.0
Appendix 3	IPF_VFM ICT08_Final.pdf	Herefordshire Council final report comparing ICT Services against all participants.	1.0
Appendix 4	IPF_VFM ICT08_Comps.pdf	Final report comparing ICT Service against benchmarking group.	1.0

2. ICT Services Indicators

2.1. Report Context

This is the first time the benchmarking service has been run by IPF and KPMG. As such the timescales originally proposed to the Council had to change. This meant a delay in returning our results to us and in the publication of this report.

The report cover all public sector organisations including Councils (unitary, metropolitan unitaries and district Councils), NHS agencies (PCT and hospital trusts), Police agencies (including regional forces and watchdog bodies),

2.2. Gathering The Data

The data was collected between November 2007 and January 2008 and submitted to IPF in early February. Data was required from a range of ICT and non-ICT sources.

All financial information was provided by Financial Services from the CEDAR accounting system.

Procurement information was provided by the ICT Services SAP back-office system.

The ICT survey carried out between November and January was conducted, managed and validated by the Research Team to ensure independence.

Project data collation and the calculation of that indicator were carried out by Corporate Programmes.

2.3. Choosing Comparators

Comparators for the benchmarking group were selected from the organisations who took up the service. IPF allowed up to 18 organisations to compare our results against.

These comparators were chosen on the basis of four key pieces of data:

- Organisational Running Costs – similar size
- ICT Cost – similar budgets in ICT Services
- Capital Spend – similar investment into ICT
- Workstations – similar number of computers across the organisation
- Organisation Type – unitaries and councils were favoured over other public sector bodies although NHS trusts and police organisations were included.

As the participants cover a wide range of public sector organisations, there were no direct comparators that matched in all four areas. Therefore, the selection was based on including all organisations that matched at least one of the above criteria.

The comparators organisations were chosen on the basis of similar figures for at least one of the criteria above. This information is not included with the report as we have been informed by the IPF not to include it. IPF has been advised that this data is exempt under Sections 41 and 43(2) of the Freedom of Information Act. Disclosure of this data would breach our confidentiality agreement with IPF and would prejudice IPF's commercial interests.

2.4. Interpreting the Results

The indicators fall into two broad categories, efficiency and effectiveness. Effectiveness is divided further into three sub-categories; impact on organisation, satisfaction and modernisation.

Type	Sub-Type	Explanation	Relevant Indicators	
			Primary	**Secondary**
Efficiency	-		1,3	1,2,6
Effectiveness	Impact on Organisation	Impact, in terms of how the output from ICT Services contributes to or influences corporate performance as a whole.	2,4,5	3,4,5
	Satisfaction	Satisfaction of users and senior managers, looking at how ICT Services are regarded by staff who use these services and also by the senior management who commission them.	7	
	Modernisation	Modernisation, to consider the extent to which an organisation has adopted management practices regarded as being innovative and forward looking.	6,8	

It is important that organisations interpret the results from the indicators as a set, taking into account the information they offer on their performance in respect of both efficiency and effectiveness.

For example, results for an efficiency measure such as primary indicator 1 (the cost of the ICT function as a percentage of organisational running costs) need to be interpreted alongside the results for effectiveness measures such as primary indicators 4 (the percentage of incidents resolved within agreed service levels), 7 (the commissioner and user satisfaction index) and 8 (the management practice indicator).

A well known benchmarking initiative for the ICT function in the public sector is provided by the Society of Information Technology Management (SOCITM) which is used in the local government sector. SOCITM has developed benchmarks for these indicators which were reviewed by ICT Services but found to be lacking in terms of available quality benchmarking data.

Half of the indicators are the same or similar to those used by SOCITM (primary indicators 2, 4, 5 and 7, and secondary indicators 1, 2, 3 and 6).

In addition IPF took into account detailed feedback from SOCITM in devising the indicator set.

Primary indicators 3, 4, 5 and 7 and secondary indicator 4 are closely aligned to those included in a recent pilot benchmarking initiative of the central government ICT function undertaken by PA and Gartner who used private sector benchmarks in their approach.

2.5. Publishing This Report

Two reports were published by IPF, document references:

- Appendix 3 (IPF_VFM ICT08_Final.pdf) – comparing Herefordshire Council against all participants
- Appendix 4 (IPF_VFM ICT08_Comps.pdf) – comparing Herefordshire Council against the comparator group.

The document you are now reading takes its figures from the comparator group report (Appendix 4) and adds context and follow-on actions to make the report a more useful tool to help ICT Services improve.

2.6. Moving Forward

The format of this report is deliberate. As with any benchmarking and performance management exercise there are follow-on actions. These have been set out in this report as two types of requirements for improving ICT Services:

- What we must do to improve and how we plan to do so
- How Herefordshire Council as a whole can help us to improve

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3. ICT Services Performance 2006/07

3.1. Section 1 – Economy and Efficiency

ITP1	Cost of the ICT Function as a Percentage of Organisational Running Costs

Rationale and Expected Behaviour

A headline indicator which looks at the cost effectiveness of the ICT function. In interpreting their achievement against this indicator, organisations should also take into account their performance against measures of effectiveness such as:

- ITP4 (Prompt resolution of incidents reported)
- ITP5 (Project governance and delivery index)
- ITP6 (Percentage of take-up of e-delivery channels)
- ITP7 (Commissioner and user satisfaction index)
- ITP8 (Management practice indicator).

Note: this indicator differs from ITP3 in that it measures the costs of running the IT Function / Department or equivalent (whilst ITP3 examines investment in the ICT infrastructure and systems across the organisation as a whole).

Results

	Herefordshire	Average	LQ	Median	UQ
	1.5%	3.2%	1.5%	1.8%	3.5%
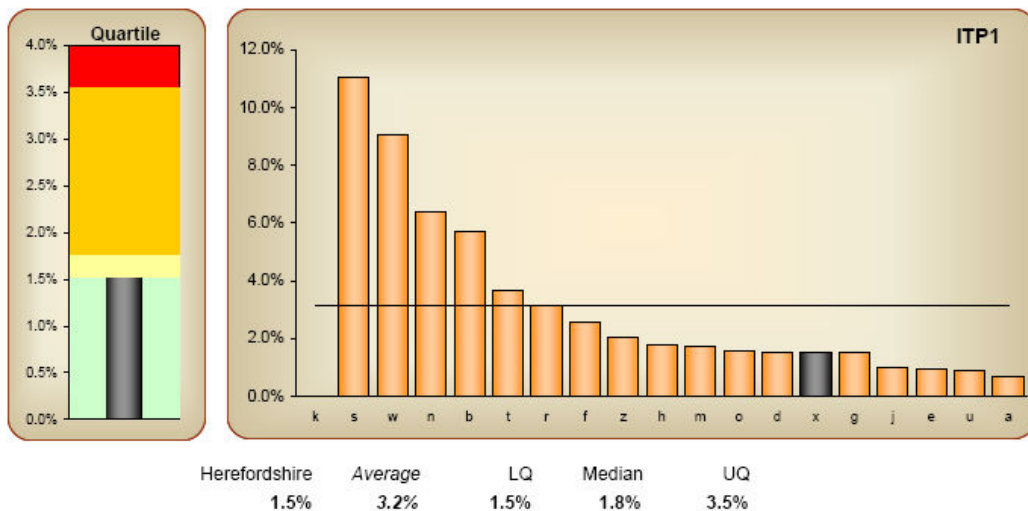
ITP1	Cost of the ICT Function as a Percentage of Organisational Running Costs

ICT COST/£'000 Organisation running costs 2006/07

For each benchmark two figures are given, the first being the organisation's cost and the second (in italics) is the group average.

Staff
£8.48   *£10.51*

IT
£2.28   *£6.53*

Accommodation
£0.66   *£1.00*

Total Cost
£15.25   *£31.60*

Supplies and Consumables
£0.54   *£1.36*

Outsourcing
£3.28   *£10.24*

Other
£0.00   *£1.96*

ITP3	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation)

Rationale and Expected Behaviour

This indicator examines ICT spend to assess the level of new investment made in ICT by the organisation. Organisations should compare their spend to their peers, investigating whether there are good reasons for any significant differences. Organisations should interpret the results of this indicator alongside indicators of effectiveness, particularly:

- ITP5 (Project governance and delivery index)
- ITP7 (Satisfaction index)
- ITS3 (Unavailability of ICT services to users)
- ITS4 (Average number of support calls per user)

Note: This indicator differs from ITP1 which examines solely the cost of the ICT function.

Results

ITP 3(a) ICT spend as a percentage of organisational running costs

Herefordshire	Average	LQ	Median	UQ
0.3%	1.3%	0.3%	0.8%	1.9%

ITP 3(b) ICT spend per user

Herefordshire	Average	LQ	Median	UQ
£389	£973	£294	£450	£1,191

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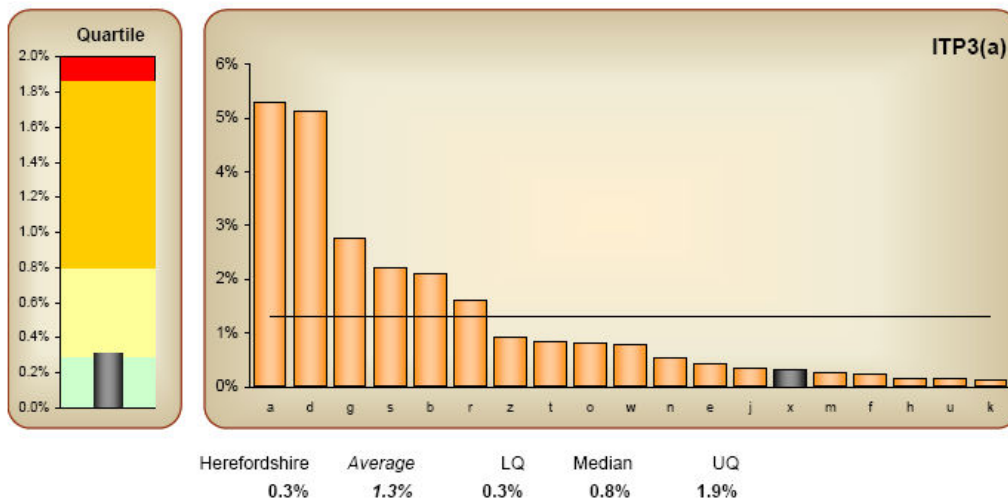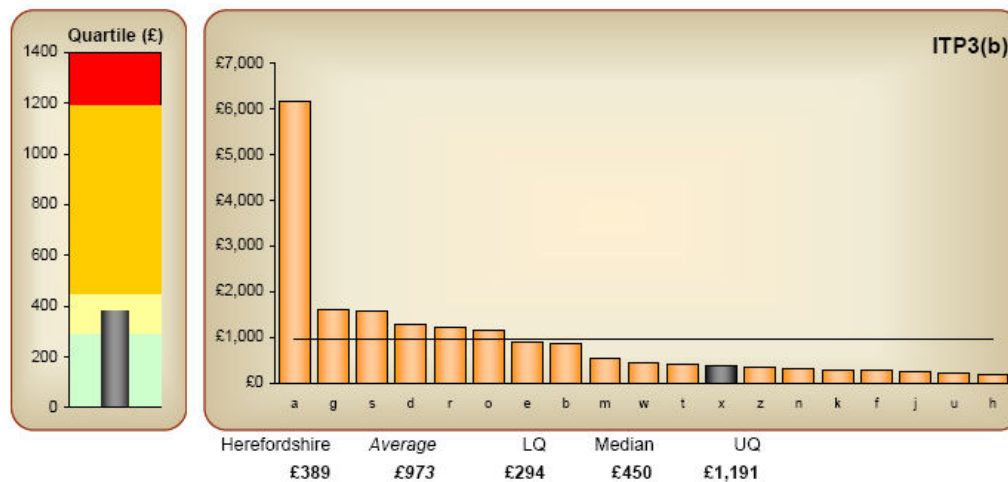
ITS 1	Cost of providing support

Rationale and Expected Behaviour

This indicator measures the cost-effectiveness of the provision of support. Organisations would usually aim to achieve a period-on period reduction in the unit cost of ICT support.

However organisations should interpret the results of this indicator alongside:

- ITP4 (Percentage of incidents resolved within agreed service levels)
- ITP7 (User satisfaction index)

Note: A common measure adopted by organisations in this area is the ratio of user support staff to users. However where services are outsourced this indicator is not always easy to collect or useful.

Results

ITS 1(a) Cost of providing support per end user

	Herefordshire	Average	LQ	Median	UQ
	£748	£1,156	£260	£492	£1,444
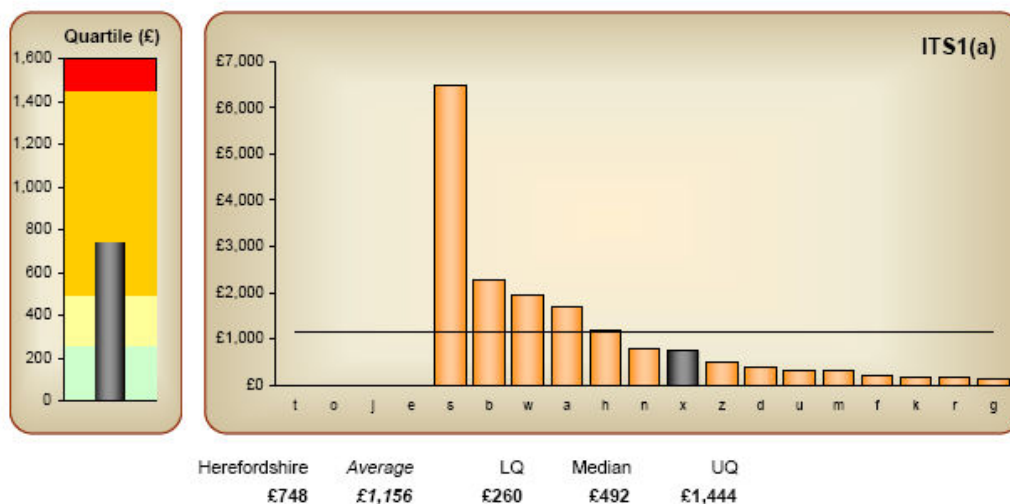
ITS 1(b) Cost of providing support per workstation

	Herefordshire	Average	LQ	Median	UQ
	£791	£985	£191	£361	£1,319
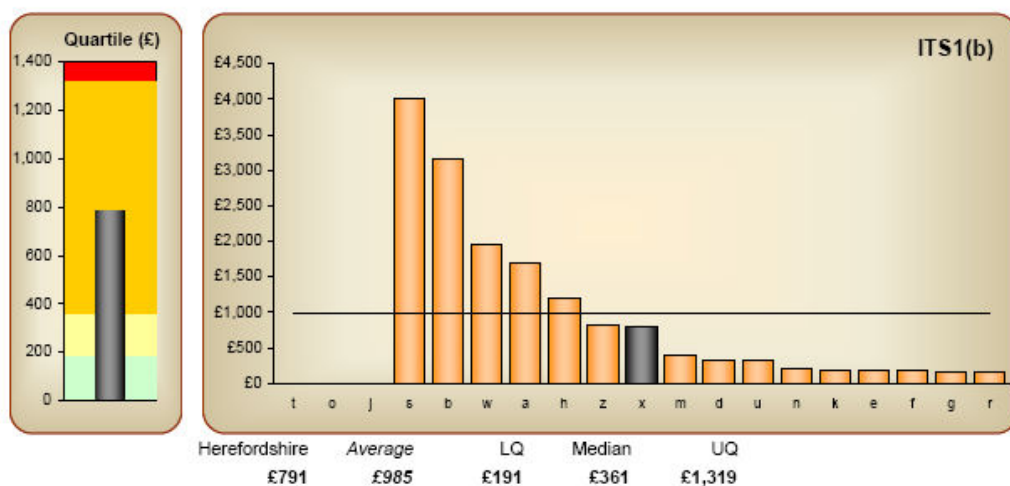
ITS2	End users per workstation	11 of 27

Rationale and Expected Behaviour

This indicator assesses access to ICT equipment by end users. Organisations should assess whether their achievement against this indicator is consistent with the tasks that their employees are required to do and should compare their result for this indicator with that achieved by their peers.

Results

Herefordshire	Average	LQ	Median	UQ
1.06	1.08	0.94	1.00	1.16
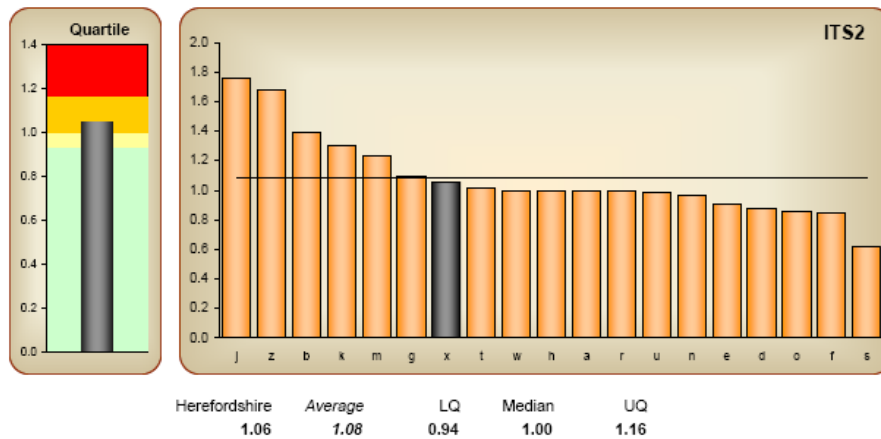
ITS6	Acquisition cost per workstation	12 of 27

Rationale and Expected Behaviour

This indicator examines the cost effectiveness of the organisation's procurement of workstations.

Results
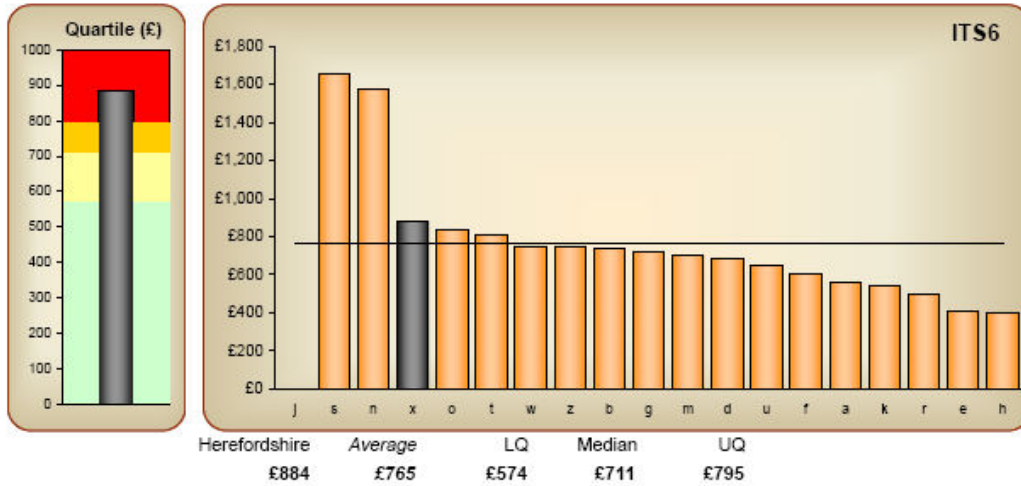
3.2. Section 2 – Impact on organisation

ITP2	ICT competence of end users (average total score for all end users surveyed)

Rationale and Expected Behaviour

This indicator examines the ICT competency of users based upon a self-assessment against a framework of specific tasks. This enables organisations to assess their effectiveness in addressing the ICT training needs of users.

A competent, well trained workforce is an important factor in supporting e-enabled organisations. The scoring is based on 8 tasks with a maximum score of 5 and a minimum score of 1 for each task.

Organisations should aim to achieve a period-on-period increase in user competence.

Results

	Herefordshire	Average	LQ	Median	UQ
	31.05	30.78	30.00	31.05	31.18
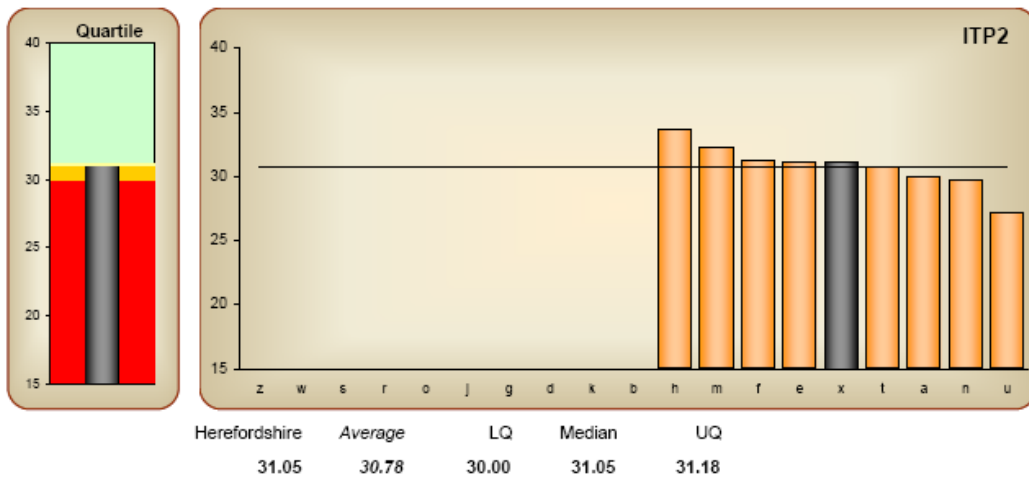
ITP4	Percentage of incidents resolved within agreed service levels

Rationale and Expected Behaviour

This indicator assesses the performance of the ICT function in restoring the service within an agreed timescale after an operational incident has been reported by a user.

Resolution within locally agreed service levels has been used rather than resolution within defined timeframes, in recognition that the service levels are likely to be specific across sectors and within organisations (for example some organisations will need 24 hour, 7 day cover and others will not).

Organisations would expect to achieve a period on period increase in the percentage of incidents resolved within agreed service levels.

Results

Herefordshire	Average	LQ	Median	UQ
85.8%	91.2%	87.0%	91.4%	95.4%
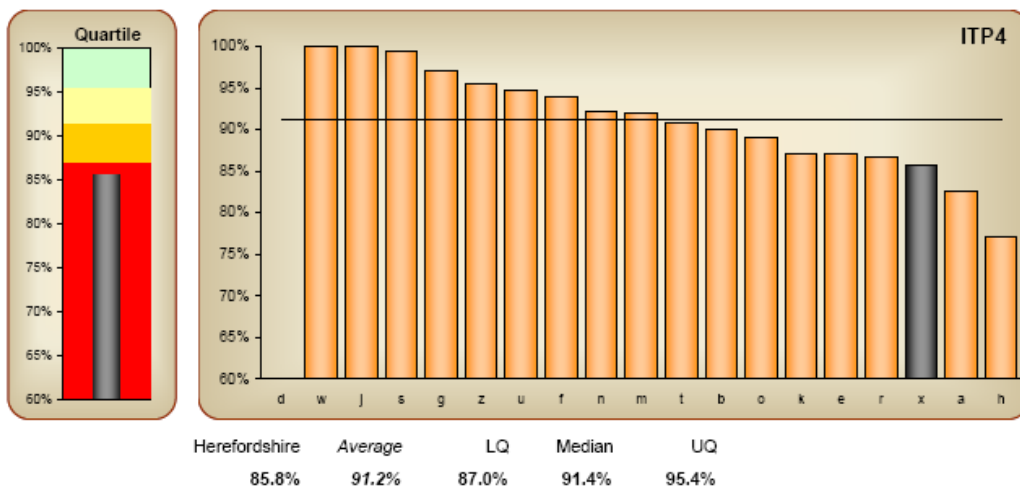
| ITP5 | Project governance and delivery index (average score) | 15 of 27 |

Rationale and Expected Behaviour

This indicator assesses the effectiveness of the organisation's project management of ICT by assessing each project against a set of defined criteria.

Organisations should aim to secure a period-on-period increase in the average score achieved against the index.

Results

	Herefordshire	Average	LQ	Median	UQ
	5.9	6.2	5.7	6.5	7.7
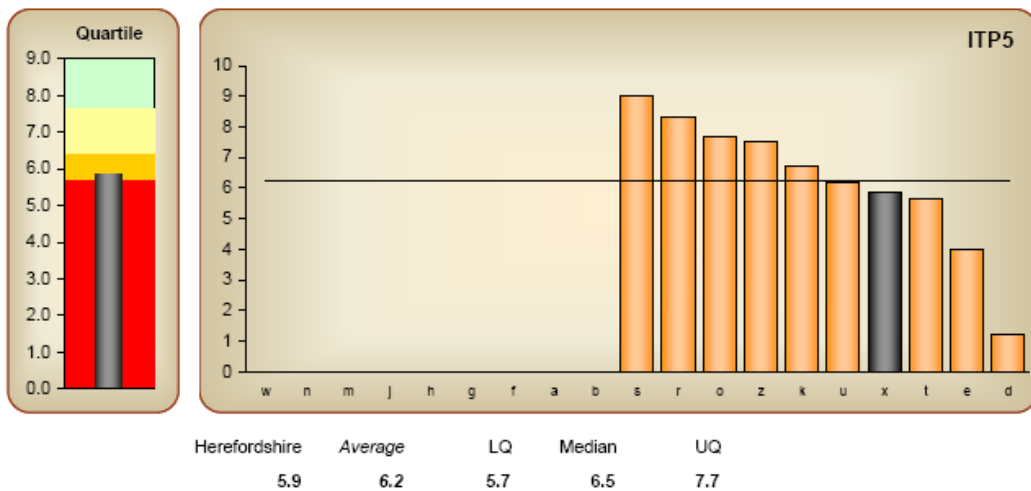
Context

- Note that as Corporate Programmes is no longer part of ICT Services, this indicator is not under the control of ICT Services. As such there are no follow on actions for this indicator.

ITS3	Unavailability of ICT services to users	16 of 27

Rationale and Expected Behaviour

This indicator assesses the reliability of the key ICT applications by measuring how often they are unavailable to users.

Organisations should to achieve a period-on-period reduction in the frequency of non-availability of ICT.

Results

Herefordshire	Average	LQ	Median	UQ
0.37%	1.07%	0.00%	0.05%	0.37%
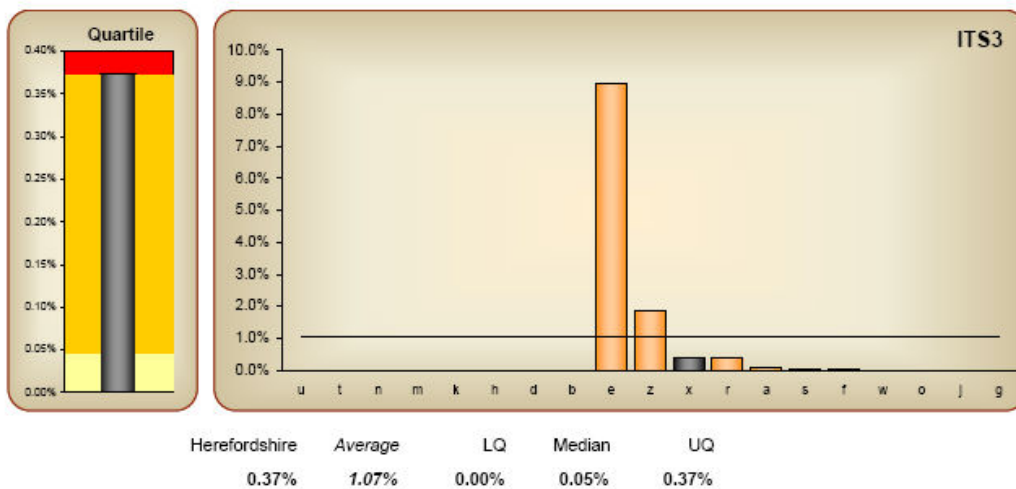
ITS4	Average number of support calls per end user	17 of 27

Rationale and Expected Behaviour

This indicator examines the effectiveness of the ICT function by measuring the number of support calls to assess user competence and reliability of ICT systems.

Organisations should seek to achieve a period on period reduction in the average number of support calls.

Results

Herefordshire	Average	LQ	Median	UQ
7.7	7.7	5.3	6.1	8.7

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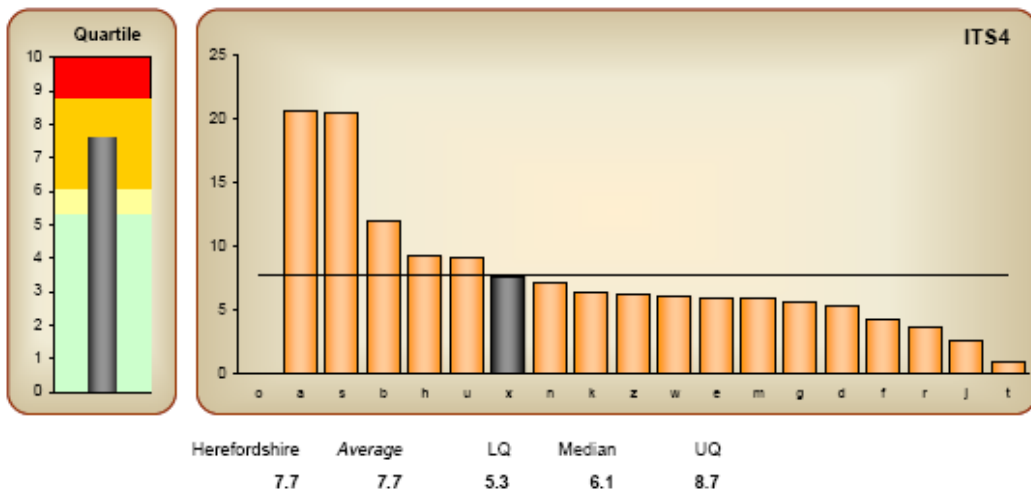
ITS5	**Percentage of end users who are able to access the network and systems remotely**

Rationale and Expected Behaviour

This indicator examines the extent to which the organisation equips individuals to work more flexibly, in this case remotely. Organisations should compare their results against this indicator with those of peer organisations, investigating reasons for significant differences in provision of remote access.

Given the increasing trend to enable flexible working most organisations would expect to achieve a period on period increase in the percentage of users with remote access. However a high achievement against this indicator compared with a low achievement against primary indicator 2 (user competence) may indicate potential problems.

Results

Herefordshire	Average	LQ	Median	UQ
3.0%	16.1%	7.7%	11.7%	22.2%

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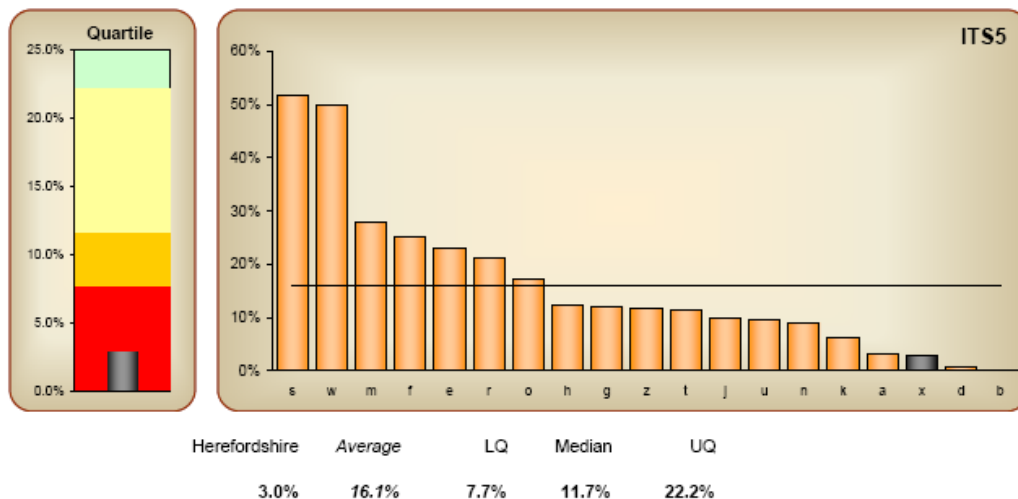
3.3. Section 3 – Satisfaction

ITP7(a)	Commissioner satisfaction average score

Rationale and Expected Behaviour

This indicator examines the effectiveness of the ICT function by assessing the perceptions of its commissioners.

Commissioners are defined as those Senior Managers who purchase services and projects from ICT Services.

The indicators have been identified because they are considered to indicate whether the function communicates effectively with its commissioners, and is responsive to the requirements of their service and the organisation as a whole.

Over time, organisations should aim to increase the proportion of commissioners agreeing with the statements.
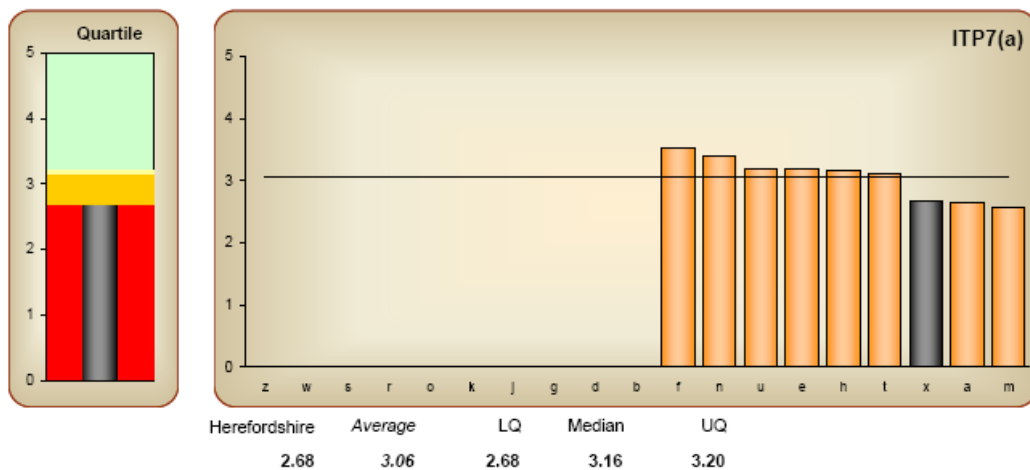
Results

Herefordshire	Average	LQ	Median	UQ
2.68	3.06	2.68	3.16	3.20

These charts show the average performance scores for all participants as black X's. The black error bars show one standard deviation either side of the mean. Approximately 65 - 70% of the organisations will fall within this range. The red diamond is the average score for your organisation.
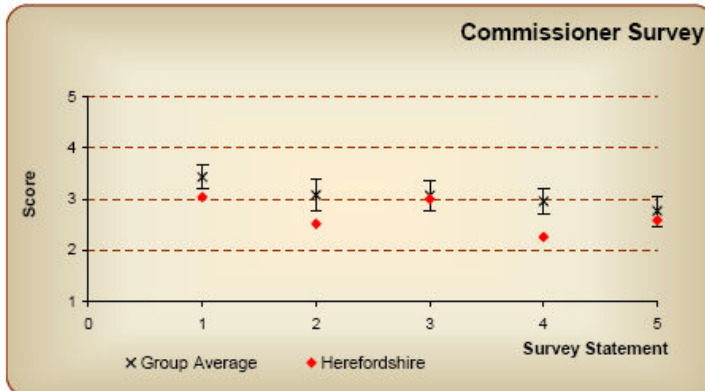
ITP7(a)	Commissioner satisfaction average score

Survey Statements

1 • The ICT function effectively supports delivery of the organisation's strategic objectives.

2 • The ICT function is proactive and innovative in providing technological solutions to meet business needs.

3 • The ICT function manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner.

4 • The ICT function provides excellent value for money.

5 • The ICT function has the capacity and capability to support major business transformation.

ITP7(b) | User satisfaction average score

Rationale and Expected Behaviour

This indicator examines the effectiveness of the ICT function by assessing the perceptions of its users.

Users are defined as those staff who consume services from ICT Services, for example, all staff with access to a computer as part of their duties.

The indicators have been identified because they are considered to indicate whether the function communicates effectively with its users, and is responsive to the requirements of their service and the organisation as a whole.

Over time, organisations should aim to increase the proportion of users agreeing with the statements.
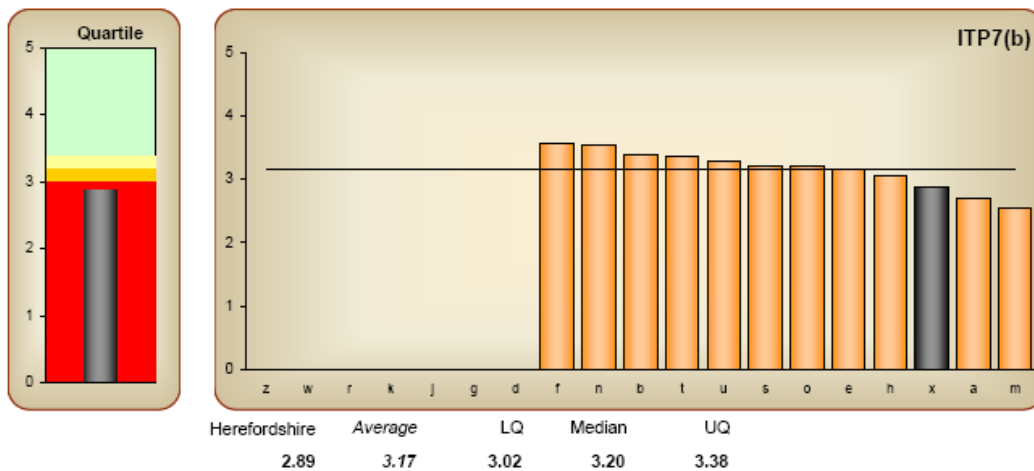
Results

	Herefordshire	Average	LQ	Median	UQ
	2.89	3.17	3.02	3.20	3.38

These charts show the average performance scores for all participants as black X's. The black error bars show one standard deviation either side of the mean. Approximately 65 - 70% of the organisations will fall within this range. The red diamond is the average score for your organisation.

ITP7(b)	User satisfaction average score	22 of 27
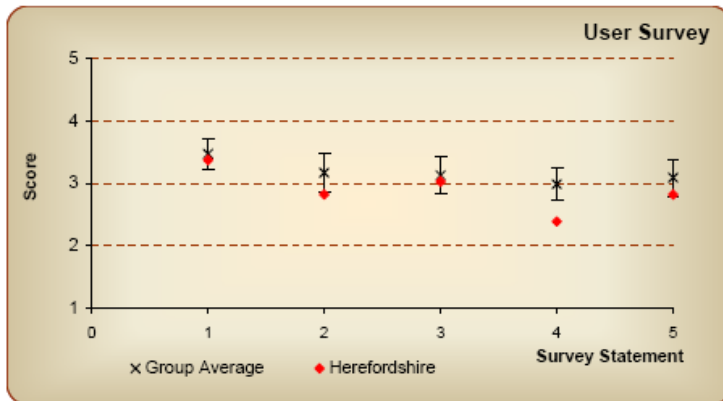
Survey Statements

1 • The ICT function responds within agreed service levels when I ask for help.
2 • ICT systems are robust and reliable.
3 • The support provided by ICT meets my needs effectively.
4 • The organisation makes full use of ICT to improve services.
5 • ICT systems provide me with the information I need when and where I need it.

3.4. Section 4 – Modernisation

ITP8	Management Practices Indicator

Rationale and Expected Behaviour

The aim of this indicator is to assess the extent to which the ICT function achieves a set of key management practices which will provide an indication of whether it is a well-run, modernised and mature function.

It is not anticipated that most organisations will have adopted all of the practices listed when first measuring themselves against this indicator set. However organisations should expect that the number of practices that they have adopted would increase over time.

(The list of practices will be updated, if appropriate, in future revisions of the indicator set).

Results
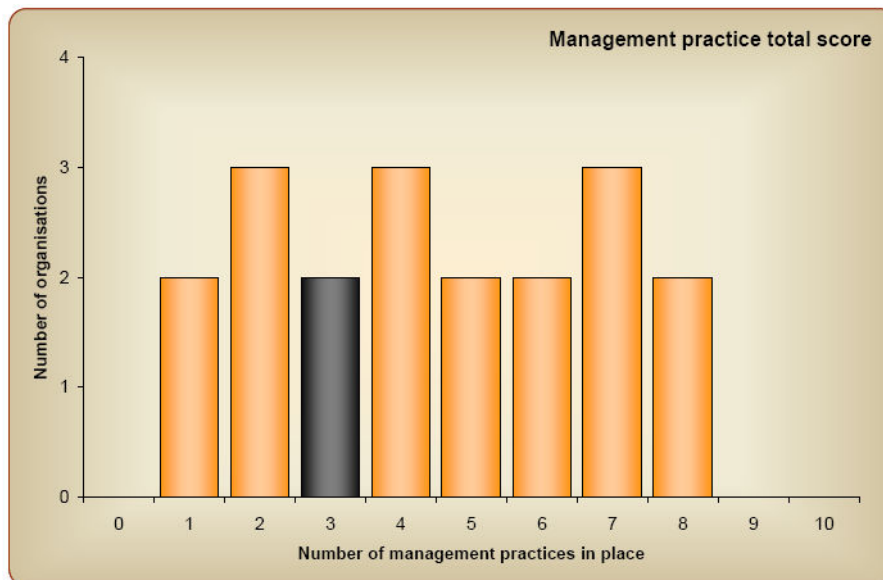
	Herefordshire	Average	LQ	Median	UQ
	3.00	4.47	2.50	4.00	6.50

	Herefordshire	Yes	No	% Yes	% No
MP1	Yes	10	9	52.6%	47.4%
MP2	No	10	9	52.6%	47.4%
MP3	Yes	2	17	10.5%	89.5%
MP4	No	12	7	63.2%	36.8%
MP5	No	12	7	63.2%	36.8%
MP6	Yes	16	3	84.2%	15.8%
MP7	No	3	16	15.8%	84.2%
MP8	No	3	16	15.8%	84.2%
MP9	No	9	10	47.4%	52.6%
MP10	No	8	11	42.1%	57.9%

ITP8	Management Practices Indicator

ITMP1
Formal Service Level Agreements are in place with key internal customers governing business requirements, with regular service review meetings held at agreed intervals
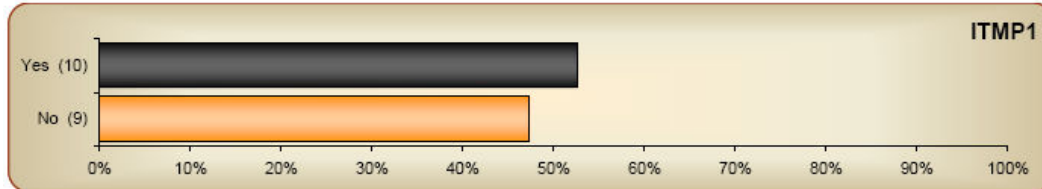
ITMP2
There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance / methods
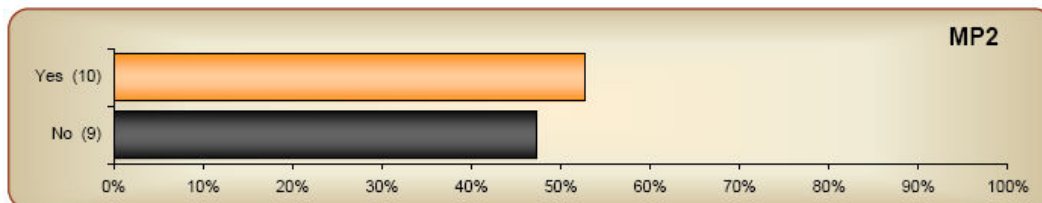
ITMP3
Information security management capability is in place with BS7799 / ISO 27001 accreditation already achieved
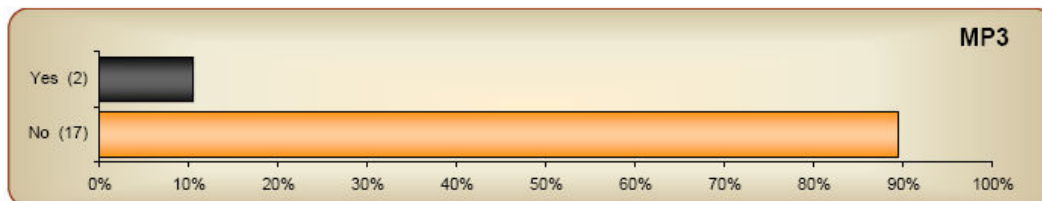
ITMP4
User satisfaction surveys are conducted at least bi-annually with results openly published, supported with improvement plans where necessary
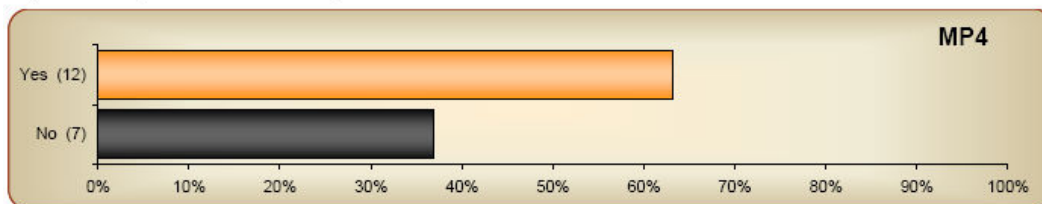
ITMP5
A short survey is undertaken upon resolution of all reported incidents and the data is collated and analysed at least monthly and used to drive service improvement
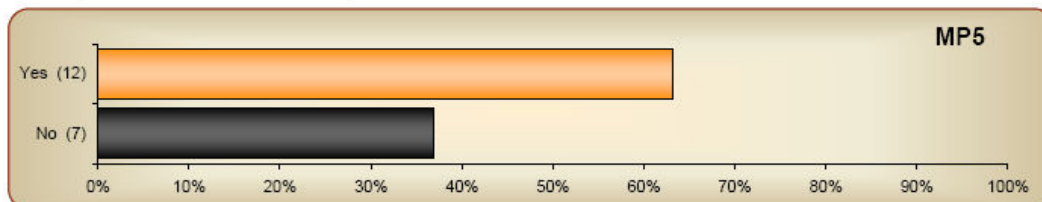
| ITP8 | Management Practices Indicator | 25 of 27 |

ITMP6

The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive / Corporate Management Team of the organisation

MP6
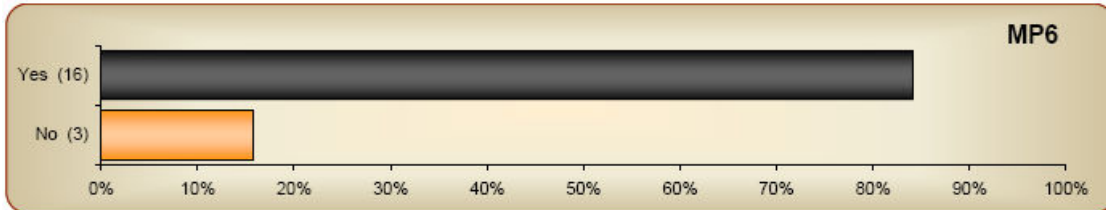
ITMP7

The organisation has a designated individual with the role of Chief Information Officer who has a seat on the board

MP7
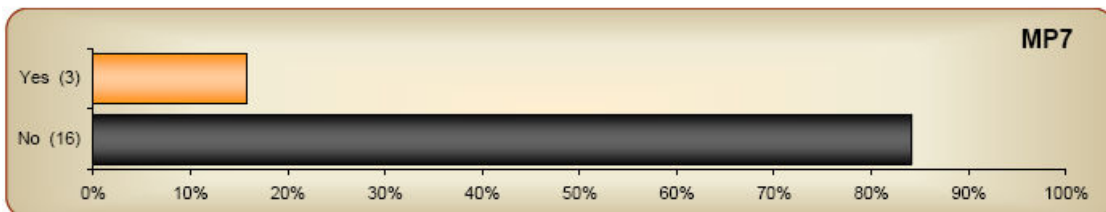
ITMP8

The organisation has assessed the ICT competence of end users within the last 12 months and put in place an appropriate training and development programme to address areas of weakness, and delivery of this programme is monitored on a quarterly basis

MP8
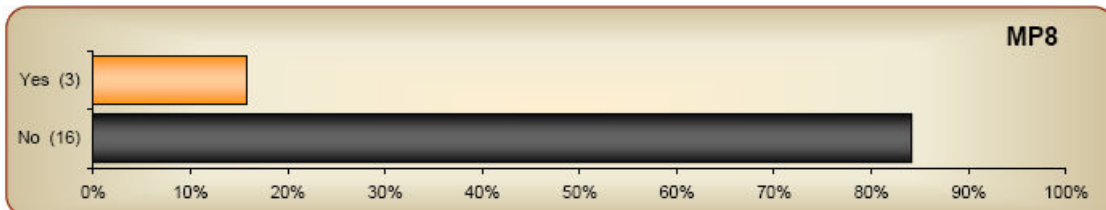
ITMP9

A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least 5 days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training

MP9
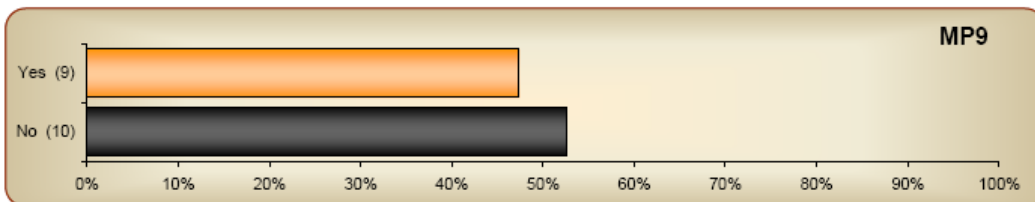
ITMP10

Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are reviewed on a regular basis to confirm appropriateness

MP10

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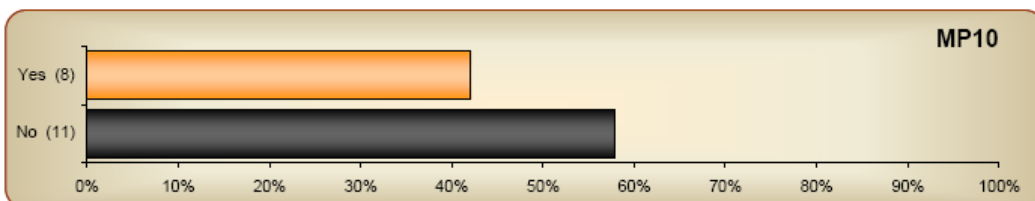
ITP6	Percentage of the top 5 transactional based activities which are made via e-enabled channels

Rationale and Expected Behaviour

This indicator assesses the take-up by users of e-enabled channels to access public sector services. It compares online channels with traditional face-to-face and telephone based transactions.

Organisations should aim to achieve a period-on-period increase in the average percentage of transactions conducted via e-enabled channels.

This indicator can cover internal (i.e. intranet based) and external (public facing Internet) services. For example, booking a room or paying Council tax online.

Results

Herefordshire	Average	LQ	Median	UQ
na	53%	29%	59%	70%
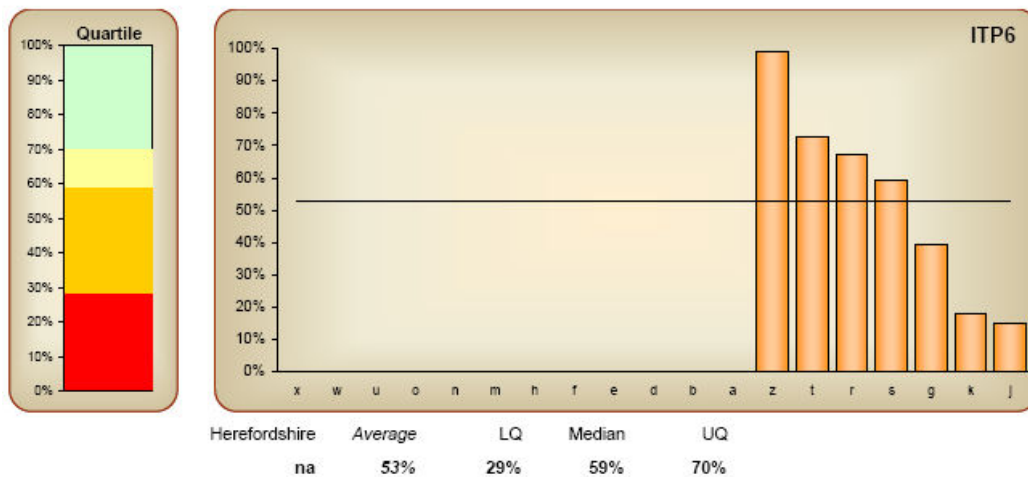
3.5. Section 5 – Results on One Page

The Audit Agencies developed an approach to considering Value for Money for Corporate Services which had four dimensions. The overall results are shown below:
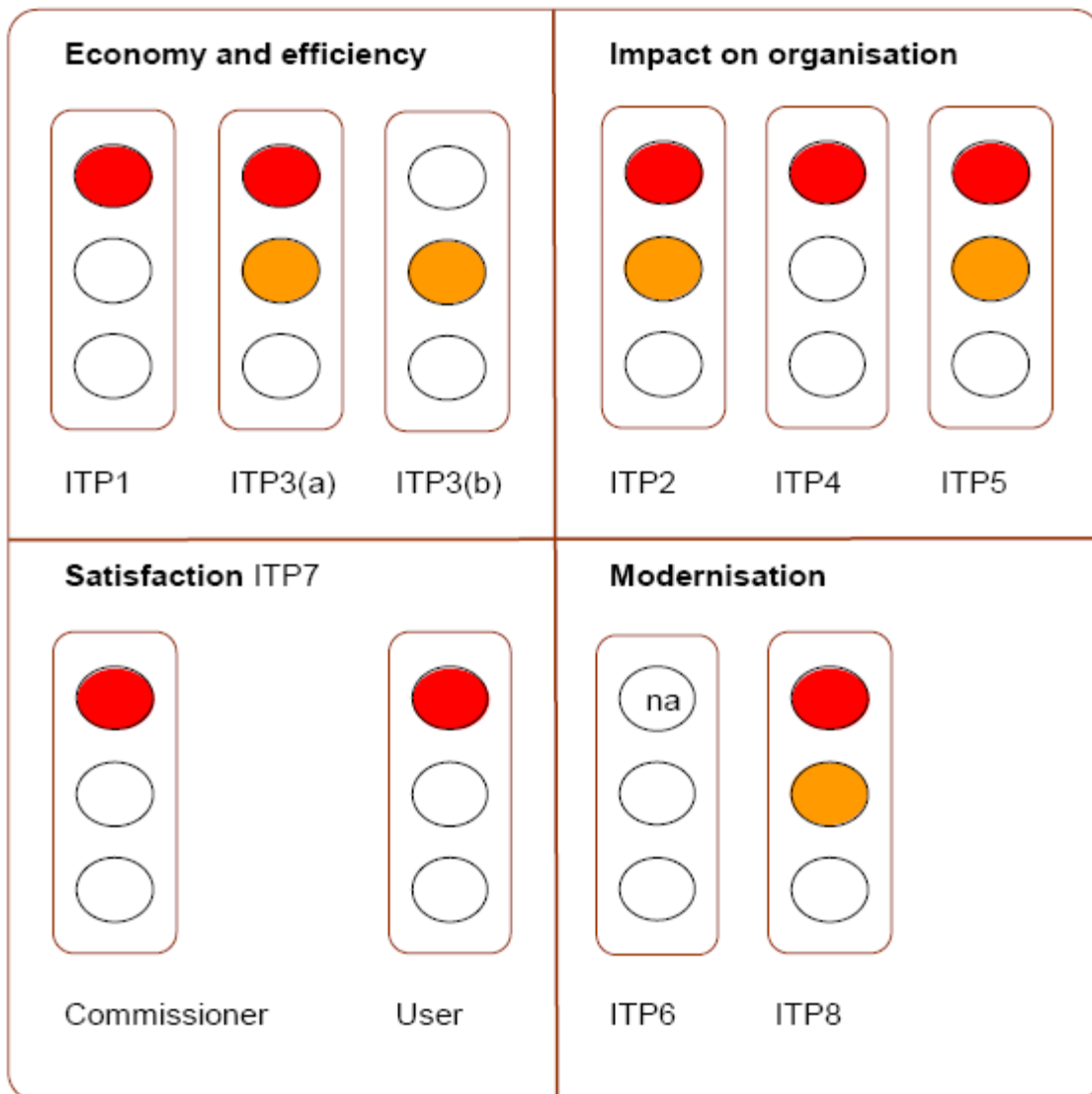
Notes:

- A green light indicates performance in the best quartile
- An amber light indicates performance between the median and best quartile; a red and amber light indicates performance between the median and worst quartile
- A red light indicates performance in the worst quartile for the purposes of this report, high cost and low productivity are considered poor.

However, we accept this is a generalisation and that in some circumstances organisations can choose to invest more in functions because they have under invested in the past or because they want to place particular emphasis on a function full descriptions of the indicators are shown in the remainder of this report.

STATUS OF AUDITS STARTED DURING THE YEAR 2007/08

Audit	Status	Audit Opinion
Fundamental Systems		
Bank Reconciliation	Final	Good
Housing Benefit	Draft	Satisfactory
Statement on Internal Control 2006/07	Final	Satisfactory
Payroll Non-Education	Final	Satisfactory
Main Accounting System	Final	Satisfactory
Council Tax	Draft	Satisfactory
Creditors	Final	Satisfactory
ICT Financial Management System	Final	Satisfactory
Debtors	Final	Satisfactory
Supporting People	Final	Satisfactory
Schools Transport	Final	Satisfactory
NDR	Final	Satisfactory
Cash and Deposit	Final	Satisfactory
Children Services – Early Years	Final	Satisfactory
Treasury Management	Final	Good
Asset Register	Final	Satisfactory
Salaries – Children and Young People's Services	Final	Marginal
Non Fundamental Systems		
Management of Property	Draft	Satisfactory
Lifelong Learning	Final	Good
Agency Payments – Adult Services	Final	Satisfactory
Anti Money Laundering	Final	Satisfactory
Governance		
Delegations Arrangements – Directors' Responsibilities	Final	N/a
National Fraud Initiative	Ongoing	N/a
Contract Letting & Monitoring – Learning Disabilities	Final	Satisfactory
Contract – Ross-on-Wye Flood Alleviation Scheme	Final	Satisfactory
ICT – Use of Contractors	Final	Unsound
Jarvis Contract	Final	N/a
Customer Relations Management System (CRM)	Draft	Unsound
Managed Learning Platform / Virtual Learning Environment.	Final	Unsatisfactory
Officer ICT Expenses	Final	N/a
ICT Contractors Expenses	Final	N/a
Performance Management		
Housing (BVPI 183a, 183b, 214 and HSSA Return)	Final	Marginal
Household Waste Management (BVPI 82aand 82b)	Final	Satisfactory
Pedestrian Crossings (BVPI 165)	Final	Marginal
Street Cleanliness (BVPI 199)	Final	Marginal

STATUS OF AUDITS STARTED DURING THE YEAR 2007/08

Audit	Status	Audit Opinion
Libraries – Cost per visit and Library Survey	Final	Satisfactory
Performance Management System	Draft	Satisfactory
Risk Management		
Risk Management Framework	Final	Satisfactory
ICT – Council wide		
ISO 27001 – Physical Security	Final	N/a
ISO 27001 – Team Compliance	Final	N/a
ISO 27001 – Third Party Management	Work in Progress	N/a
ISO 27001 – Risk Treatment	Final	N/a
ISO 27001 – Business Continuity	Final	N/a
E-Pop Cedar E-Purchasing	Work In Progress	To be determined following client feedback
Access Controls (Payroll / Creditors / CT / NDR / HB)	Draft	To be determined following client feedback
Establishment Audits		
Kingstone High School (DfES Standard)	Final	On target to be met in the short term
John Kyrle High School (DfES Standard)	Final	Standard met
Aylestone High (DfES Standard)	Final	On target to be met in the short term.
Wyebridge Sports College (DfES Standard)	Final	On target to be met in the short term.
Weobley High (DfES Standard)	Final	On target to be met in the short term.
Lady Hawkins High (DfES Standard)	Final	On target to be met by July 08
Wigmore High (DfES Standard)	Final	Unlikely to be met in the short term.
Queen Elizabeth High (DfES Standard)	Final	Unlikely to be met in the short term.
St. Mary's High (DfES Standard)	Final	Standard met
Whitecross High (DfES Standard)	Final	Standard met
Fairfield High (DfES Standard)	Final	On target to be met in the short term
Minster College (DfES Standard)	Final	On target to be met in the short term
Bishop of Hereford Bluecoat (DfES Standard)	Final	Standard met
John Masefield High (DfES Standard)	Final	Standard met
Verification and Probity		
Drugs Forum – Partnership Management	Final	Unsatisfactory
Local Area Agreement – Grant	Final	N/a
Drugs Forum Management	Final	Unsatisfactory
ICT Petty Cash	Final	Marginal
Travel and Subsistence Claims	Work In Progress	To be ascertained
Whitecross High – School & Sports Co-ordinator Grant	Final	N/a
Minster College – School & Sports Co-ordinator Grant	Final	N/a
Good Environmental Management (GEM)	Final	N/a

STATUS OF AUDITS STARTED DURING THE YEAR 2007/08

Audit	Status	Audit Opinion
Recommendation Follow up		
Control of ID Cards	Final	N/a
ICT FMS 2006/07	Final	N/a
Car Loans	Final	N/a
Market Fees and Charges	Final	N/a
Community Access Points (CAPS)	Final	N/a
CLIX System	Final	N/a
TALIS System	Final	N/a
Home Point System	Final	N/a
MVM & Planning 20/20	Draft	N/a
Telephones	Final	N/a

Quantification and Classification of Internal Control Levels

Control Level	Definition
Good	A few minor recommendations (if any).
Satisfactory	Minimal risk; a few areas identified where changes would be beneficial.
Marginal	A number of areas have been identified for improvement.
Unsatisfactory	Unacceptable risks identified, changes should be made.
Unsound	Major risks identified; fundamental improvements are required.

The Audit Opinion is based on a number of factors including the number of Level 1 and, to a lesser extent, Level 2 recommendations. Weighting is given to different aspects of the Audit e.g. a high weighting for budgetary control. It is expected that larger systems and establishments will receive higher numbers of recommendations and allowance is made for this.

HEREFORDSHIRE COUNCIL
AUDIT PLAN 2008/09

AUDIT AREA	DAYS
a. FUNDAMENTALS	
Asset Register	25
Treasury Management	25
Cash and Deposit	30
ICT FMS	30
Education FMS	30
Bank Reconciliation	30
Debtors	25
Creditors	30
FMS	30
Payroll Non Education	35
Payroll Education	35
NDR	35
Council Tax	35
Housing Benefit	40
Education Transport	25
Early Years	25
Supporting People	25
Amey Contract	30
Total Fundamentals	**540**
b. NON-FUNDAMENTALS	
Regeneration Directorate	
Section 106 Agreements	10
Resources Directorate	
Anti Money Laundering	5
Value added Tax	10
Industrial Estates Income	10
Children Services Directorate	
Revenue/Capital Grants	15
Sure Start	20
Instrumental Music	10
Decision Management Process	20
Environment and Culture Directorate	
Waste Contract Management	12
Income from Trade Waste/Domestic Waste	15
Penalty Charge Notice/Car Park Income	20
Integrated Commissioning Directorate	
Payments to Independent Providers	20

HEREFORDSHIRE COUNCIL
AUDIT PLAN 2008/09

AUDIT AREA	DAYS
Total Non-Fundamental Systems	**167**
c. GOVERNANCE AND ANTI FRAUD	
Anti Fraud	
Travel and Subsistence	15
Staff Register of Gifts	5
Regeneration Developments	15
National Fraud Imitative	15
Governance	
Environment and Culture Directorate	10
Resources Directorate	10
Deputy Chief Executive Directorate	10
Total Governance and Anti Fraud	**80**
d. OTHER KEY SYSTEMS	
Risk Management	20
Local Area Agreement	30
Use of Resources-Internal Control	20
Section 75 Agreements	30
Audit & Corporate Governance Committee	60
GEM Systems	10
Recruitment and Selection	20
Staff Review and Development	20
Project Management	25
Managing Attendance	25
Annual Governance Statement	25
Herefordshire Public Services	30
Member Register of Interests and Gifts	15
Total Other Key Systems	**330**
e. ICT PROTOCOLS AND CONTROLS (COUNCIL-WIDE)	
Herefordshire Connects	50
Corelogic/CLIX	10
Cedar Feeder Systems	5
ISO 27001 Consultancy	20
ISO 27001 Technical Compliance	25
ISO 27001 Physical Security	25
ISO 27001 3rd Party Management	25
Security Arrangements- Remote Sites	20
IPG Group Quality Assurance	10
Cedar -Access Controls	3
Payroll System Access Controls	5
Council Tax/Housing Benefit/Non Domestic Rates	5

HEREFORDSHIRE COUNCIL
AUDIT PLAN 2008/09

AUDIT AREA	DAYS
Total ICT Protocols and Controls Council-Wide	**203**
f. ESTABLISHMENT VISITS	
Secondary Schools Toolkit Follow up	20
Primary Schools Toolkit (25)	250
Total Establishments Visits	**270**
g. VERIFICATION AND PROBITY	
Diversity Standard	10
Contract Letting	
Children Services	15
Environment and Cultural Directorate	15
Resources Directorate	15
Deputy Chief Executive Directorate	15
Total Verification and Probity	**70**
h. RECOMMENDATION FOLLOW UP	
ICT Use of Contractors, Audit Report,	10
Customer Relations Management System	5
Managed Learning, Platform/Virtual Learning Environment	5
Drugs Forum – Partnership Management	3
Drug Forum Management	3
ICT Petty Cash	2
Housing Performance Indicators	2
Household Waste Management Performance Indicator	3
Pedestrian Crossing Performance Indicator	3
Street Cleanliness Performance Indicator	3
Total Recommendation Follow Up	**39**
i. PERFORMANCE MANAGEMENT	
Performance Management	25
Performance Indicators (to be identified)	80
Total Performance Management	**105**
Total Contingency	**196**
TOTAL PLANNED DAYS	**2000**

HEREFORDSHIRE COUNCIL

Programme Overview

Herefordshire Council's future success as an effective service provider relies extensively on how we as individuals, as teams and as an organisation are able to strategically manage, develop and apply ICT.

The Corporate ICT Strategy implementation programme aims to deliver an ICT Services organisation that cements Herefordshire's position as a vanguard authority in its use of technology to benefit citizens, communities, businesses, Members and partner organisations whilst ensuring a sustainable, efficient and proactive service.

Cabinet Member: Cllr. Philip Price
Senior Responsible Owner: Andrew Williams
Head of Service: Geoff Cole
Programme Manager: Rob Knowles

Programme Health

Area	Health	Detail
Financials	G	Operating within financial envelope.
Progress	G	2007/08 – 60% completion on critical projects 2008/09 – All projects on track
Capacity	A	Lack of information from other directorates / departments around 2008/09 projects mean capacity could be constrained within ICT Services.
Governance	A	Confirmation of governance structures moving forward required.

Programme Objectives

A	Provide a fit-for-purpose support organisation to operate the Herefordshire Connects technical platform during and after the programme whilst ensuring interoperability within the organisation and across citizens, suppliers and partners
B	Provide a clear development path for personnel to ensure ICT Services source and retain excellent individuals whose skills are maintained and used to best purpose
C	Achieve financial savings after consideration of return on investment through reducing ICT maintenance and support overheads whilst maintaining or improving customer service quality
D	Provide the effective allocation of resources, transparency of cost and ease the decision making process through accurate financial planning and performance management
E	Source and provide appropriate technology and best practice to enable the benefits realisation of business transformation and the solution to business issues whilst maintaining the flexibility to adapt to legislative, national and local drivers
F	Achieve risk reduction and increased information security in the provision of ICT Services whilst providing assurance of effective service continuity
G	Build strong, lasting relationships with key technology suppliers to leverage their skills and knowledge to benefit the communities of Herefordshire
H	Support the provision of ICT in accordance with the principles and objectives of the Good Environmental Management (GEM) initiative and the Diversity agenda

Progress Reports

2007/08 Progress

PID	Project	Status	Description
001	Management Activities	Ongoing	Programme management to support the Corporate ICT Strategy Programme.
002	LANDesk Upgrade	**Complete**	Improving the ability for ICT to report, manage, secure and support computers and ensuring software licence compliance across the 2500 desktops.
008	Server Virtualisation	Moved to 2008/09	Improving performance, stability and support for applications across the authority whilst decreasing ongoing infrastructure and disaster recovery costs.
004	Web/SPAM Filtering	**Complete**	Increasing security through improved SPAM email and internet site access monitoring and control systems across corporate and schools.
005	Web Architecture Migration	Merged: Internet Feed Upgrade and Server Virtualisation/DR	Improving the performance, management and service offerings to partners of the internet site hosting provided by the Council to partners (inc. PCT and schools).
006	Community Network Upgrade	**Complete**	Upgrading and combining the data and voice network across the county to provide a stable, performant network and a sound basis to develop further services and functionality for users.
007	Town Hall Move	Postponed	Decommissioining the Town Hall communications and server room and transferring equipment to the current secure data centres. Dependent upon 009 Libraries Infrastructure.
008	VRF Lite	**Complete**	Implementing network splitting on the network to allow multiple secure networks to be run over the single physical voice and data network. Allows schools the freedom they requested to implement services. Further allows the take-on of other partners onto the network to reduce infrastructure costs.
009	Libraries Infrastructure	Postponed	Updating and moving the systems and applications supporting Libraries. Delayed due to Libraries funding.
010	Herefordshire Connects Support	Ongoing	Providing support to Herefordshire Connects programme including social care system replacement (Corelogic Frameworki) and printer rationalisation.

2008/09 Planned (Current Projects)

PID	Project	Health	Status	Description	Lead Officer
001	Management Activities	G	Ongoing	Programme and portfolio management to support the Corporate ICT Strategy Programme and provide links across to Connects, the Accommodation Strategy, herefordshire Public Services and the Organisational Development work.	Rob Knowles
005	Web Architecture Migration	G	Merged: Internet Feed Upgrade, Server Virtualisation/DR, Intranet upgrade	Improving the performance, management and service offerings to partners of the internet site hosting provided by the Council to partners (inc. PCT and schools). Architecture now been incorporated into server virtualisation and Disaster recovery project, Internet feed upgrade and intranet upgrade.	Ellen Pawley
007	Town Hall Move		**Postponed**	Decommissioining the Town Hall communications and server room and transferring equipment to the current secure data centres. Dependent upon 009 Libraries Infrastructure.	John Pritchard
008	Server Virtualisation	G	Implementation	Improving performance, stability and support for applications across the authority whilst decreasing ongoing infrastructure and disaster recovery costs. Expected dellivery date April 2009.	John Pritchard
009	Libraries Infrastructure		**Postponed**	Updating and moving the systems and applications supporting Libraries. Libraries working on Business Case and funding.	Lucy Marder
010	Herefordshire Connects Support	G	Ongoing	Providing support to Herefordshire Connects programme including social care system replacement (Corelogic Frameworki) and printer rationalisation. Providing support to the software selection process and restart of Connects.	John Pritchard
025	Standardisation	G	Procurement	Standardisation of IT client devices including Personal Computers (PC's), laptops, tablets, smart phones, Blackberries and Personal Digital Assistants (PDA's) to contribute £200k annual efficiency savings,improve user experience and improve quality of service.	Sandra Dallimore
031	Secure Email	G	Awaiting Implementation	Connection to the Government secure intranet to provide secure emails services and secure data transfer between the authority and Central Government.	Sandra Dallimore

PID	Project	Health	Status	Description	Lead Officer
033	Data Centre Replacement	G	Initiation	Planning to migrate both current data centres to purpose built and shared facilities by end of 2010. First phase main data centre build to be complete by July 2009 in Rotherwas.	John Pritchard
040	GIS: Positional Accurracy	G	Implementation	Data cleansing across current Geographic Information Systems inline with Government legislation. Business case approved, beginning project initiation phase.	Duncan Trumper
044	Herefordshire Public Services	G	Ongoing	Support and develop the formation of Herefordshire Public Services and explore possibilities for joint service delivery with the Primary Care Trust.	Geoff Cole
045	Internet Feed Upgrade	G	Procurement	Increase the bandwdith and performance of the current Internet feed. Procurement underway, expected implementation to begin November. Utilising JA.Net high speed education network.	John Pritchard
046	Network Contract Renewal	G	Initiation	Current contract with Siemens expires December 2009. Scoping required to start now for exit strategy from contract and procurement process to renew.	Geoff Cole / Rob Knowles
047	Laptop Encryption	A	Business Case	Providing hard disk encryption for laptops to ensure that data cannot be accessed in the event of loss or theft. Awaiting confirmation of remaining budget for laptop encryption.	Simon Mehigan / Darren Low
048	Intranet Upgrade	G	Initiation	Replacing the current intranet. Initially plan to replace InfoLibrary to increase usability for all staff and Members. Part of wider initiative to upgrade and replace the web platform across both intranet and Internet to increase the usefulness of the site to the citizens and allow online transactions. Also to reduce operational cost and offer further services to all departments.	Ellen Pawley

PROGRESS UPDATE ON HEREFORDSHIRE CONNECTS PROGRAMME

Report By: Interim Deputy Chief Executive

Wards Affected

County-wide

Purpose

1. To advise Strategic Monitoring Committee on the progress of the Herefordshire Connects Programme. JMT recommendations to Cabinet arising from the JMT Connects Programme Board's evaluation and system selection process will be presented in a report to Cabinet on 20 November 2008. This includes financial considerations consistent with the Connects reports to Strategic Monitoring Committee and Cabinet in July 2008.

Background

2. On 31 July Cabinet accepted the recommendation that:

    The Council's ICT system application portfolio be rationalised to achieve the minimum number of integrated applications by Joint Management Team and Deloitte conducting a two month evaluation of:

    i. The four market proven system providers for an integrated back office system and associated integration tools to enable integration between Council systems and where jointly approved, Council and PCT systems, as stated in Section 6.4 of the report attached;

    ii. The two market proven system providers for an integrated environment and planning system,

    iii. Market proven system providers for an integrated performance management system.

3. This meant that the evaluation process would lead to preferred systems for:

    *   Environment and Regeneration Services (including a new system for planning services)

    *   A new system for Performance Management and Risk Management

    *   A tool set that would be used to integrate Council and PCT systems

    *   An Integrated Support Services system ('back office' system to cover Human Resources, Payroll, Finance and Procurement)

Further information on the subject of this report is available from
Akif Kazi, Connects Programme Manager, on 01432 261550

4.   The 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 includes both Council and PCT Directors and officers and reports to the Joint Management Team.

     RECOMMENDATION

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

Compliance

5.   The selection was conducted within the Office of Government Commerce's 'Catalist' framework agreement signed with Deloitte in February 2008.

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

Selection criteria

7.   This section outlines the process that has been followed to evaluate each system and the criteria that have been used to assess their suitability in supporting the Connects Vision.

8.   The selection criteria used to assess the potential suppliers are intended to cover a number of different dimensions. They reflect the longer term vision of Connects and Herefordshire Public Services, for example supporting the move to greater partnership working, shared services and potentially even outsourcing. In parallel, the criteria need to ensure that any proposed system also meets more immediate requirements in terms of the functionality required by each service, does not involve undue risk and can of course prove to be value for money now. The choice of tools for integration would be heavily dependent on the final choice of system for Integrated Support Services.

9.   The Connects Programme Board agreed the following weightings to be used in the assessment:

Functional requirements	35%
Commercial assessment	35%
Supplier demonstrations/ supplier days	10%
Technical Assessment from ICT	10%
Implementation Experience	10%

Further information on the subject of this report is available from
Akif Kazi, Connects Programme Manager, on 01432 261550

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Functional Requirements Assessment

10.   This set of requirements is a comprehensive list of requirements from the system, including both user and technical requirements. This includes such things as reporting, workflow and integration as well as specific functionality relating to the relevant service, e.g. planning, finance, payroll etc. Suppliers were asked to respond to each point clearly marking, along with supporting explanation where necessary, whether each item of functionality was: -

- Included in proposal
- Available but not included in proposal
- Available through customisation

11.   The supplier's responses where then scored by a panel of over 90 officers from across the authority.

Commercial Assessment

12.   The commercial assessment covered the following headings: -

- Costs of the Application (Software costs)
- Costs for hosting the Application (Infrastructure cost)
- Level of benefits savings that are realisable
- The On-going support costs
- The Implementation cost
- The cost of extending use of the new systems to cover Herefordshire Public Services and other partners

13.   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

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

15.   The assessment was designed to effectively assess the full cost impact of the solution upon Herefordshire Council. It took into account not only the purchase cost, but also the implementation costs and on-going costs. The ongoing costs vary due to differences in software maintenance charges and differing technical complexity of the solutions. Solutions with a more complex technical architecture require support by larger numbers of staff with more esoteric skills and associated higher costs.

16.   The cost of extending the use of the system is determined to a large part by the licensing model used by the supplier.

Supplier demonstrations

17.   Each of the suppliers was asked to demonstrate their product in a structured manner before a panel of officers from relevant departments. As well as demonstrating the different sections of their product they were required to go step by step through a series of set scenarios. This method ensured a level playing field for the suppliers,

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with each section or step being marked individually. The panels took into account such issues as capability, usability and efficiency in deciding their scores.

Technical Assessment

18.   The ICT technical assessments took into account three factors: -

*   How each supplier responded to the Functional Requirements

*   The results from a technical workshop session with each supplier, attended by a multi-disciplinary team from ICT and

*   Sustainability of the solution, with a particular emphasis on skills required to support the solution over the long term.

19.   The technical workshop sessions covered areas such as Data Centre requirements, underlying database technology, method of providing the system to users, system administration, support requirements, integration, ease of configuration and customisation.

20.   The solutions varied widely in their technical architecture and complexity, and this was reflected in the wide range of scores seen. The highest scoring solutions were simpler, more flexible, made use of technologies already in use within the council and required skills which were readily available in Herefordshire.

Implementation Experience

21.   This covered the experience of each supplier in implementing their solution in similar organisations. It covered issues such as whether the full suite of products as required by Herefordshire had been implemented, and the size and type of organisations using them. Consideration was also given to use across Herefordshire Public Services.

Selection of a new system for Environment and Regeneration

22.   The new system would need to cover a very broad scope of services. These include Planning, Building Control, Environmental Health, Trading Standards and Private Sector Housing.

23.   Two suppliers were considered, Northgate and Civica.

24.   Over 60 officers took part in the assessment.

25.   Cabinet approved the JMT recommendations to select Civica at the Cabinet meeting on 16 October 2008. Implementation has commenced, as has the interdependent upgrading to the SAP customer relationship management system, approved by Cabinet on 31 July 2008.

Selection of a new system for Performance Management

26.   The new system would need to cover a both Performance Management and Risk Management.

Further information on the subject of this report is available from
Akif Kazi, Connects Programme Manager, on 01432 261550

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27. The assessment took into account the ability of the new system to provide integrated planning, data collection, ease in setting performance indicators and reporting on them, benchmarking and outcome mapping.

28. Over 20 officers took part in this assessment.

29. Nine systems were considered. Over two rounds of selection led to a short list of five systems being considered and this reduced to two systems.

30. The two systems that scored highest were Acuate and Inphase.

Selection of a new system for Integrated Support Services

31. This system would replace systems in Human resources, Payroll, Finance and Procurement with a single, integrated system.

32. Four suppliers were invited to take part in this selection.

33. These were Agresso, COA, SAP and Oracle.

34. Over 30 officers took part in this assessment.

Selection of a tool set to integrate systems

35. ICT led this assessment, with tool sets from three suppliers being considered.

36. These were IBM, Microsoft and SAP.

37. The choice of system for Integrated Support Services (ISS) will have an influence on the choice of tool set from the list of three above.

Strategic Assessment of ISS and Shared Services

38. 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.

39. 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.

40. In addition, 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".

41. For these reasons, the risks and benefits of selecting an Integrated Supports Services provider would be 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.

Further information on the subject of this report is available from
Akif Kazi, Connects Programme Manager, on 01432 261550

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42.   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 the suppliers had the potential to be extended to meet the Shared Services requirements for Herefordshire Public Services and other partners, whilst keeping all options open.

43.   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 the suppliers focusing on the Functional and Commercial elements.

Completion of the evaluation

44.   The evaluations and strategic assessment have been completed and the results have been discussed at JMT.

45.   The system selections recommended by JMT will be described in the Connects Report to Cabinet on 20 November 2008.

Update on New system for Social Care

46.   The new system for Social Care, Core Logic, was successfully made operational on 10 November 2008.

47.   This was within the budget and time scale set by Cabinet in February 2008.

48.   Some of the improvements that this new system brings are listed below:

49.   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"

50.   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."

BACKGROUND PAPERS

- Connects Report to SMC   16 July 2008
- Connects Reports to Cabinet   31 January 2008, 31 July 2008 and 16 October 2008

Further information on the subject of this report is available from
Akif Kazi, Connects Programme Manager, on 01432 261550

ELECTORAL REGISTRATION SERVICES

Report By: Assistant Chief Executive – Legal And Democratic

Wards Affected

County-wide

Purpose

1.   To note progress with the implementation of the action plan.

Financial Implications

2.   It is anticipated that any costs arising from improvements made within the service will be met within existing budgets however there will be a cost implication regarding upgrade of the current software.

Background

3.   Earlier this year Strategic Monitoring Committee received a copy of an action plan arising from a review of the elections that took place last year.   Set out below are actions taken.

Elections and Electoral Registration Services Health Check

4.   Given the issues that have been experienced within the Electoral Registration Services over the last eighteen months the Assistant Chief Executive – Legal and Democratic invited an Elections Consultant from SOLACE Enterprises to carry out a general health check of the elections and electoral registration services.   This consisted of completing a questionnaire, provision of copies of internal Council reports and documentation and a visit to the Council offices to interview the Chief Executive, as Electoral Registration Officer and Returning Officer, Assistant Chief Executive and all electoral registration staff.   The report identified a number of areas which were considered to be carried out well and in accordance with accepted practice e.g. promoting elections, engaging hard to reach groups.

5.   There were a few recommendations which included the upgrade of electoral registration software, development of a comprehensive systems manual based on a strong core of existing documents, policy guidance to be given by the Electoral Registration Officer on the issue of prosecuting those who refuse to register, review web pages for electoral registration and elections. Some of these recommendations have been covered later on in this report.

Further information on the subject of this report is available from
Colette Maund, Electoral Registration Manager on (01432) 260110

Processes and Procedures

6.   Earlier this year a project manager was appointed to provide support to develop a plan which set out processes and procedures to be carried out in the event of an election which included identifying resources required and timescales. It also took into account processes and procedures for tasks that occurred on an annual basis. A lot of work has been carried out in preparing procedural documents and these will now be pulled together into one manual.

Training

7.   Presiding Officers and Count Supervisors for each election will be given training. There will be an initial training session followed by refresher training every six months. A training manual will also be created which will then be placed on the website so that the staff can have access to the information at any time. A number of dates have been arranged to train Presiding Officers in readiness for the European Elections scheduled for June 2009.

8.   A database of staff, including Council staff, who provide support during elections is held within Electoral Registration. The staff on this list will be trained on certain election processes so that they can undertake the roles for the larger elections, without using resources from the main office.

9.   Staff within Electoral Registration will receive individual training on their roles during elections so that they can be nominated as contact points dealing with any queries/issues as they arise.

Promotion of Elections

10.   One of the changes arising from the Electoral Administration Act 2006 was the requirement for local authorities to promote elections.

11.   Since the beginning of this year there have been seven parish by-elections and two district by-elections. From the first parish election in March it was decided to send out a letter to inform electors that a casual vacancy had occurred and how they go about requesting an election or standing as a candidate. Feedback from the electorate was very positive; they found the information on the vacancy and the procedures very useful.   Due to these letters being sent out nominations were received which resulted in elections being held.

12.   This same procedure was used to promote a casual vacancy within a town council however comments were received that were not so positive i.e. what was the likely cost, there were are other methods of advertising the vacancy e.g. notices in public places.

13.   Taking into account comments received the process has now been reviewed. If the vacancy arises within an area where there are various public places where a notice may be placed e.g. Village Shop, Dentist, Doctors, Public Houses, etc. then the vacancy will be advertised in these places, but if there are not enough venues to display the vacancy then a letter will still go out to each property. This should only apply to a parish that has under 200 electorate.

14.   The letter that goes out once an election is called will still go out to each property, as this is classed as a poll card, even for parish by-elections. Funding from the Ministry of Justice is available for promoting elections and this is being sought.

Further information on the subject of this report is available from
Colette Maund, Electoral Registration Manager on (01432) 260110

15.   As part of the process of promoting elections improvements have been made to the advertising campaign. Advertisements have been placed in the Community Safety booklet which covers credit and identity fraud and Primary Times which targets families who have children at our schools. Electoral Registration staff attended a workshop at Withington Village Hall about 'Taking Part in Politics' called 'Count me in'. This was working with disability groups from all over the county to go through how they register and vote at polling stations with the help from the Diversity Team and Mencap. A workshop will be held in High Town at the beginning of December with a similar theme.

Working with other services

16.   It was identified in the Action Plan that there needed to be better communication between all the services affected by elections e.g. Communications, ICT. As part of the improvement of the processes and procedures being put in place meetings were held with Communications, Info, Amey and ICT to identify the requirements of each service at the time of an election.

17.   It has been agreed that at the beginning of each election contact is made with all relevant services and a schedule is drawn up of what is required and when. A meeting is then held with each service individually to go through the timetable and regular contact is maintained for the duration of the election. Once an election is completed a feedback session is held to discuss any issues so that any improvements/changes can be noted for the next time.

Website

18.   Following the recommendation arising from the Health Check work is in progress to revamp the electoral registration web pages to make them more customer focussed. This should make it easier for residents and electors to find the information they are looking for and direct them to the appropriate forms that can be downloaded. From the front page the elector should find exactly what they need.

Canvass

19.   As part of the annual canvass canvassers are employed to visit properties where annual canvass forms have not been returned. It is a legal requirement to complete and return these canvass forms. This is in order to complete the Electoral register by the 1st December, 2008.

20.   Improvements have been made in this process. Training has been provided for all the canvassers and each one has been provided with a manual which includes issues such as lone working and dark nights. All canvassers are now provided with alarms, torches, fluorescent bags and vests for their personal safety. Each canvasser also has a supervisor appointed to them. Supervisors are responsible for about 4/5 canvassers. Canvassers must report to their Supervisors each time they go out and return. Supervisors must then report to the main office and if the office is closed the out of hours facility is used.

Opt2Vote

21.   Lengthy negotiations have taken place with Opt2Vote regarding the provision of postal votes for the May 2007 elections. The Council is legally bound to pay for work done but received a 50% discount on the total bill.

Further information on the subject of this report is available from
Colette Maund, Electoral Registration Manager on (01432) 260110

electoralregistrationSMC17NOV082fin0.doc

Upgrade of Electoral Registration Software

22.   The current software for electoral registration and elections is approximately 20 years old and notifications have been received that support for this software will terminate on 1st December 2009.   A business case in the process of being completed for the replacement of this software and demonstrations from possible suppliers will be held as part of that process.

Kington Town Council – Casual Vacancy

23.   A casual vacancy arose for Kington Town Council recently whereby a letter was sent out to all electorate which contained the wrong information. A further letter was sent out apologising for the error and providing the correct information. All necessary action has been taken and processes have now been put in place to ensure that this does not occur again.

ISO 9001

24.   The renewal of the ISO 9001 accreditation is due to take place at the beginning of December 2008. This audit will cover both Electoral Registration and Land Charges and audits the processes and procedures that are in place for each service.

Electoral Commission

25.   The Assistant Chief Executive – Legal and Democratic has written to the Electoral Commission inviting a representative to attend a meeting of Strategic Monitoring Committee. To date a response has not been received.

RECOMMENDATION

THAT the report and comments of SMC be noted.

BACKGROUND PAPERS

*   Updated Action Plan

Further information on the subject of this report is available from
Colette Maund, Electoral Registration Manager on (01432) 260110

Elections – Action Plan – 12th November, 2008

Issue	Action	Progress
Planning	With support from Corporate Programmes, develop a project plan for annual tasks, and a project plan for elections-specific tasks including identification of resources required and timescales.	Created a complete working plan/timetable for each election of every action/role. Each plan includes job descriptions, processes, flowcharts and desk instructions.
Annual Canvass		Completed
Review of Polling Stations		Completed
Staffing	Recruitment of Deputy Manager (Electoral Registration Services)	Appointment made
	Review of roles and responsibilities within the service team (including revisions to JD/PS as appropriate)	JD/PS reviewed – in the process of being evaluated
	From project plans, identify numbers and timing of temporary staff requirements for: • Nominations process • Issue and processing of postal votes • Staffing Polling Stations • Count	This has been included in the plan mentioned above.
	Recruit and develop a pool of in-house staff to be called on to carry out specific support roles during elections.	To be followed up with HR
	Explore with HR the potential for including a requirement to assist at elections within job descriptions.	
	Identify agency staff interested and able to undertake election support work	

Elections – Action Plan – 12th November, 2008

Issue	Action	Progress
	Identify requirements for info by phone to take calls re nomination process. Electoral register and postal votes (e.g. software links/permissions, script for call operators)	Meeting held with Info – currently under resourced so unable to assist at present
Training	Develop programme of training for: • Parish Clerks • Temporary staff • Refresher training for permanent staff Develop 'handbook' to support above.	Meeting held with Lynda Wilcox and feedback received on 03/05/07 elections
Communications	Liaise with Communications Unit to develop a communications strategy to cover both annual tasks and specific requirements around the range of elections. (To include key dates, register of electors process, notices of election & nomination packs on website and publication of notices of election in local press)	Process in place for communicating with all relevant services regarding requirements for elections, etc.
Resources	Ensure access to appropriate scanners/printers/ high-volume copiers	Completed – additional scanners/printers acquired
	Review requirements for polling booths/boxes following polling station review	Completed
	Review Post Office support requirements and negotiate revised service agreement	Now have an account manager in place.
	Ensure ICT support requirements are specified within SLA.	Completed – process in place with ICT to identify resources for elections
	Review software requirements/options and prepare exceptions business case if necessary	Business case being prepared.
Postal Voting	Review process with Opt2vote	Completed
House name changes	Explore options for this activity to be passed to another service.	Matter resolved

USE OF CONSULTANTS
Report By: Director of Resources

Wards Affected

County-wide

Purpose

1.   To provide Strategic Monitoring Committee with information on the extent of the Council's use of external consultants in 2007/08.

Financial Implications

2.   The report has looked at activity for 2007/08 and indicates the level of expenditure for the financial year. Any expenditure on consultants is funded by cash limited base budgets or grant from central government.

Background

3.   At its meeting on 18 February 2008 the Strategic Monitoring Committee (SMC) requested information on the Council's use of consultants.

4.   The regular financial reports to SMC provide budget monitoring information as part of the Integrated Performance Report. In the early stages of the 2007/08 financial year the reports and the accompanying presentations outlined the pressures being faced by the council and corrective action to address projected overspends.

5.   One area that came to light was in ICT services. Subsequent effective management action reduced a projected overspend on the trading account and this was partly achieved by reducing the number of people employed as "consultants". In the case of ICT services the term was incorrectly used to cover interim management arrangements.

6.   Other parts of the council also use consultants, but this tends to be for specific, focussed pieces of work. Using consultants in this way is accepted practice in local government where expertise is purchased to help with specific projects.

7.   The initial work indicated a lack of consistency around what constituted consultancy. As with ICT Services in some cases interim management arrangements have been incorrectly viewed as consultancy.

8.   In order to ensure that the exercise produces comparable information across the Council, a definition of consultancy was needed. On 16 July SMC received a report containing the following definition.

"Consultancy is the purchase of advice to clarify a particular situation or problem with the intention of producing focussed advice on possible options. Consultancy does not cover interim arrangements to fill existing posts or longer term contracted arrangements with the Council's partners."

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

9. The Committee highlighted the need for the report to focus on task based activities where the Council had purchased external support and examining the value for money of the use of consultants based on that definition. The report has been prepared on the basis of the definition in the report and the Committee's request.

Methodology

10. The review commenced with the collection of total costs on relevant financial codes on the Council's financial system (Cedar Open Accounts). These costs were then analysed by Financial Services and the directorates who had commissioned the consultants using the definition agreed by SMC on 16 July. At an early stage it was decided to exclude all contracts below £1,000 as these tended to be for ad-hoc and minor work. Overall this amounted to £89,191 being removed from the total.

11. The review also aimed to establish if the use if consultants was 'Value for Money'. To reach this conclusion a series of standard questions was asked for each contract. These were:

   a)   Did the Council have the work capacity and skills to deliver the target and aims of the above contact

   b)   On what basis was the decision made to use consultants?

   c)   Provide a brief description of the contract service that was provided

   d)   Was the work planned or was it unexpected due to unforeseen circumstances?

   e)   What selection criteria were used or basis of appointment? e.g. Specialised knowledge/unique skills etc?

   f)   How was 'Value for Money' achieved?

   g)   On completion of contract how was the work assessed and evaluated?

   h)   Provide a brief description of final outcomes/results of the consultancy service provided and how this added value.

12. The responses were then collected and analysed.

13. Further work was undertaken to determine whether the costs were met by the revenue account or capitalised under the relevant capital guidelines. This approach enabled the review to assess the extent to which consultancy activity contributed to the delivery of the capital programme.

Findings

14. The attached appendix gives details of the overall use of consultants but the key headlines established by the review are as follows:

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

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- The Council had 75 contracts with consultants in 2007/08

- Total expenditure amounted to £984,814

- The funding of consultancy was not exclusively from base budget. Some consultancy costs were funded from government grant.

- The overall total expenditure needs to be compared with the Council's 2007/08 gross budget expenditure of £310 million.

- The percentage of expenditure on consultants represents 0.3% of gross budget.

- Consultants have been appropriately used and this is predominantly to provide a level of expertise unavailable in the Council. In other cases the use of consultancy 'buys' time by bringing dedicated and focused resources to a project that the Council cannot provide.

- The review established that appropriate procedures were followed and that value for money was achieved.

Types of Consultancy Used by Directorates

15.   The following gives an indication of the type of consultancy used by directorates in 2007/08. This is not an exhaustive lit but does provide on a directorate by directorate basis some of the activity in 2007/08.

   a)   Adult Services

   A contract was supplied that supported the modernisation of learning disabilities services. This was planned work that gave adult services access to a level of expertise unavailable in the Council and addressed the concerns raised by inspectors. The use of consultants was linked to a well defined 'brief' and led to the improvements in learning disabilities services now being delivered.

   The Supporting People Service also made use of consultants in 2007/08. Work was commissioned to undertake an assessment of housing support needs in Herefordshire to inform Supporting People Commissioning priorities. The work had been planned but capacity issues within the team led to the commissioning of an external provider to deliver this significant piece of work. The project was endorsed by the Supporting People Commissioning Body. This was a two stage process with the first stage producing a needs analysis report. This report was evaluated to determine whether to proceed with a wider evaluation. A decision was taken not to proceed with stage 2.

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

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b)   Central Services

This area covers 'central' budgets and includes such budgets as the income from treasury management activities.

The Council employs an external advisor to give specialist management consultancy and investment advice. This is a 3 year arrangement meeting a need for external professional advice and a degree of challenge to our investment and debt management activities. The consultants provide advice on the creditworthiness of institutions to which we consider lending our cash. Their advice has assisted our performance and informs our borrowing decisions.

c)   Children and Young People

The Department for Children Services and Families (DCSF) has a system of accreditation for Child Advocacy. The piece of work commissioned provides ongoing review and service development so that the authority meet its statutory obligations in relation to advocacy for those in the looked after system. The work also includes on-going support.

Following the postponement of the school's review the Council engaged a consultant to analyse the pupil forecast data and methodology used to produce projected pupil numbers.   This independent analysis was requested by members and the outcome was used to further improve the robustness of pupil forecast data.

d)   Corporate and Customer Services

Corporate and Customer Services used external consultancy to advise and guide the Council on gaining ISO27001 (information Security Management System). The standard applied to ICT Services and the Modern Records Unit.   This was planned work to meet central government requirements for information security. The lack of internal resource meant that an external consultant was an appropriate way forward.   The outcome was the award of ISO27001 to the Council. Payment was on a results basis and if the Council had not achieved the standard no cost would have been incurred.

e)   Environment

A contract was let for specialist environmental advice in connection with a closed landfill site. The work was planned but lack of in house specialist skills meant that an external supplier was required. The work addressed the need for specialist technical advice in connection with planning permission conditions relating to properties close to Council owned (closed) landfills sites.

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

Another contract was let to supply environmental consultancy around landfill gas. This specialist work could not be carried out in house and helps inform discussions with the Environment Agency about site restoration.

f)   Resources

Asset Management and Property Services use independent surveyors to carry out building condition reports. This occurs because of a lack of in house staff. The work is building specific and covers mechanical and electrical condition reports. There is an annual programme of inspections and the work helps safeguard the Council's property.

The Revenue and Benefits Services let a contract to transfer encrypted images from the obsolete Comino document management system to the new Idox system. The expertise was unique to the company engaged to carry out the piece of work. This was planned work but the complexity and volume involved meant the task was larger than originally assessed. The project meant that staff in both Revenue and Benefits as well as Customer Services have access to required documents.

Conclusion

16.   The review has established that in 2007/08 the Council had 75 contracts covering the use of consultants.   The total expenditure of £984,814 represents 0.3% of the 2007/08 gross expenditure of £310 million.

17.   Comparative data across councils for the use of consultants does not exist but it can be stated that all councils will engage consultants for specific tasks. The reasons for doing so will probably be in line with those that the review has noted: a need for specialist advice; lack of in house expertise or capacity; to address the outcome of external assessments or inspections and to provide validation or challenge.

RECOMMENDATION

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

BACKGROUND PAPERS

- None

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

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Appendix

Herefordshire Council
Consultancy Fees 2007/ 08

Directorate(s)	No. of Contracts	Consultancy Fees	Capital Fees	Revenue Fees
Adult Services	10	£135,735	£0	£135,735
Central Services	6	£45,006	£0	£45,006
Children & Young People	21	£142,622	£0	£142,622
Corporate & Customer Services	4	£27,867	£0	£27,867
Environment & Culture	14	£359,076	£44,325	£314,750
Human Resources	8	£78,996	£0	£78,996
Resources	12	£195,512	£0	£195,512
	75	**£984,814**	**£44,325**	**£940,489**

WORK PROGRAMME

Report By: Assistant Chief Executive – Legal and Democratic

Wards Affected

County-wide

Purpose

1.   To consider the Committee's work programme.

Background

2.   A report on the Scrutiny Committees' current work programmes will be made to this Scrutiny Committee quarterly. A copy of this Committee's own work programme will be made to each of its scheduled meetings. A copy of this Committee's current work programme is therefore attached for this meeting.

3.   Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT the current work programme serves as a basis for further development, subject to any comment the Committee wishes to make.

BACKGROUND PAPERS

*   None

Further information on the subject of this report is available from Tim Brown, Committee Manager (Scrutiny) on 01432 260239

Strategic Monitoring Committee – work programme 2008/09

	January 2009
	• Use of Resources Judgment • Details of CAA arrangements confirmed (or Feb) • Report on public consultation on Priorities and Budgets • Presentation by Leader of the Council • Local Government Settlement confirmed. • Updated Medium Term Financial Strategy • Smallholdings Estate Policy (outcome of Executive Review) • Report on the Scrutiny Function • Smallholdings Estate Policy (outcome of Executive Review)
	February 2009 (budget)
	• Integrated Corporate Performance Report (9 month April-December) (possibly plus a linked paper with the initial self evaluation for the Comprehensive Area Assessment (CAA) • Budget Monitoring • 2008 Comprehensive Performance Assessment assessments including Direction of Travel Judgment • Details of CAA arrangements confirmed • Draft 2009/10 Operating Statement • Strategic Options and Challenge (provisional) • Updated Medium Term Financial Strategy
	TBC
	Outcome of officer review of asset management and property
	April 2009
	• Strategic Options and Challenge • Report on place survey

Other issues

- User Satisfaction Surveys.

- Gender Equality Scheme Monitoring (reported March 2007 6 month/annual).

- Comprehensive Equality Scheme Action Plan monitoring.

- Scrutiny of Police/Crime and Disorder Reduction Partnership.

- Electoral Registration issues - polling station reviews

- Elections Action Plan - Monitoring

- Communications Strategy Monitoring

- (Item referred by Audit and Corporate Governance Committee – (30 November 2007) – " that Strategic Monitoring Committee be requested to review the control of asset management processes and procedures and actions which are taken against officers who do not adhere to these rules"

- Monitoring of Comprehensive Area Assessment Preparation Programme (July and October 2008 and January and April 2009.)

- Post Office Closures

- Comprehensive Equality Policy

- Rose Bank Garden Scheme - reviewing its value for money and whether there were any lessons to be learned for future schemes.

- Analysis of Complaints to the Ombudsman – Planning

- Pay and Workforce Development Strategy (Replacement)

- Herefordshire Public Services – possible consideration of effectiveness of working arrangements – (9 months on)

- Scrutiny Processes

Further additions to the work programme will be made as required