

AGENDA

Cabinet

Date: **Thursday 16 September 2010**

Time: **2.00 pm**

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

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

For any further information please contact:

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Agenda for the Meeting of the Cabinet

Membership

Chairman Councillor RJ Phillips

Councillor LO Barnett
Councillor AJM Blackshaw
Councillor H Bramer
Councillor JP French
Councillor JA Hyde
Councillor JG Jarvis
Councillor PD Price
Councillor DB Wilcox

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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.

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AGENDA

Pages

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

Notice is hereby given that the following report contains a key decision. When the decision has been made, Members of the relevant Scrutiny Committee will be sent a copy of the decision notice and given the opportunity to call-in the decision.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
6	Review of Tourism Delivery	Economic Development and Community Services	Community Services	Yes

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve and sign the minutes of the scheduled cabinet meeting held on 22 July and the minutes of the additional meeting held on 12 July 2010.

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4. YOUTH JUSTICE PLAN

The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council and Worcestershire County Council. The basic plan preparation is undertaken by the Youth Offending Service according to the deadlines and guidance from the Youth Justice Board for England and Wales (YJB).

9 - 28

5. INTEGRATED CORPORATE PERFORMANCE REPORT

To provide Cabinet with an overview of performance against the Joint Corporate Plan 2010-13 for the first quarter of 2010-11 using content from Performance Plus (P+), the electronic performance management system being used by Herefordshire Public Services.

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6. REVIEW OF TOURISM DELIVERY

To agree the remodelling of tourism delivery in Herefordshire based on a comprehensive review of the service.

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7. LOCAL DEVELOPMENT FRAMEWORK

To seek approval for the publication of the Herefordshire Core Strategy:

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Hereford Preferred Option paper for consultation purposes.

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|---|------------------|
| <p>8. WINTER WEATHER DECEMBER 2009 - FEBRUARY 2010 THE RESPONSE TO IT</p> <p><i>To respond to the 'Scrutiny Review of the Impact of Winter Weather December 2009 – February 2010 and the Response to it'.</i></p> | <p>73 - 120</p> |
| <p>9. BUDGET MONITORING REPORT 2009/10</p> <p>To report the forecast financial position for both revenue and capital to 31 March 2011 and provide an update on Directorates' recovery plans instigated to address projected overspends.</p> <p>The report also provides information on treasury management activities in the first four months of 2010/11.</p> | <p>121 - 148</p> |

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HEREFORDSHIRE COUNCIL

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday 12 July 2010 at 2.00 pm

Present: Councillor RJ Phillips (Chairman)

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

In attendance: Councillors PA Andrews, WLS Bowen, TM James, RI Matthews, WU Atfield and MAF Hubbard

40. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr PJ Edwards, Chairman Overview and Scrutiny Committee.

41. DECLARATIONS OF INTEREST

Declarations of interest were received from:

Cllr AJM Blackshaw, Governor Canon Pyon Primary School, part of the Weobley schools cluster group.

Cllr RJ Phillips, Governor Pembridge Primary School.

CJ Bull, Chief Executive, resident in Dilwyn Village.

42. THE FUTURE OF DILWYN CHURCH OF ENGLAND (C OF E) PRIMARY SCHOOL

The Chairman welcomed Brigadier Spackman, Chairman of Governors for Dilwyn School and the headteacher Mr Prestage. He stated that the proposals for closure of Dilwyn School were in line with the existing small schools policy of the Council, which had been in place for 6 years and had not been challenged educationally or politically during that time.

The Cabinet Member ICT, Education and Achievement, spoke about Dilwyn School and referred to:

- Herefordshire Schools Task Group (HSTG) which had met earlier in the year and had not put forward any proposals to change the Small Schools Policy regarding the numbers that needed to be on roll to prevent a school coming within the Small Schools Policy.
- The availability of school places in the area now and in the future, and also being able to offer Church of England places to those parents who would wish their child to have one.
- The average funding for a Dilwyn School pupil is £5,849 compared with £3,666 for an average Herefordshire primary school.
- The proposed federation St Mary's RC High School does not address the concerns in terms of pupil numbers, which was 31, and the sustainability of the school.
- The local authority had consulted on four options: to remain a standalone school; to federate with another school(s); amalgamation or closure of the school.

- Dilwyn School has strong community support and is seen to be important in maintaining the character of the village.
- The alternative options considered did not provide any evidence to alter the view of the local authority, the Hereford Diocese and the Archdiocese of Cardiff that the federating proposals would not adequately address the educational and financial concerns highlighted in the review of Dilwyn School.
- There has been fewer than 36 on the roll in all but one of the last four years, with 53 children resident in the catchment area and only 19 of those attending Dilwyn School. Therefore the school did not provide education for the majority of children in the catchment.

The Chairman invited Brigadier Spackman to speak on behalf of the school. The Brigadier stated:

- He felt the report was not objective and that an appeal would be lodged should the Council proceed with the statutory process for closure.
- Plans for federating with St Mary's RC High School had moved on considerably and federating would provide a secure and sustainable future for the school.
- That staff and governors for both schools felt that there would be a significant increase in pupil intake following federation.
- Children at the school are well taught, happy and secure and the school provided the right environment for faith families to send their children.
- Already have children attending the school from outside the catchment area.
- Will be exploring the possibility of nursery provision within the school.
- Proposals for federating are strongly supported by the local MP for North Herefordshire.
- Only a few extra children are needed for the federation proposals to work, therefore, ask that the proposals are given a chance.
- Propose to approach local businesses to raise funds locally so that the school stays within budget.
- Agree that there had been problems with the previous headteacher but the school has improved substantially under the new head and believe that the Ofsted report will be an overall good rating.
- Currently there are schools smaller than Dilwyn.
- Surprised by the comments in the report that the Archdiocese of Cardiff did not support the federation as advised by the headteacher of St Mary's that they were in agreement.
- The school is important to the life of the village and church and there is concern locally about the proposals for closure, therefore, believe the school should be given the opportunity to federate with St Mary's.

The Director of Children's Services advised that he had discussed with the Cardiff Archdiocese the closure recommendations and the response by the headteacher of St Mary's RC School and noted that the representative for the Archdiocese did not see St Mary's proposals as being viable and felt there would not be a significant increase in pupil numbers as a result of federation. He added that he had had a similar response from the Director of Education of the Hereford Diocese and that both representatives from the Diocese and the Archdiocese had seen the final report and approved its contents prior to circulation.

Cabinet noted the following points from Members:

- Other local schools including both Weobley and Canon Pyon schools had been contacted with regards to federating but had declined to consider it.
- The existing arrangements within the Weobley cluster were examined and the take up by Dilwyn Primary School.
- The report was based on the choices that parents had made i.e. by sending their children to other schools. Although residents wanted to keep the school open only 19 children out of 53 in the catchment attended the school.
- There was a distance of 15 miles between Dilwyn and St Mary's school. If an emergency occurred this was a considerable distance between the two schools.
- It was felt that Appendix 1 to the report, the proposals for federation, were aspirational and lacked detail regarding costs.
- Councillor RI Matthews, the Leader of Herefordshire Independent Group asked if the decision was delayed 12 months then the possibilities of extra housing being built in Dilwyn could be explored.
- Councillor RI Matthews further commented that both Credenhill and Canon Pyon schools were growing in numbers; therefore, the Council needs to look at developing rural areas to keep them all viable.
- Must look at the projected future of a school and what it will be able to provide educationally for the children.
- The school has received significant support from School Improvement Services over the last 18 months to improve their standing with Ofsted with support provided in curriculum development.
- Concerned at how small the year groups are with more than one peer group class of two children only.

Cabinet noted the comments of the Headteacher:

- Safeguarding had been an issue for the school in the 2007 Ofsted report but was not an issue now in 2010.
- An arrangement was in place with Weobley High School for emergency staff cover but had not proved necessary as yet.
- Indications were for the next Ofsted report that the school would get a good rating and Ofsted had no concerns regarding safeguarding arrangements.
- With the business manager for Weobley High School ways had been explored in which assistance could be provided with the school budget. This would be on a temporary basis until the school could be federated with St Mary's High School.
- Because of the small number of pupils the children are used to working and growing up with younger and older children and looking after one another.
- Parents had moved children to Dilwyn School because of the help and assistance the school provided.

The Chairman commended the headteacher for his commitment to the quality of education provided at the school. He added that with regard to the recommendations of the report there was over 12 months to consider any new measures within education brought about by the new coalition government and for the closure proposals to be considered by the adjudicator.

RESOLVED

THAT Cabinet:

- a) **considered the information presented in the report; and**

- b) **agreed that the Local Authority initiate the statutory process concerning the closure of Dilwyn Church of England Primary School with effect from 31 August 2011.**

The meeting ended at 3.20 pm

CHAIRMAN

MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday 22 July 2010 at 2.00 pm

Present: Councillor RJ Phillips (Chairman)
Councillor (Vice Chairman)

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

In attendance: Councillors PA Andrews, WLS Bowen, TM James, RI Matthews and WU Attfield

Cabinet stood in silence to mark the sudden death of Councillor DJ Benjamin.

The Leader stated that as was custom and practice, the Council's flags at Brockington and Shire Hall had been flying at half mast since the announcement of Councillor DJ Benjamin's death and would remain at half mast until the funeral had been held. Members were advised that information about the funeral arrangements would be sent to them when known.

43. APOLOGIES FOR ABSENCE

Apologies had been received from Councillors DB Wilcox, Cabinet Member Highways and Transportation and PJ Edwards, Chairman of Overview and Scrutiny Committee. The apologies of the Chief Executive Chris Bull were also noted.

44. DECLARATIONS OF INTEREST

There were none.

45. MINUTES

RESOLVED: That the Minutes of the meeting held on 17 June 2010 be approved as a correct record and signed by the Chairman.

46. NEW EXECUTIVE ARRANGEMENTS

Cabinet Members were advised of the models of the new Executive Arrangements as set out in the Local Government and Public Involvement in Health Act 2007 and their approval sought on the process for consultation and implementation of the new Arrangements which would come into effect after the Council elections in May 2011. Members were advised of recent correspondence received from the Minister for Housing and Local Government which encouraged authorities to meet the consultation requirements of Act at minimal cost.

In discussion it was agreed that Group Leaders be consulted by the Monitoring Officer in addition to the Leader of the Council on the options.

RESOLVED that:

(a) the statutory duty place on the Council to resolve to adopt Executive Arrangements in accordance with Local Government and Public

Involvement in Health Act by 31, to come into effect in May 2011, be noted; and

- (b) the Monitoring Officer (in consultation with the Leader of the Council and Group Leaders) be authorised to consult on the options to ensure compliance with the statutory requirements.**

47. JOINT COMMERCIAL STRATEGY

The Cabinet Member Corporate and Customer Services and Human Resources introduced the report on a Joint Commercial Strategy for Herefordshire Public Services.

The Deputy Chief Executive informed Cabinet that the Joint Commercial Strategy had been produced to support commissioning and procurement across the Council, NHS Herefordshire and Herefordshire Hospital Trust. The strategy had been agreed by the NHS Herefordshire Board on 21 July 2010. The strategy sought to deliver better value during the whole life cycle of a contract and to improve the managing of contracts. By forming part of the HPS Transformation Programme, the strategy would support efficiency savings and deliver better services at better costs. The partner organisations also recognised the need to shape markets and ensure innovation, and the strategy provided a framework within which these opportunities could take place.

Responding to questions from Members, the Deputy Chief Executive stated that:

- an ongoing process of challenge would take place to ensure that commissioners received what had been paid for; this would be demonstrated in part by the provision to amend contracts within their agreed timeframe.
- Whilst there would be impact to the organisations on the proposed new government legislation, the full details were yet unknown. The principles of commercial best practice would be embedded through the strategy and would be flexible to meet the changing environments.

Responding to a question regarding the Amey contact, the Leader refuted claims that there had been no attempt to address issues within the contract and stated that the contract had been the subject of re-negotiation in totality.

RESOLVED: That Cabinet approves the Joint Commercial Strategy for Herefordshire Public Services

48. SHARED SERVICES

The Cabinet Member Corporate and Customer Services and Human Resources introduced the report which provided an update on the Shared Services programme. Members were reminded that Cabinet agreed in March 2010 to their preferred option of a Joint Venture Company (JVCo) (representing a public public partnership). The Cabinet also at that time authorised the Deputy Chief Executive in consultation with the Leader, Deputy Leader of the Council and the Trust Boards to take all necessary steps to establish a JVCo. A further report would be considered by Cabinet in early Autumn which would seek a formal decision to agree the terms of the Council's participation in the JVCo.

Cabinet were advised of key progress areas, which included:

- Refinement of the business case to reflect changes to structures, benefits, savings and cost of delivery of a JVCo.

- The appointment of Mills and Reeve as legal advisors tasked with advising on the following areas; operating within a commercial environment, employment considerations, governance arrangements.
- The development of the Agresso system leading to implementation in April 2011.
- Working with Service Change Managers of 'in scope' services together with the transition team to analyse information and to review and professionally challenge the process.

The full report to be presented in September would include a recommendation on the most suitable governance and legal model for a JVCo arrangement and include an updated investment appraisal.

Responding to questions and comments from Members;

- The Assistant Chief Executive Legal and Democratic (Interim) advised Cabinet that whilst a JVCo arrangement was being considered, several variations to these arrangements were possible. Work was continuing on determining what would be proposed to Cabinet as the preferred arrangement method within these variations.
- The Director of Resources advised Members that the Council's current financial information system 'Cedar' was robust for current requirements. The Agresso system would further develop financial information and management processes.

RESOLVED that Cabinet:

- (a) note progress made on the Shared Service Project since March 2010, and;**
- (b) Note the current challenges and risks, principally:**
 - i. Review of the Business Case;**
 - ii. Partnership agreement for establishing the JVCo;**
 - iii. Fundamental requirement for cultural and process change across the whole of HPS to deliver savings;**
 - iv. Implementation of the Agresso system in April 2011;**
- (c) Note the key role of all stakeholders in leading the organisational and cultural changes required to deliver transformed support services and savings;**
- (d) Note that a further report seeking formal decision to agree terms of the partners' participation in the JVCo will be presented to the Board and Cabinet in September 2010.**

49. DATA QUALITY REPORT

The Cabinet Member ICT, Education and Achievement introduced the report which provided Cabinet with the annual report on progress against the data quality action plan. Of the seven actions which remained amber, three were ongoing whilst the completion of two was dependent on others, with the remaining two now underway. The need to maintain good systems and data was emphasised.

Responding to a question on what may replace the Comprehensive Area Assessment (CAA), the Deputy Chief Executive stated that apart from Peer Challenge processes, no information had been provided as to whether any other government inspired regime

would be established. The Council would wish to retain some element of the self evaluation process which had been developed through the CAA.

RESOLVED that Cabinet:

- a) Endorse the annual report, and**
- b) Note the revised policy**

The meeting ended at 2.30 pm

CHAIRMAN



MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	YOUTH JUSTICE PLAN
PORTFOLIO AREA:	CORPORATE STRATEGY AND FINANCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council and Worcestershire County Council. The basic plan preparation is undertaken by the Youth Offending Service according to the deadlines and guidance from the Youth Justice Board for England and Wales (YJB).

Key Decision

This is not a Key Decision.

Recommendation

THAT the Youth Justice Plan as prepared be endorsed and that it be recommended within the Policy Framework that the Plan be approved by Council at its meeting on 19 November 2010.

Key Points Summary

The Youth Justice Plan sets out how youth justice services across Herefordshire and Worcestershire are structured and identifies key actions to address identified risks to service delivery and improvement.

Alternative Options

There are no alternative options.

Reasons for Recommendations

The Youth Justice Plan is endorsed by Herefordshire Council on behalf of Herefordshire Council and Worcestershire County Council annually.

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

Introduction and Background

Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided and funded and how the Youth Offending Service for the area is funded and composed, the plan is submitted to the Youth Justice Board for England and Wales

The Youth Justice Plan for 2010/11 was prepared in March 2010 in line with the guidance issued by the YJB, agreed at the Youth Offending Management Board on 24th April 2010 and submitted to the YJB at the end of April 2010.

Key Considerations

The Youth Offending Service has six indicators in the set of national indicators for local areas. One of these indicators, NI 19, is included in the Local Area Agreement. Performance against the indicators is outlined in the plan and actions identified to address risks to performance improvement.

Community Impact

The principal aim of the Youth Justice System is the prevention of offending and re-offending by children and young people. The Youth Justice Plan set out an action plan to address the significant risks identified to future service delivery and improvement.

The contribution of the Youth Offending Service in addressing the priorities in the Herefordshire Children and Young Peoples Plan is outlined in the Youth Justice Plan.

Financial Implications

These are covered by the existing budgetary contribution.

Legal Implications

There are no legal implications

Risk Management

The risks are identified in Section 6 of the Plan, together with the actions to mitigate them. .

Consultees

As detailed in the Youth Justice Plan

Appendices

Appendix 1 – Youth Justice Plan

Background Papers

None identified.

WORCESTERSHIRE AND HEREFORDSHIRE YOUTH OFFENDING SERVICE



ANNUAL YOUTH JUSTICE PLAN

2010/11

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1 Introduction

Worcestershire and Herefordshire Youth Offending Service (YOS) is a multi-agency partnership between Worcestershire County Council, Herefordshire Council, West Mercia Police, West Mercia Probation Trust, NHS Worcestershire and NHS Herefordshire. Other agencies contribute to the work of the YOS, in particular the third sector organisations YSS, Redditch YMCA and Worcester YMCA who second staff into the YOS. Established by the Crime and Disorder Act 1998, the Youth Offending Service is responsible for the delivery or commissioning of statutory youth justice services.

The YOS is committed to the provision of high quality youth justice services, in partnership with other services and organisations, with the aim of preventing offending and re-offending by children and young people. In addition to the services provided to young people in or at risk of entering the Youth Justice System the service recognises the role it has in increasing public confidence in the youth justice system and increasing victim satisfaction through their involvement in restorative and reparative processes. This is reflected in the service's five strategic objectives;

- The prevention of offending by children and young people
- Developing and maintaining an empowered and motivated workforce
- Improvement of outcomes for victims
- Contributing to the achievement of the five "Every Child Matters" outcomes for young people and their families
- Increasing awareness of and confidence in the youth justice system

The YOS is subject to six key performance indicators which are included in the CLG set of National Indicators for Local Areas. These indicators are:

- NI19 Rate of proven re-offending for young offenders
- NI43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody
- NI44 Ethnic composition of offenders on youth justice disposals
- NI45 Young offenders' engagement in suitable education, training and employment
- NI46 Young offenders' access to suitable accommodation
- NI111 First time entrants to the youth justice system

Following the annual Capacity and Capability Audit undertaken in February 2010 the YOS has identified the following service priorities for 2010/11:

- (i) Quality Assurance:** The development of robust quality assurance processes for risk management and interventions
- (ii) Partnership Working:** Review of protocols and formalisation of exit strategies
- (iii) Management of Risk:** Revision of current risk and safeguarding policies and risk assessment training
- (iv) Efficient Service Delivery:** Service delivery review and re-configuration
- (v) Service User Involvement:** Development of a participation strategy and processes to involve service users

Detailed actions to meet these priorities are included in section 6 of this Annual Plan, Risks to Future Delivery and Action Plan

2 Performance

Indicator	Performance			Commentary
NI19 Proven rate of reoffending for young offenders	2005 12 month rate	1.30		The change in the rate of proven re-offending between 2005 and 2008 of -34.8% is twice that of the family group average of -15.8%. During 2009/10 Yos Staff have received assessment training and there has been demonstrable improvement in Asset quality. In 2010/11 risk of harm and vulnerability assessment and planning training has been commissioned and the Management of Risk policy and procedures are being reviewed.
NI 43 Young people within the youth justice system receiving a conviction in court who are sentenced to custody	2006/07	3.7%		The custody rate between the 2006/07 baseline and the April to December 2009 shows a slight increase in performance with a reduction in the proportion of custodial sentences of -2.2%. The Yos has consistently performed well against this indicator over the past four years, exceeding the previous national target of less than 6%. Following the changes in the Referral Legislation (April 2009) the Yos has been promoting the use of and and been successful in gaining intensive Referral Orders for first conviction custody threshold cases. In 2010 the Yos has re-introduced a centralised custody review process.
NI44 Ethnic composition of offenders on youth justice system disposals.		% of youth justice pop. in 2008/09	% of general pop. in 2008/09	There is a slight over representation in the BME groups of Mixed and Black. Disaggregated data shows that this over representation is found in Worcestershire rather than Herefordshire. Analysis regarding this disproportionality has been undertaken by the YOS Diversity Group but the findings remain inconclusive. Due to the low numbers of young people involved the disproportionality may be statistically insignificant, and the comparator (based on projections from the 2001 Census) may also be inaccurate. Disproportionality is constantly under review by the Yos Diveristy Group and more detailed analysis is planned
	White	94.6%	95.3%	
	Mixed	2.6%	1.9%	
	Asian	1.9%	1.8%	
	Black	0.8%	0.5%	
	Chinese	0.1%	0.5%	

Indicator	Performance		Commentary
NI45 Young Offenders engagement in education, training or employment.	2006/07 baseline April to December 2009	64.6% 73.6%	<p>Compared to the position in 2006/07 when the rate was 64.6 the performance is showing an increase of 13.7%. The performance is good compared to the family group, where the 2009 performance is slightly lower, but the baseline much higher representing an increase in performance of 4.2%.</p> <p>The YOS has two Ngage Workers, support workers who assist young people in finding and maintaining ETE placements. In Worcestershire there is a standing Education and YOS meeting where issues relating to school age offenders are resolved on a case by case basis. In Herefordshire the YOS has secured funding to maintain placements on a Care Farm initiative.</p> <p>SLAs have been put in place with training agencies as part of the IRS initiative.</p>
NI46 Young offenders access to suitable accommodation	2006/07 baseline April to December 2009	96.8% 96.7%	<p>The performance against this indicator is in line with the family group average which is also at 96.7%. Although there is a very slight decrease in performance between 2009 and the baseline year it is not statistically significant.</p> <p>Each team has a named member for accommodation issues (Accommodation Lead Officer). Protocols are being negotiated with accommodation providers as part of the IRS scheme.</p> <p>Following the Southwark judgement agreements have been reached with both Social Care services regarding accommodation for young people leaving custody.</p>
NI111 First time entrants to the youth justice system	2007/08 rate per 100 000 of 10 – 17 population 2008/09 rate per 100 000 of 10 – 17 population % change	1757 1422 - 19%	<p>The reduction of first time entrants in Worcestershire and Herefordshire between 07/08 and 08/09, is -19.9%. There has been a sustained reduction in first time entrants since 2005.</p> <p>The Youth Inclusion and Support Panel (YISP) continues to work with those assessed as at risk of entering the system in Worcestershire. In Herefordshire the YISP activity has been commissioned to Herefordshire Families Matter for 2010/11.</p> <p>West Mercia Police introduced a Community Resolution scheme in 2009/10, which diverts some young offenders from the formal justice system where a restorative approach to resolving low level offences is possible.</p>

3. Resources and Value for Money

The YOS has a complex budget structure comprising of partner agency cash and in kind contributions, the effective practice grant funding from the YJB and a range of time limited ring fenced funding for specific purposes. The ring fenced grants include the ISS Grant, Prevention Grant and Substance Misuse Worker Grant channelled via the YJB, an allocation from Worcestershire DAAT, KYPE funding for the Ngage project and an allocation from Worcestershire's Area Based Grant to part fund the Worcestershire YISP. The expected contributions for 2010/11 are outlined in the table below.

	Staffing	Revenue	Delegated Funds	Total
West Mercia Police	152,848	151,681		304,529
West Mercia Probation Service	114,280	73,710	29,000	216,990
Worcestershire Children's Services	364,997	525,465	38,000	928,462
Herefordshire Children's Services	172,006	168,998		341,004
Worcestershire PCT	43,648	67,118		110,766
Herefordshire PCT	43,549			43,549
Additional Funding		1,824,003		1,824,003
Total	891,328	2,810,975	67,000	3,769,303

There have been no significant reductions in partner agency contributions between 2009/10 and 2010/11 with most contributions and grants remaining static. This represents, however, a reduction in real terms in the overall budget as a result of inflation, increasing staffing costs due to salary scale progressions and increased employer pension contributions and additional IT support costs for implementing the requirements of the Wiring Up Youth Justice Programme. The YOS Management Board recognises that in the current financial climate the YOS is likely to be facing a reducing resource base over the next three years and has commissioned the YOS to undertake a service review in early 2010/11 with the intention of re-configuring service delivery in order to meet a medium term financial plan, whilst maintaining performance, service quality and meeting National Standards for Youth Justice.

A comparative analysis of resources with other Youth Offending Services within the family group (statistical neighbour group) undertaken in 2008, demonstrated that in terms of delivering performance, meeting National Standards and cost per youth justice disposal Worcestershire and Herefordshire YOS represented good value for money. Within the family group of 10 youth offending services Worcestershire and Herefordshire had the lowest overall cost per disposal at £2350 (range £2350 to £4394), had a higher than average case load per worker but was the fourth highest performing YOS in the family group, in terms of the overall performance, and the highest performing in terms of meeting the key performance indicators.

Previous National Standard audits demonstrate continuous improvement in the services compliance with the frequency of contact requirements for community orders and custodial sentences with National Standards being met in 92% to 100% of cases depending on type and stage of order. Forecasting for the Scaled Approach, which matches frequency of contact to assessed risk and was implemented in December 2009, suggested that there would be an overall increase in the number of contacts required to meet National Standards. There is insufficient information to date to assess whether this is the case in practice.

4. Structure and Governance

The YOS has a total salaried staff compliment of 90 staff, supported by 43 sessional workers and 34 volunteers. The service is split into 6 teams, three area based Youth Offending Teams (Yots), a Prevention Team, the ISS Team and the Central Office (Business Support) Team.

The Yots comprise YOS Officers (qualified officers), Assistant YOS Officers and a number of either seconded or specialist staff including Police Officers, Probation Officers, Health Officers (CPN and Health Visitor), Victim Liaison Officers, Education Officers, Bail Support Officers, Ngage Workers (providing support to engage and maintain young people in ETE), IRS Support Workers, ISS Case Officers and Specified Activity Programme Workers. Within the Prevention Team there are YISP Key Workers, a Restorative Justice Worker and the Parenting and Mentoring Workers. The Parenting Workers, Restorative Justice Worker and Reparation Co-ordinator work across the whole service. Staff are employed by nine different employing bodies including three third sector organisations.

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The YOS is hosted by Worcestershire County Council and line management for the Head of Service is provided by the Head of Safeguarding and Services to Children and Young People in the Children Services Directorate. It is clear, however, that this relationship is structural and the YOS remains a partnership service with a distinct clear identity operating across and within both Local Authority Children Services. The YOS recognises the importance of reducing the distance between services in order to improve outcomes for children and their families and is increasingly working more closely and in partnership with other parts of Children Services and, in particular, the developing arrangements for Targeted Youth Support and the integrated working agendas in both Worcestershire and in Herefordshire.

The YOS has a strong Management Board jointly chaired by the Director for Children Services for Herefordshire and the Director for Children Services in Worcestershire. Other Board members are senior strategic managers from each of the agencies with a statutory duty to co-operate with the Local Authorities in establishing and resourcing youth justice services. The current membership of the YOS Management Board is outlined in the table below.

Name	Agency	Role
Gail Quinton (Joint Chair)	Worcestershire County Council	Director for Children Services
Sharon Menghini (Joint Chair)	Herefordshire Council	Director for Children Services
David Chantler	West Mercia Probation Trust	Chief Executive
Jim Baker	West Mercia Police	Chief Inspector
Jade Brooks	NHS Herefordshire	Service Improvement Manager
Francis Howie	NHS Worcestershire	Assistant Director for Public Health
Siobhan Williams	Worcestershire County Council	Designate Head of Safeguarding and Services to Children and Young People

The Board has three clear functions;

Support - including ensuring adequate finance and human resources, infrastructure and provision of professional support

Scrutiny – Including performance management, approval and monitoring of service plans, budget approval and monitoring quality assurance

Services - including enabling access to mainstream services within organisations represented on the Board and support in accessing other mainstream provision and ensuring that services offered are value for money.

During 2009/10 the Board agreed a new Terms of Reference and a Memorandum of Agreement (governance document). Under the agreement the Board is responsible for ensuring robust links to Children’s Trust arrangements in Worcestershire and Herefordshire, currently achieved through representation on the Children’s Trust Board (Worcestershire) and the Children’s Trust Management Group (Herefordshire).

A wider range of stakeholders, including Her Majesty’s Court Service and the third sector are engaged through representation in the Youth Justice Forum. The Forum meets quarterly and focuses on operational, performance and effective practice issues. The Forum is chaired by a nominated member of the Management Board to ensure a direct link between the Forum and the Board.

The Youth Justice Board for England and Wales is currently reviewing the 2005 “Sustaining the Success” document (guidance in relation to Yos structures, governance and Yos management boards) and is intending to publish a revised “Sustaining the Success” in the autumn of 2010. It will be timely for the Management Board to review its membership, its relationship with other partnership arrangements and the governance of youth justice services once the revised YJB guidance has been published.

5 Partnership Arrangements

Worcestershire and Herefordshire Youth Offending Service operates within a complex local planning environment comprising of two top tier Local Authority areas, six district level Local Authorities, five Community Safety Partnerships (with differing levels of strategic integration at district level and across partnerships), two Drug and Alcohol Action Teams (or equivalent) and two Primary Care Trusts. From a criminal justice perspective the YOS links with West Mercia Court Service, West Mercia CPS, West Mercia Criminal Justice Board, West Mercia Probation Trust and West Mercia Police.

Despite the demands of this complex local planning environment the YOS has prioritised involvement and engagement with partner agencies and is represented on numerous key strategic forums including;

- Two Local Safeguarding Children's Boards and relevant sub-groups
- West Mercia Criminal Justice Board and two sub groups
- Two DATs and Joint Commissioning Groups
- Worcestershire Children's Trust Board
- Herefordshire Children's Trust Management Group, Positive Contribution and Be Healthy Outcome Groups
- The TYS and IYSS Steering Groups
- The Community Safety Partnerships (x 5)
- MAPPA Strategic Management Board
- West Mercia Youth Panel Chairs Meetings, Youth Panel Meetings, Youth and Crown Court User Groups.

The Prolific and Other Priority Offender Strategy (Prevent & Deter) has provided an opportunity for the Police, Community Safety Partnerships, Probation and the YOS to work cooperatively on the management of PPOs and particularly around the need to prevent young people from becoming involved in the criminal justice system. This is an expanding area of work and will be further built upon by the developing YOS preventative agenda. The development of the DYO element of the prevent and deter process has further emphasised the lead role of YOS in ensuring that the young people that pose the highest risk are managed within a multi agency process.

Representation within the Children's Trust ensures that work of the YOS supports the achievement of priorities in the Children and Young Peoples Plans (CYPP) and that the Plans effectively address the needs of young people who offend as well as those at risk of offending. The work of the YOS directly supports 8 of the 10 priorities in the Worcestershire CYPP and 9 of the 18 priorities in the Herefordshire Plan (see Appendix 1).

Herefordshire have included NI19 (proven rate of re-offending of young offenders) in their Local Area Agreement.

The service has number of protocols or service level agreements with a range of partners and service providers. These will be reviewed throughout 2010/11.

6 Risks to Future Delivery and Action Plan

Each year the YOS is required to submit a Capacity and Capability Audit in line with guidance issued by the Youth Justice Board for England and Wales. The following risks to future delivery and service improvement were identified during the 2010/11 audit.

Risk identified via C&C Self-Assessment	Action to overcome this risk	Success criteria	Owner	Deadline
It has been identified that the data analysis to inform service development has been limited.	To devise a data analysis specification covering content and frequency of data reports for key areas of work	Specification in place Reports produced	Information and Performance Manager (IPM)	September 2010
The management information provided to the YOS Management Board is insufficient to inform service development decisions and to provide management oversight of key aspects of the work of the YOS Partnership.	To produce a specification of the data required for the YOS Management Board Reporting implemented	Specification in place Reports produced	Management Board/HOS IPM	July 2010 Ongoing for subsequent Management Boards
Although a robust quality assurance system is in place for Asset and PSRs, quality assurance processes are less well defined in other areas of work.	To develop QA processes for key processes where they do exist currently	QA Process in place	DHOS	December 2010
The likely reducing levels of resourcing for the service in future years	Undertake a full service review, to re-configure service delivery to meet a medium term financial plan.	Review Completed Recommendations implemented	HOS Management Board/HOS	July 2010 April 2011

Some of protocols and agreements with other agencies need to be reviewed to take account of the changing structures in Children Services and other agencies	All protocols to be reviewed on a rolling programme throughout 2010/11	Revised protocols in place	HOS	April 2011
The YJB Valuator's notes for the Capacity and Capability Assessment suggest certain agencies should be represented on the Management Board who are not currently members	Membership of the Board should be reviewed as part of a wider review based on the updated "Sustaining the Success" Guidance	Review completed. Membership revised if a recommendation of the review.	Management Board	Management Board meeting following publication of update "Sustaining the Success" due in Autumn 2010
Currently there are no formal agreements regarding exit strategies for young people on YOS orders, although arrangements are being negotiated through the CAF and TYS arrangements	To formalise exit strategy arrangements	Written agreements in place	DHOS	April 2011
The Management of Risk Policy does not take account of the recommendations of recent SIRs, learning from other reviews e.g. Sonnex and changing processes and structures in the Children Services Directorates.	MOR Policy to be re-written including a QA process	MOR Policy in Place All staff briefed on new policy	HOS HOS	May 2010 May 2010
Safeguarding Policies are two years old and do not take account of revised Working Together and Vetting and Barring	Policies to be reviewed and revised	New Policies in Place	DHOS	December 2010

It has been two years since an audit of safeguarding has been undertaken in the service.	Audit commissioned	Audit undertaken	DHOS	September 2010
		Action plan implemented	DHOS	From September 2010
Feedback from service users is not used in a routine and consistent manner.	A service user engagement and involvement strategy and action plan to be put in place	Strategy in place	DHOS	December 2010
		Action Plan implemented.	DHOS	From January 2011
Current venues to see young people in North Worcestershire provide risks to performance improvement and meeting Scaled Approach in that area.	Continued work with WCC corporate property and partner agencies in identifying/renovating suitable premises	Venues in place	Management Board/HOS	Throughout 2010/11

7 Management Board Approval

This Annual Youth Justice Plan was approved at the Management Board meeting held on 21st April 2010.

Name	Position	Representing	Signature
Ms Gail Quinton	DCS	Worcestershire County Council	
Dr Sharon Menghini	DCS	Herefordshire Council	
Mr David Chantler	Chief Executive	West Mercia Probation Trust	
Mr Jim Baker	Chief Inspector	West Mercia Police	
Dr Francis Howie	Deputy Director for Public Health	NHS Worcestershire	
Ms Jade Brooks	Service Improvement Manager	NHS Herefordshire	
Ms Siobhan Williams	Designate Head of Safeguarding and Services to Children and Young People	Worcestershire County Council	

Children and Young Peoples Plans

How the Work of the YOS Supports the Priorities in the Children and Young Peoples Plans

The work of the YOS directly supports 8 of the 10 priorities in the Worcestershire CYPP and 9 of the 18 priorities in the Herefordshire Plan.

(i) Worcestershire

Priority	YOS Contribution
Support all children, young people and their families to choose healthy lifestyles	Asset assessment, specialist substance misuse assessment and provision of substance misuse intervention Asset assessment, specialist MH assessment, referral for and provision of interventions.
Identify and deal effectively with bullying and support all children, young people and families who have been affected by it	YOS is the only service with a dedicated restorative practices practitioner. Could act as consultant, provide training and lead on implementing restorative approaches to dealing with bullying.
Ensure that all children and young people are safe and protected and support those who are at risk of harm and neglect.	Vulnerability risk assessment and risk management planning. Relates to a C&CA key question. Safeguarding audit on YOS recently completed, action planning to address recommendations.
Raise achievement of all children and young people	Work to engage, re-engage young offenders in education, training or employment.
Ensure that all children, young people and families have access to positive things to do and enjoy in their communities.	Ensure referral to and engagement in positive activities for those at risk of offending through YISP and Prevent and Deter.
Enable all children and young people to be responsible citizens and recognise the contribution they can make	Reducing re-offending and first time entrants to the YJS. Development and implementation of an engagement strategy.
Ensure that all young people are able to access appropriate education employment and training opportunities and make progress	Work to engage, re-engage young offenders in education, training or employment. Work of the Ngage Project and the multi-agency group.
Ensure all young people are equipped with essential life skills and have support to move successfully into adulthood	Ensuring young offenders have suitable accommodation (previous KPI). Skills work on intervention plans. Work to engage or re-engage young offenders in training or employment

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(ii) Herefordshire

Priority	YOS Contribution
To promote emotional and well being and improve access to universal and targeted mental health services	Asset assessment, specialist MH assessment, referral for and provision of interventions.
To provide quality information and services to reduce substance misuse, including alcohol abuse.	Asset assessment, specialist substance misuse assessment and provision of substance misuse intervention
To raise awareness of bullying in order to reduce the impact and incidence of bullying (in and out of school)	YOS is the only service with a dedicated restorative practices practitioner. Could act as consultant, provide training and lead on implementing restorative approaches to dealing with bullying.
To ensure safer recruitment practices across all agencies working with children	Safeguarding audit on YOS recently completed, action planning to address recommendations.
Improve prospects of children and young people, particularly those in vulnerable groups, in terms of addressing social inclusion.	Work to engage, re-engage young offenders in education, training or employment.
To increase the participation of children and young people in shaping strategies and service that affect their lines	Development and implementation of an engagement strategy.
To increase access to positive activities for all children and young people, including targeted activities for vulnerable groups	Ensure referral to and engagement in positive activities for those at risk of offending through Prevent and Deter.
Reduce offending, anti-social behaviour and bullying by children and young people	Reducing re-offending and first time entrants to the YJS.
To implement a strategic approach to support young people into employment, education and training.	To contribute to the strategy through work to engage, re-engage young offenders in education, training or employment and the Ngage Project.

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT - QUARTER 1 2010-11
PORTFOLIO AREA:	CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide Cabinet with an overview of performance against the Joint Corporate Plan 2010-13 for the first quarter of 2010-11 using content from Performance Plus (P+), the electronic performance management system being used by Herefordshire Public Services.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet

- a. **considers performance to the end of June 2010 and the measures being taken to address areas of under-performance, noting that a more comprehensive report will be presented in October; and**
- b. **considers the recommendations of Overview and Scrutiny Committee to review the indicators in the Local Area Agreement, and take the opportunity to review the indicators and projects that are in the Joint Corporate Plan 2010-13, using the forthcoming review of the Joint Corporate Plan 2010-13 to do this.**

Key Points Summary

- This report is a transitional one moving from reporting performance against the Annual Operating Statement to managing performance against the Joint Corporate Plan. Thus both the format of the report and the measures of performance being used differ from previous reports to Cabinet. In addition, the move away from centrally imposed national indicators will allow more local freedom to set measures and targets that are important to Herefordshire.

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

During the months ahead the format and process will be refined. The views of Cabinet members, individually or collectively, are a crucial part of this development process and will be very welcome.

- A large number of indicators are reported annually, so in-year judgements can only currently be made on a selection of indicators. Of those where data is available, the majority are on track to achieve target (24 on or ahead of target; 13 behind target).
- The majority of projects are being delivered to schedule (90 on or ahead of schedule; 8 behind schedule).
- PerformancePlus (P+) is a new system for the organisation, and is yet to be fully implemented. Population of the system with additional historical data in the coming period will ensure that an even fuller presentation of performance is available for the next performance report. It is intended that future reports are based on current information to a schedule agreed by Cabinet rather than rigid quarterly reporting. The Joint Management Team monitors performance on a regular basis and Cabinet Members are updated by Directors on key issues as appropriate

Alternative Options

1. The Joint Performance Improvement Framework provides that Cabinet will formally review performance against the Joint Corporate Plan quarterly. There are therefore no alternative options.

Reasons for Recommendations

2. To ensure that progress against the priorities, targets and commitments, as set out in the Joint Corporate Plan 2010-13, are understood. Further, to ensure that the reasons for important areas of actual or potential under-performance are understood and are being addressed to the Cabinet's satisfaction.

Introduction and Background

3. The Integrated Corporate Performance Report is a quarterly report, focusing on progress towards achievement of the seven themes (39 outcomes) in the Joint Corporate Plan 2010-13. Progress is measured through the management and monitoring of selected performance indicators and projects, using our performance management system, 'PerformancePlus' (P+). The appendices to this report include:
 - Appendix 1 a key to what the symbols used in P+ represent, and a list of outcomes;
 - Appendix 2a exception report for those indicators and projects that are ahead of target; and
 - Appendix 2b exception report for those indicators and projects that are behind target.
4. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda. The key financial headlines are included in the commentary in the scorecard below.

Key Considerations

5. Based on a balanced scorecard approach, the following six elements have been identified to provide an overview of the key issues in enabling the Council and NHS Herefordshire to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Joint Management Team

Performance at the end of June (Q1 2010-11)
<p>At this period of the year there are few indicators for which in-year performance data is available. Where current data is available, improved performance is being achieved, in particular, within the theme of Children and Young People, where all but one indicator is achieving or ahead of target.</p> <p>The positive trend of reducing accidents on our roads has continued during the first six months of this year, and current performance shows that we are on course to achieve our stretching LAA target.</p> <p>Performance in the area of supporting the economy is mixed; the Council is demonstrating support locally by prompt payment of invoices and identification of changes to customers housing and council tax benefits, although the processing of those changes is behind target.</p> <p>Achieving high levels of customer and citizen satisfaction is one of our 39 key outcomes; current performance shows a reduced level of satisfaction of people making a request for service through Info, and a continued high level of customer contact that could be avoidable. These issues will be addressed in future months through the implementation and delivery of a number of key projects as part of the Transformation Programme.</p>
Projects at the end of June (Q1 2010-11)
<p>The majority of projects are being delivered according to schedule. However, within the theme of Economic Development and Enterprise, there are three projects, including the Edgar Street Grid, that are behind schedule, awaiting decisions on future funding arrangements.</p> <p>The national Place Survey (known locally as the Herefordshire Quality of Life Survey), from which many of the indicators concerned with community perceptions have been provided, has been scrapped. Given the importance of some of the information this provided, consideration is being given to a more relevant, cost effective survey tailored to local needs.</p>
Finance at the end of June (Q1 2010-11)
<p>At the end of June the Council's overall Revenue Budget position for 2010-11 showed a projected overspend. In order to address the forecast position, the relevant directorates are required to deliver robust recovery plans, which are monitored by JMT. Treasury management to reduce the cost of loans may mitigate the overall position to a limited extent but the recovery actions by individual directorates must succeed to balance the overall Revenue Budget.</p> <p>The most significant overspend relates to Integrated Commissioning, in part carried forward from 2009-10 but also because activity levels continue to increase. The underlying reasons for this are being addressed as part of the current budget review process</p> <p>A more detailed report for the end of July is a separate item on this Cabinet Agenda.</p>

Customers at the end of June (Q1 2010-11)

The customer insight unit has now been substantively established. This innovation has been cost-neutral. To date, it would appear that there have been no complaints received by Herefordshire council since January 4th 2010 which have been escalated to the Local Government Ombudsman.

Work is underway to review any opportunities to improve service delivery, in accordance to the principles of the Organisational Design principles and within the framework of the Customer Focus workstream of the Herefordshire Transformation programme. This will lead to proposals for improvements to a range of customer-facing services.

A new basket of indicators which reflect the Customer Agenda have been developed and agreed. These are all regularly discussed between customer services officers and their service area counterparts as part of the regular liaison meeting framework which has been established since April 2010.

Employees at the end of June (Q1 2010-11)

Staffing levels within the Council and NHS Herefordshire remain constant. Sickness rates are similar to last year, and are either close to or achieving target.

Future service planning and recruitment and retention initiatives are being developed to address the long-term continuity issue of 25% of Council staff and 30% of NHS Herefordshire staff being over 50.

Risks at the end of June (Q1 2010-11)

Effective risk management is demonstrated by maintaining up-to-date, clear and accessible risk registers that are used to help manage risks and to construct an overall assurance framework.

The current process for updating and recording risk registers relies on directors and heads of service ensuring that there is a process in place for physically reviewing and updating risk registers. In addition escalating risks so that they are managed at the appropriate level is also necessary, but requires a sound adherence to the process.

The Deputy Chief Executive has commissioned a review in order to highlight gaps in our approach and make recommendations for improvements.

One of the recommendations is that we should accelerate the use of Performance Plus for risk reporting, which will assist Directors and Heads of Service in this endeavour.

The current Corporate Risk Register contains eight risks all of which require the appropriate director to review and update.

6. At its meeting on 17 June 2010, Cabinet asked that the Overview and Scrutiny Committee (OSC) consider and make recommendations on the Local Area Agreement (LAA) targets and priorities. OSC considered the LAA at its meeting on 2 July, and recommended in principle that the LAA targets be retained. However, OSC also recommended that Cabinet consider whether any of the targets could sensibly be amalgamated or joined up to those used by the PCT and only keep those that can realistically be achieved. The LAA indicators are currently included within the Joint Corporate Plan 2010-13. Cabinet may wish to take the opportunity to review the selection of indicators and projects during the forthcoming review of the Joint Corporate Plan 2010-13.

Community Impact

7. Delivering the Joint Corporate Plan is central to achieving the positive impact the Council wishes to make across Herefordshire and all its communities.

Financial Implications

8. None.

Legal Implications

9. None.

Risk Management

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

Consultees

11. None.

Appendices

- Appendix 1 - Key to symbols and list of Joint Corporate Plan themes and outcomes
- Appendix 2a - Exception report (Green indicators and projects)
- Appendix 2b - Exception report (Red and Amber indicators and projects)

Background Papers

12. None.

Symbols

Key		
Measures		Tasks
Exceeded Target		Ahead of Plan
Met Target		On plan
Nearly On target		N/A
Under target		Not started or behind plan
Missing Data and Target		Missing Data and Target
Missing Data		Not rated
No Target		No Target
N/A		Task complete
Not active		N/A
Start date in the future		Start date in the future

List of Joint Corporate Plan themes and outcomes

Theme and Outcome	Lead Director
Theme 1 Economic Development and Enterprise	
HPS 1.1 Higher quality, better paid jobs and reduced unemployment	Geoff Hughes
HPS 1.2 Increased participation in learning and higher levels of skills and achievement	Geoff Hughes
HPS 1.3 More and higher-spending visitors to the county	Geoff Hughes
HPS 1.4 Improved quality & availability of business accommodation and employment land	Geoff Hughes
HPS 1.5 Better roads, reduced traffic congestion, with more people walking, cycling or using public transport	Geoff Hughes
Theme 2 Healthier Communities and Older People	
HPS 2.1 People have longer, healthier lives, with reduced inequalities between different groups and localities	Akeem Ali
HPS 2.2 Older people living fulfilled lives as active members of their communities	Ann Donkin
HPS 2.3 Vulnerable people able to live safely and independently in their own homes	Ann Donkin
HPS 2.4 Enhanced emotional well-being, with fewer suicides	Akeem Ali
HPS 2.5 Personalised health and social care services, which offer people much greater choice and influence over their care	Ann Donkin
HPS 2.6 Improved dental health	Ann Donkin
Theme 3 Children and Young People	
HPS 3.1 Children and young people are healthy and have healthy life-styles, with less obesity and substance mis-use, and better dental and sexual health	Akeem Ali
HPS 3.2 Children and young people are safe, secure and have stability	David Sanders

Theme and Outcome	Lead Director
HPS 3.3 Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment	David Sanders
HPS 3.4 Children and young people engage in further education, employment or training on leaving school	David Sanders
HPS 3.5 Children and young people engage in positive behaviour inside and out of school	David Sanders
HPS 3.6 Improved access to good quality care and other services for children, young people and their families through the work of Herefordshire’s Children’s Trust	David Sanders
Theme 4 Safer Communities	
HPS 4.1 Reduced levels of crime	Geoff Hughes
HPS 4.2 Reduced levels of anti-social behaviour	Geoff Hughes
HPS 4.3 Reduced harm from drugs and alcohol	Akeem Ali
HPS 4.4 Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	Akeem Ali
HPS 4.5 Fewer accidents and injuries	Geoff Hughes
HPS 4.6 People feel as safe as they would like to be	Geoff Hughes
Theme 5 Stronger Communities	
HPS 5.1 Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief	Dean Taylor
HPS 5.2 Communities and individuals participating in local decisions and influencing them	Geoff Hughes
HPS 5.3 Affordable housing appropriate to people’s needs and less homelessness, with support for vulnerable people to live independently	Geoff Hughes

Theme and Outcome	Lead Director
HPS 5.4 Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities	Geoff Hughes
HPS 5.5 People are able to participate in, the life of their communities	Geoff Hughes
Theme 6 The Environment	
HPS 6.1 Reduced waste and increased recycling	Geoff Hughes
HPS 6.2 Reduced CO2 emissions and successful adaptation to unavoidable impacts of climate change	Geoff Hughes
HPS 6.3 Increased biodiversity	Geoff Hughes
HPS 6.4 Natural resources are conserved and landscape character maintained, with sustainable land management	Geoff Hughes
HPS 6.5 Investment in high quality streets, public spaces and the built environment	Geoff Hughes
Theme 7 Organisational Improvement and Greater Efficiency	
HPS 7.1 The highest standards of leadership, governance and integrity	Dean Taylor
HPS 7.2 Demonstrable value for money	David Powell
HPS 7.3 Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations	David Powell
HPS 7.4 High levels of customer and citizen satisfaction	Dean Taylor
HPS 7.5 A highly skilled, highly motivated workforce that works in effective partnership with other organisations	Dean Taylor
HPS 7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally	Dean Taylor

Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
HPS.2.5 People supported to live independently through social services (all adults) (NI 136)	Bigger is Better	Monthly	★	Jun-10	★	2,800	3,746
Comments: Positive performance for this indicator; significantly ahead of target, and on track to achieve the end-of-year LAA target. Performance at the end of Quarter 1 last year was 2,543.							
Date of comment Jun-10							
HPS.3.2 Percentage of children becoming the subject of Child Protection Plan (CPP) for a second or subsequent time (NI 65)	Smaller is Better	Quarterly	★	Jun-10	★	13	6
Comments: Ahead of target and better than at Quarter 1 last year when 12.6% were the subject of a CPP for a second or subsequent time. However, the crucial issue is that children are safe and numbers may rise on occasions, reflecting 'bigger is better'.							
Date of comment Jun-10							
HPS.3.2 No. of Common Assessment Framework (CAF) assessments completed across all agencies	Bigger is Better	Monthly	No comparison figure for June 2009 ¹	Jun-10	★	>100	120
Comments: • The number of CAFs completed to date is ahead of target. However, the number cannot increase indefinitely; there is a natural limit of 100% CAFs.							
Date of comment Jun-10							
HPS 4.2 No. of criminal damage incidents recorded by the police	Smaller is Better	Monthly (4 week delay)	★	Jun-10	★	597	460








¹ Historical data for this, and others similarly marked indicators, is only available from September 2009. A Direction of Travel judgement will be available for the next report.




Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
Comments: Criminal damage incidents continue to fall across the County with 164 fewer incidents recorded in the first quarter compared to the same period in 2009-10. It should be noted that the number of incidents recorded started to reduce after June 2009 when Community Resolution commenced.							
Date of comment Jun-10							
HPS 4.5 No. of people killed in road traffic collisions	Smaller is Better	Monthly (6 week delay)	<i>New indicator</i>	Jun-10	★	8	3
Comments: • This proxy indicator, although subject to change by West Mercia Constabulary at the end of the financial year, suggests that performance is well on track to meet the target. The Planning and Transportation's Road Safety and Accident Investigation and Prevention teams continue to lead on a wide range of education, training and publicity and engineering measures to address road traffic accidents.							
Date of comment Jun-10							
HPS 4.5 No. of children killed or seriously injured in road traffic collisions (NI 48)	Smaller is Better	Monthly (6 week delay)	★	Jun-10	★	6	2
Comments: • This proxy indicator, although subject to change by West Mercia Constabulary at the end of the financial year, suggests that performance is well on track to meet the target. The Planning and Transportation's Road Safety and Accident Investigation and Prevention teams continue to lead on a wide range of education, training and publicity and engineering measures to address road traffic accidents.							
Date of comment Jun-10							
HPS.4.5 No. of people killed or seriously injured in road traffic collisions (NI 47)	Smaller is Better	Monthly (6 week delay)	★	Jun-10	★	54	27
Comments: • This proxy indicator, although subject to change by West Mercia Constabulary at the end of the financial year, suggests that performance is well on track to meet the target. The Planning and Transportation's Road Safety and Accident Investigation and Prevention teams continue to lead on a wide range of education, training and publicity and engineering measures to address road traffic accidents.							
Date of comment Jun-10							

Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
HPS.5.3 No. of households living in temporary accommodation provided by the Council under homelessness legislation (NI 156)	Smaller is Better	Quarterly		Jun-10		82	64
Comments: The number of households in temporary accommodation has continued to decrease into the new financial year. There were 79 households in temporary accommodation at the end of March 2010 and this has decreased further.							
Date of comment Jun-10							
HPS 6.1 The number of kilograms of residual household waste collected per household (NI 191)	Smaller is Better	Monthly		Jun-10		180	158.04
Comments: • Ahead of target and better than the same period last year, which was 173.9 kg.							
Date of comment Jun-10							
HPS.7.3 Average number of days taken by the Council to pay an invoice	Smaller is Better	Monthly	<i>New indicator</i>	Jun-10		15	13.47
Comments: • Performance is expected to dip due to delays in school processing during the holiday period.							
Date of comment Jun-10							
HPS.7.3 The number of changes in circumstances leading to a change in Housing / Council Tax benefit entitlement identified and processed by the authority, per 1,000 claimants (NI 180)	Bigger is Better	Monthly		Jun-10		375	430
Comments: • An increased number of changes received in May/June have been responded to by the service, representing good performance.							
Date of comment Jun-10							









Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
HPS.7.5 Average sickness FTE (Council)	Smaller is Better	Monthly	No comparison figure for June 2009 ¹	Jun-10	★	4.3	3.8
<p>Comments: • Performance is better than target, with continued deeper analysis within individual directorates highlighting staff groups that have experienced higher levels than others of either long-term absence; short-term absence, or a combination of both during the last year. Many long-term absence cases have now been resolved and work is continuing in managing those that remain.</p> <p>There are instances of short-term sickness which have reached the 'trigger points' as set out in the Managing Attendance Policy in many staff groups and these are being addressed with assistance from HR. The continuation of this work should result in lower levels of sickness in the future.</p>							
Date of comment Jun-10							

Projects – Exceptions (Green – ahead of schedule)			
Project	Responsible Officer	Latest rating	Due Date
HPS 3.3 Implementation of additional needs strategy	Knight, Les	★	31/03/2013
Comments: Review of current provision completed.			
			Date of comment Jun-10
HPS 3.6 Children's Trust Commissioning Framework	Sanders, David	★	31/03/2013
Comments: Framework has been agreed by the Children's Trust Board and implementation of the priorities is underway.			
			Date of comment Jun-10
HPS 3.6 Delivery of a Children's Trust Workforce Strategy	Baird, Chris	★	31/03/2013
Comments: There was a delay in agreeing the Strategy but the action plan is underway and on schedule for completion.			
			Date of comment Jun-10
HPS 6.1 Introduce recycling for schedule 2 household	Wood, Richard	★	31/12/2010
Comments: This relates to properties that are non-domestic properties such as schools, village halls etc. A pre-service survey has been completed in order to establish what schedule 2 customers would like to receive, and a recycling collection service has now been completed.			
			Date of comment Jun-10

Key Performance Indicators – Exceptions (Red and Amber – behind target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
HPS 1.3 The number of people attending the "University of the Great Outdoors" event	Bigger is Better	Annual	<i>New indicator</i>	Jun-10		4,500	3,000
Remedial Actions • Target attendance not met, mainly due to the bad weather however the income generated was equal to that of the 2009 event.							
Date of comment Jun 10							
HPS 1.4 Percentage of major planning applications dealt with within 13 weeks (NI 157a)	Bigger is Better	Monthly		Jun-10		60	56
Remedial Actions • A sudden influx of Planning Applications and pre-applications has meant that this part of the indicator has come in slightly below target at the end of the quarter after being well above target for the previous two months. The ongoing focus remains on major and strategic projects.							
Date of comment Jun 10							
HPS 1.4 Percentage of other planning applications dealt with within 8 weeks (NI 157c)	Bigger is Better	Monthly		Jun-10		80	79
Remedial Actions • See comment for other planning indicator (NI 157a) above.							
Date of comment Jun 10							
HPS.2.3 The percentage of new social care clients aged 18 or over, where the time from first contact with social services to completion of assessment is four weeks or less (NI 132)	Bigger is Better	Monthly		Jun-10		91	85.5
Remedial Actions • Performance continues to be in the mid eighties for NI 132 though there has been a slight dip in the last month. This is being followed up with locality managers via the improved management information they now receive to ascertain whether there are reasons							

Key Performance Indicators – Exceptions (Red and Amber – behind target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
for this slight decline in performance. The general trend however over the last few months has been an upward one (albeit lower than the same period 12 months ago) and this has in part been due to increasing data quality and better provision of information to operational managers. This was despite the severe winter weather pressures and the volume of safeguarding work in residential care, which is still having an impact on performance, and remains above the national average.							
Date of comment Jun 10							
HPS.2.3 The percentage of new social care clients for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks (NI 133)	Bigger is Better	Monthly	No comparison figure for May 2009 ¹	May-10		92	90.32
Remedial Actions • There has been an improvement over the last few months in NI133. Latest performance is now above 90% against a target of 92%. Performance has been impacted by transitions cases that have stretched the period from assessment to delivery of services for young adults. It is also recognised that delays may sometimes occur due to service users wishing to take further time to consider their choice of service to meet their needs. However, a new panel for allocating resources and the streamlining of processes is seemingly having a positive impact on performance.							
Date of comment May 10							
HPS.2.3 The average weekly rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18 or over (NI 131)	Smaller is Better	Monthly		Jun-10		25	28.5
Remedial Actions • A community wide action plan to address under-performance has been developed and is in the early stages of implementation. Some of the initiatives identified that are underway: <ol style="list-style-type: none"> 1. Daily monitoring of delays has to be established across providers; 2. System wide bed management process has been developed between providers; 3. Repetition of assessments between health and social care has to be avoided; 							

Key Performance Indicators – Exceptions (Red and Amber – behind target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
4. Review of panels and the benefit of joint panels; 5. Review of the discharge policy; 6. Monitoring of readmission rates to ensure appropriate transfers; and 7. Accountability for the system wide target to be established.							
Date of comment Jun 10							
HPS.3.5 The percentage of pupils who are permanently excluded from school during the academic year (NI 114)	Smaller is Better	Monthly	No comparison figure for June 2009 ¹	Jun-10	▲	0.06	0.07
Comments: • The above target equates to 16 exclusions during the academic year. For the academic year to June, there have been a total of 18 exclusions. Although there is no comparative figure for the same 11 month period last year, performance compares favourably with the full year's outturn of 0.1%. This itself was better than the national average when compared with all other authorities. The number of pupils excluded is available on a monthly and termly basis.							
Date of comment Jun-10							
HPS.4.2 No. of anti-social behaviour incidents recorded by the police	Smaller is Better	Monthly (8 week delay)	<i>New indicator</i>	Apr-10	▲	920	980
Remedial Actions • Expect average of 920 ASB recorded incidents per month. April 2010 = 980, therefore 60 over monthly target. Please note there are seasonal peaks, especially around Bank Holidays (Easter fell early April). Expect an increase during World Cup, Summer and Christmas periods. Activity: July edition of Herefordshire Matters will feature a section on crime and reductions of crime in the county and a focus on ASB. Safer Herefordshire are currently working with the Research Team and progressing further research and consultation on perceptions of ASB - linked heavily to NI21. Continued proactive work by the multi-agency tasking and co-ordination group (MATAC). Safer Herefordshire annual strategic assessment commencing which involved community engagement, currently consulting with Parish							

Key Performance Indicators – Exceptions (Red and Amber – behind target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
Councils.							
Date of comment Apr 10							
HPS.5.3 No. of affordable homes delivered (NI 155)	Bigger is Better	Quarterly		Jun-10		42.5	21
Remedial Actions • There is an affordable housing action plan that is in place that indicates what housing is due to be delivered and when, each year. The number of completions is low at this time of year and this number increases as developers build housing within the current financial year before the financial year end.							
Date of comment Jun 10							
HPS.6.1 % of household waste sent for reuse, recycling or composting (NI 192)	Bigger is Better	Monthly		Jun-10		41	38.23
Remedial Actions • The performance of this NI has increased significantly on the previous year due to the implementation of the new refuse and recycling collection service in November 2009. However Quarter 1 performance still falls short of the 41% target for 2010-11. We are in the process of introducing recycling services to flatted developments and we are currently planning to expand the recycling service to village halls and charities (subject to budget availability) which will help improve future performance.							
Date of comment Jun 10							
HPS.7.3 The average time taken in calendar days to process all new claims and changes of circumstance for Housing / Council Tax benefits. (NI 181)	Smaller is Better	Monthly		Jun-10		11	12.2
Remedial Actions • Higher than anticipated number of changes affect capacity to process within timescales.							
Date of comment Jun 10							
HPS.7.4 The percentage of customer contacts with council services that are assessed as being avoidable (NI 14)	Smaller is Better	Monthly		Jun-10		25	34.96

Key Performance Indicators – Exceptions (Red and Amber – behind target)							
Outcome & Measure		Frequency of reporting	DoT since last year	Date of judgement	Performance (Year To Date)	Target (Year To Date)	Actual (Year To Date)
<p>Remedial Actions • There are a number of service areas which are contributing to the under-performance of this indicator. For the Benefits and Exchequer service, the changes to the payments system are a significant factor, as customers contact the council seeking clarification on how to use the system, or with problems accessing the 'All Pay' telephone service. Customers continue to seek clarification regarding the information on bills, as there are more than one contact point listed. There are continuing issues also regarding the change in circumstances process. For 'Planning Services', the cause of avoidable contact is the functionality of the website, which causes customers to contact the council seeking advice on its use. In a similar vein, customers also have cause to seek help as planning notification letters are sent out prior to planning applications being available to view. For Waste Management services, the major cause of avoidable contact is missed bins. Each service area and customer services are establishing action plans to address the issues outlined.</p>							
Date of comment Jun-10							
HPS.7.4 % of people making a request for service through Info that are 'satisfied' or 'very satisfied'	Bigger is Better	Monthly	<i>New indicator</i>	Jun-10	▲	95	80
<p>Remedial Actions • This is derived from Customer Satisfaction surveys sent out each month to a proportion of customers who have been in contact with the council. Overall performance was 80% compared to a target of 95%. This was due to a number of factors and was seen across all service areas. However, the Benefits and Exchequer service was the poorest performing at 78%. Further investigation is underway into the causes of this between the service area and customer services. This is an issue discussed at the regular liaison meetings held between Customer Service Officers and individual services. Remedial action will be discussed and agreed at these meetings.</p>							
Date of comment Jun-10							

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Projects Exceptions (Red – behind schedule)			
Project	Judgement	Responsible Officer	Due Date
Park and Ride Scheme	▲	Lane, Mairead	Jun-12
Remedial Actions Feasibility study complete, short term project in current programme but currently being reviewed in light of reductions in capital funding.			
Date of comment Jun-10			
Progress the Edgar Street Grid (ESG) Scheme	▲	Webster, Nick	Dec-11
Remedial Actions • The project is part of an AWM internal funding review and therefore the finance is at risk for certain key elements of the project. Alternative funding solutions are therefore being considered. In the meantime, the project is now being managed by Hereford Futures, which has a wider city remit and all actions are now proceeding as agreed.			
Date of comment Jun 10			
Support home working businesses and small business growth	▲	Webster, Nick	Mar-11
Remedial Actions • Projects have been delayed due to the hold on ABG funding.			
Date of comment Jun 10			
Assistive Technologies	▲	Fabbro, Wendy	not set
Remedial Actions • Awaiting tele-healthcare 'Toolkit' which will enable evaluation of current service provision and identify business case for future investments and potential cost savings. Meeting arranged with SHA tele-healthcare lead late July. This meeting will lead to creation of tele-healthcare strategy group.			
Date of comment Jun 10			
Place Survey	▲	Gibson, Isobel	Mar-11
Remedial Actions • The place survey has been cancelled nationally. A local decision will be taken in the next month.			
Date of comment Jun 10			
Shared Services	▲	Teale, Mike	Dec-11
Remedial Actions • Shared Services has begun work with the Service Change Managers. Legal advisors were appointed on the 28 th June 2010. Key deliverables are dependant upon the completion of this Legal Work. An update paper was submitted to Cabinet on the 22 nd July			

Projects Exceptions (Red – behind schedule)			
Project	Judgement	Responsible Officer	Due Date
2010. The outputs from the Legal work will inform a key decision paper due to be submitted to Cabinet in October. The White Paper "Liberating the NHS" has implications for Shared Services which are currently being investigated.			
			Date of comment Jun 10
Listening Service	▲	Beavan-Pearson, Richard	Mar-11
Remedial Actions • This element of the Customer Strategy is primarily concerned with customer engagement. Overall, progress has been excellent, as the Herefordshire Partnership HOS has led on the progress regarding the mapping of engagement opportunities. There have been some slippage regarding HPS in particular, but is anticipated that this will be reconciled over the next reporting period.			
			Date of comment Jun-10
Trusted Services	▲	Beavan-Pearson, Richard	Mar-11
Remedial Actions • Work continues to develop a reputation strategy. This is being co-ordinated by the Head of Communications and Head of Customer Services. Further slippage has been experienced for a variety of reasons. A review of this particular piece of work has recently been agreed and will be presented to the customer focus board in due course. This will result in a revision of the timelines for this piece of work and will also ensure that the work reflects current organisational priorities.			
			Date of comment Jun-10

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	REVIEW OF TOURISM DELIVERY
PORTFOLIO AREA:	ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To agree the remodelling of tourism delivery in Herefordshire based on a comprehensive review of the service.

Key Decision

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

It was included in the Forward Plan.

Recommendations

THAT:

- (a) **support the establishment of a new Destination Management Partnership (DMP) which will be required to work with Shropshire and Telford DMPs under the emerging Local Enterprise Partnership (LEP);**
- (b) **the proposed principles of the tourism strategy and brand essence are agreed as outlined in appendix 1;**
- (c) **the remodelling of the TICs is progressed as outlined in this report; and**
- (d) **delegated authority be given to the Director of Sustainable Communities to negotiate, subject to decisions about the Council's spending proposals in 2011/12 and taking account of the Government's comprehensive spending review (CSR) to be announced later in the autumn, future financial and staffing resources for the DMP.**

Further information on the subject of this report is available from
Natalia Silver, Assistant Director, Economy and Culture (01432) 260732.

Key Points Summary

- A review of tourism delivery has taken place to consider maximising the opportunity of the visitor economy in the county, this includes considering the roles of Visit Herefordshire (the county's Destination Management Partnership) and the local authority. A Tourism Transition Group has been established to consider the findings and implement recommendations.
- The review recommended the formation of a new DMP which should take a more strategic lead in maximising the benefits of tourism to the local economy.
- In line with all these recommended changes it is proposed that there should be more advanced marketing and branding that links with the County's identity, with more involvement of our key businesses. This is to be a key driver of a new tourism strategy.
- The new DMP no longer operates as a membership body, but forms a federation of local tourist associations (LTAs) the membership of which should be at LTA and local business level.
- Following the CSR announcement and in light of the Council's future budgets, negotiations re future resourcing and staffing of the DMP are commenced.
- The plans for the TICs conform with the Council's policy for shared services and contribute to the delivery of localities working.
- The remodelling of the TIC service aims to move away from traditional methods of service delivery to mirror national visitor trends to create a more efficient service.
- The proposed remodelling is based on a "core" service that can be extended by working with third parties.
- The proposals aim to reflect visitor trends and patterns nationally, as well as local distinctiveness e.g. volume of users at the different TIC's and their significance within the tourism industry.
- The proposals aim to maximise relocation into the Council's own property or make the most of local solutions.
- The plans are tailored to fit with lease arrangements that are contractual obligations.
- Every effort will be made to re-deploy staff, though there is a risk of redundancy.

Alternative Options

- 1 There are two alternative options.
- 2 That the status quo continues with the DMP maintained in its current state. This is not recommended as there is a need to be more strategic in the promotion of tourism as identified in the review.
- 3 That the TICs are completely withdrawn. However, there would be no framework to work with third parties to deliver and expand the service. Also, visitor queries would continue and staff would need to be retained to deal with those queries.

Reasons for Recommendations

- 4 The recommendations will see an advanced role for the new DMP in taking a more strategic role and direct responsibility for staffing. The aim is to maximise opportunity to grow tourism and further develop our tourism product range, specifically driven by the private sector. Involvement from the private sector will be from the tourism industry, but also increased involvement from the business community that can be part of the wider promotion of the county.
- 5 The recommendations regarding the TICs reflect the intention to create shared points of customer contact within core localities. The options look at TICs and TIPs sharing sites that have available space and where timing is suitable. Within the remodelling there is opportunity to further align services as Tourism Points develop within the different geographic areas.
- 6 Back in 2005 the Cultural Services CPA inspection outlined the need to re-think expenditure on TICs as it was proportionally very high. Some work has taken place since then to reduce the cost including the moving of Ledbury TIC from a private sector lease to council's own premises. A staffing restructure took place in 2009 to create more effective working patterns.
- 7 A number of other areas in the County are considering or have already remodelled their TIC service, most recently include Stratford-upon-Avon, Powys, Forest of Dean, Lake District and Isle of Wight. Different approaches have been applied including both voluntary run TICs (as already exists in Kington) and private enterprise partnership.
- 8 Out of the 4.8 million visitors who come to the County only 211,024 (in 2009) used a TIC with an additional 26,000 asking for information prior to arrival (email, fax and phone). Approximately half the users are local people (as suggested by the TIC staff). Also, visitor numbers (see point 17), are reducing whilst internet enquiries have increased (half a million hits per month on the Visit Herefordshire website).

Introduction and Background

- 9 The Herefordshire DMP was established in 2006 as the body to direct and co-ordinate tourism promotion in the County. The DMP is a private / public sector partnership that acts as a limited by guarantee company but is not trading for profit. The local authority currently contributes £73,200 revenue per annum for marketing and promotion; and the DMP is facilitated by the Council's Tourism, Food and Marketing Manager, with a team of five other permanent officers (2 part time and 3 full time) delivering the activity directed by the DMP.
- 10 As well as a contribution from the local authority, contributions have been received from AWM of £90,000 and private sector of £69,000 that contributes to advertising, marketing campaigns and sponsorship (membership is included in the private sector income - £17,000 income for members and web).

Table of all spend – 2010-11 budget

Areas of Spend	£
TIC net cost	219,000
Salary costs of central team (from Herefordshire Council)	136,987

Revenue costs (for marketing from Herefordshire Council)	73,200
Support costs	10,000
Private sector supported marketing activity	69,000
AWM funded projects	90,000
ERDF funded projects	60,000
total	658,187

- 11 The work of the current DMP – operated by the Tourism Team includes:
- Production of the visitor guide and other marketing material
 - Managing the bookable website
 - Journalist familiarisation trips and other media features
 - Special campaigns e.g. Flavours of Herefordshire Awards
 - Event management – University of the Great Outdoors, Food Festival
- 12 There is in the region of 350 members of Visit Herefordshire, and the team holds a wider data-base of 1,600 businesses.
- 13 Herefordshire Council has a network of five TICs (Hereford, Ledbury, Leominster, Ross on Wye and Queenswood), plus one TIP in Bromyard and one TIC that is run by the voluntary sector serving Kington. There are a number of other areas in the County where tourist information is available with unstaffed provision.
- 14 The TICs have been a long established part of the tourism provision in the county, firstly run by the District Councils to then be brought together when the Unitary Authority was formed in 1998.
- 15 As well as dealing with in person, postal, phone and email enquiries the TICs provide the functions of:
- Booking visitor accommodation based on a fee (in and outside the County);
 - Contracted delivery of bus tickets and coach tickets;
 - Ticket sales for key events in the county – based on a commission;
 - “Shop window” for local businesses (charged at a fee);
 - Sale of stock, including locally produced goods;
 - Being a focal point for tourism businesses in their areas;
 - Display of local events and attractions;
 - Route planner;
 - Promotion of local events / crafts / services / businesses;
 - Mailing of guides in response to telephone and mail enquiries;
 - Increased length of stay / give advice on where to stay, eat and visit.

- 16 Whilst, the visitor numbers for TIC's saw a small general increase last year, they have been in general decline since 2005 (except Queenswood that has seen increased visitor numbers due to extra opening hours).

Location	2005	2006	2007	2008	2009
Hereford	76433	77368	72390	61500	61242
Ross	59540	56996	54117	51497	53984
Leominster	34665	37451	36835	33434	30733
Ledbury	80534	78192	57515	21808	21684
Queenswood	33205	33220	34423	36440	41372
	286382	285233	257287	206687	211024

- 17 The key costs are staffing and premises (primarily rents and rates). Where TICs are situated in the Council's own premises (Ledbury and Queenswood) the costs are considerably less though rates still apply and there is a service charge at Bromyard TIP.
- 18 The cost of running the TICs is offset with income generated from sales, commissions and contracts with a drive in the last three years to increase income. In addition in Leominster, Ross and Bromyard staff coverage is supported by volunteers. However, these income initiatives do not offset the total cost.
- 19 Net cost of running TICs as follows:

Centre	Staff Budget £	Revenue Costs/Income Budget £	Net Budget £	Per head £
Hereford	71,440	23,980	95,420	1.55
Ross	46,400	-21,340	25,060	0.46
Ledbury	46,210	-17,200	29,010	1.33
Bromyard (SLA)	0	2,790	2,790	0
Queenswood	37,450	-1340	36,110	0.87
Leominster	34,860	-3110	31,750	1.03
Kington	0	200	200	-
Trading		-550	-550	-
Total HC budget contribution	236,360	-16,570	219,790	

(minus figures shows a surplus of expenditure against income)

Key Considerations

- 20 Role of the new DMP Board – a key recommendation of the tourism review was for the new DMP to take a stronger strategic role. The current DMP board members represent sectors e.g. attractions, self-catering accommodation, etc. and as a result will reflect the interest of those they represent. Though this is wholly right, it does mean the current DMP board have little opportunity to deal with the larger issues, specifically strategic direction product development, and the overall promotion of the County 'Brand Herefordshire' to the full range of target audiences: local; national; and international.

- 21 Chairman appointment - The long standing chairman resigned in May 2010 due to business commitments and an interim is in place until the new chairman is recruited through a selection process. It is expected that a new chairman will have considerable business experience in change management. The chairman and board will be expected to raise income for the new DMP which will support programme and activities.
- 22 Strategy – the current tourism strategy ran until 2009 and a new strategy will create an anchor for the delivery of tourism in the County. The principles of a new tourism strategy are outlined in appendix 1. This strategy builds on the distinctiveness and strengths of the county – primarily its natural, heritage, cultural and business assets.
- 23 Brand – linked to the new strategy is a new identity for the County through a redefinition of the Herefordshire brand. This brand will be reflective of the strengths of the County and its positive “sense of being”. Appendix 1 also outlines the brand essence concept, which once agreed will inform a commission to creative designers to create art work. This has the potential of linking with other messages and images regarding the County and a broader target audience.
- 24 Tourism Federation – it is proposed that the new DMP will not be a membership organisation. Instead membership will be through a network of Local Tourist Associations (LTAs) and business organisations throughout the County. The LTAs will generate their own membership income to fund their own projects with an option to contribute to countywide projects run by the new DMP. The current LTA network is patchy and some areas would need support to get established, with potential contribution from the DMP to pump-prime the LTAs. The concept is that whilst the DMP markets the County as a whole and has the task of bringing people into the county, the LTAs would manage the visitor experience in the County. The bringing together of the LTAs through a Federation will be to ensure consistency of approach and common purpose, whilst recognising the areas distinct requirements.
- 25 Relationship with Herefordshire Council – as the new DMP becomes a fully operational limited company the local authority will contribute to the delivery of the strategy. There would be two places on the new board for Council members. Any Council funding or staffing resource which may be allocated to the DMP would operate on a commissioned basis to conduct marketing and promotion activity.
- 26 The “Marches Local Enterprise Partnership” (LEP) is a collaboration between Herefordshire, Shropshire and Telford to support enterprise and economic growth in the area. Each of the areas operate a DMP and there is potential of joint working or the coming together to maximise resources.
- 27 In respect of the Tourist Information Centres, due to expiring leases the decision has already been made on the first phase of the remodelling. Namely Ross on Wye TIC integrated with Ross Heritage Centre from January 2011; and Leominster TIC become part of the Info offer in Corn Square. These facilities were dealt with as a first phase as their leases were being terminated. Consideration needs to be given to Hereford, Ledbury and Queenswood TIC.
- 28 The options for each TIC explores distinct requirements and local opportunities. In order to meet the Council’s corporate efficiency target. The Directorate is looking at a £200,000 saving from the operation of the TICs leaving £19,700 to run a remodelled service. This paper outlines a new remodelled service that can be achieved within that budget (with some income).

29 The proposal maintains a County presence, with a Ross “Visitor Centre” acting as a combined TIC hub and Heritage Centre to take enquiries throughout the year. Next to Hereford, Ross has the highest number of visitors and has piloted a number of new services.

Ledbury TIC

- Owned by Herefordshire Council
- Rates: £1,391

30 Ledbury TIC was moved to the Council owned property, the Masters House which created a saving for the Resources Directorate.

31 The proposal is to transfer the operation of the TIC to be part of the Info provision. There is an option for local organisation / Town Council to run the TIC.

Hereford TIC

- Lease expires 30/01/2019
- Rent £33,250 / Rates: £6,010

32 Hereford TIC presents the greatest challenge and is the most expensive TIC to run. It is not possible to cease the lease which has a long life, though it is possible to sub-let.

33 The option is therefore to sub-let the premises to a partner organisation or promote as a business opportunity with an arrangement to provide some TIC service. A showcase and retail outlet of local food/café would fit with our tourism offer, and this could be achieved through a business venture or private/public sector partnership.

34 There are risks attached to this option, in that if a sub-tenant withdraws or is not found.

35 There are a number of areas where tourist information can be accessed in Hereford and this can be enhanced with TIPs at the Old House, Library and Town Hall. There is potential to discuss options with the City Council to have a greater role in TIC service delivery.

Queenswood TIC

- Owned by Herefordshire Council
- Rates: £1,510

36 The proposal for Queenwood TIC is to have a similar arrangement to Hereford in offering the site as a business opportunity. This means using the centre for retail or catering, whilst offering tourist information and support for the Countryside Service. The centre is generally used by people visiting the park rather than for the tourism function with the centre providing services especially at the weekend. Any issues regarding the park and the hire of scooters for disabled visitors are currently dealt with by TIC staff.

37 If the business model is not adopted there is potential for income generation that could support weekend coverage.

Bromyard TIP

38 Bromyard operates as a TIP with an SLA of £3,240. The option is for the TIP to be directly managed by Info combined with greater presence at the attractions / facilities in the town. However, the Town Council has made an approach to run the TIC at a refurbished site at the previous heritage centre.

Community Impact

- 39 Tourism generates £410m for the local economy each year. The recent review “Visit Herefordshire – A Review of the Destination Management Partnership” suggested that could increase and regional research came to the same conclusion. The county is also well placed to take advantage of the changing in lifestyle as a result of the economic climate with an increase in people taking their holiday in the UK.
- 40 As mentioned, approximately half the users of TICs are local, often choosing to use the TIC for their local information. People will be encouraged to use Info shops, though there is a strong local attachment to TICs. Any changes will be viewed as negative in some quarters and this will need to be handled through a communication programme.

Financial Implications

- 41 Within the concept of establishing a new DMP Herefordshire Council would commission delivery of the tourism strategy. This would be through a commissioning agreement, and the allocation of revenue spend and possibly staffing resource. Negotiations on the detail of these resourcing arrangements would need to take place in the context of decisions about the Council’s spending proposals in 2011/12 and taking account of the Government’s comprehensive spending review (CSR) to be announced later in the autumn.
- 42 As previously mentioned considerable income for the private sector is achieved through tourism promotion and the new DMP will have a stronger private sector lead approach. Reflecting this shift in emphasis it will be the case that the ratio of public sector funding next to private sector investment will decrease. The time scale and level will be reflected in the commissioning agreement.
- 43 As outlined in the report the remaining budget from the TIC remodelling will be £19,790 which will be used to support the implementation of the model.

Legal Implications

- 44 Legal implications relating to staffing considerations would be explored as part of the negotiation process; any lease issues will be negotiated through Asset Management and Property Services.

Risk Management

- 45 Risks associated with the changes include:
- 46 Remodelling of TIC service considered a reduction of service causing negative publicity.
Mitigation: early discussions with partners to explain the rationale behind the programme.
High probability; medium impact.
- 47 Tourism industry and wider business partners non-sign up of the emerging strategy.
Mitigation: work with the current DMP and early interaction with Local Tourist Associations; brand developed with key businesses that promote County products.
Low probability; high impact.
- 48 New DMP aspirations not realised because further reductions in funding, reduction in private sector contribution and limited sponsorship.

Mitigation: the development of tourism will be “private sector led” rather than a dependency on public sector funding. Activity within the new model will only go ahead where private sector are willing to contribute.

High probability; high impact.

- 49 A reduction in visitor numbers to the county through remodelling of TICs.
Mitigation – the Ross hub will be link to the other TIC provision to deal with “overflow” enquiries.
Low risk; medium impact.
- 50 No sub-tenant identified for Hereford creating a void within the budget to meet lease requirements.
Mitigation: Early adverting of the opportunity.
Medium risk; medium impact.

Consultees

- 51 Current DMP Board.

Appendices

- 52 Executive Summary of Herefordshire Tourism Strategy and brand essence.
53 Summary of time scale.

Background Papers

- n/a

Appendix 1

Executive Summary of Tourism Strategy

There are very significant opportunities to grow the visitor economy of Herefordshire over the next five years and, as a result, help make the County an even better place to live, work and visit. Achieving the Vision and goals set out in this Strategy will not be without its challenges, especially with prevailing economic conditions.

However, with the full support of the tourism industry, the Council, the County's leading brands and the community, this is a Strategy that can produce results and a great return on investment.

The Benefits

If the outcomes of this Strategy were simply to deliver a level of spending from current visitor numbers comparable with some of our competitors then there would be an additional £105 million injected into the local economy supporting an additional 1,500 – 2,000 jobs.

But this Strategy has the potential to deliver more in economic terms and much more in terms of a wider set of benefits to business and the community.

The Model

The Business Model for this Strategy is based upon international best practice and from successful rural destinations around the world. At the heart of this model is the need for the bold, ambitious vision with clear branding and positioning of Herefordshire supported by appropriately creative and innovative marketing and product development.

The Vision

... to firmly establish Herefordshire as a **must visit** rural destination for leisure and business tourism in England for both high value international and domestic tourists based upon creating a unique range of year round Herefordshire creatively presented visitor experiences. These will feature the area's 1,300 years of history, its 'terroir', its artisan produce (food, drinks, crafts and art) and rural activities set in characterful locations that will allow visitors to enjoy traditional wholesome and uncomplicated English rural life at its very best.

The Ambition

... to use tourism as a means of helping to make Herefordshire a better place to live, work and visit by growing the value of tourism over the next ten years at a rate per annum that is higher than the national average and in so doing generate more jobs in tourism-related work and grow the number of businesses involved in tourism-related activities across the County.

How This Will be Achieved

... through bold, aspirational branding, positioning and marketing that captures the 'essence' of Herefordshire.

... implementing a focused, unambiguous, strategy that develops market-led products that are distinctly Herefordian.

... capturing the imagination of the communities, the residents, the tourism stakeholders and others who want to help Herefordshire achieve its potential.

... sharing our way of life, our heritage and culture and our countryside with guests who wish to experience the “best of traditional English life with 21st Century style”.

... working closely in partnership with the brand winners in food and drink with the ability to market the ‘terroir’, as well as other leading brands and businesses across the County.

The Proposition

The proposition aims to build on Herefordshire’s unique properties and use its values and personality together with interesting product development to creatively present the new proposition, boldly, confidently, and giving Herefordshire stand out and making it more appealing as a year round short breaks destination.

Escape the pressures of modern living, visit Herefordshire

English Rural Living

Herefordshire – The Place

Herefordshire is a predominantly rural county of 842 square miles situated in the south-west corner of the West Midlands region bordering Wales with a population of nearly 180,000. The City of Hereford (pop 50,000) with its iconic Cathedral and its major attractions (Mappa Mundi and Magna Carta) is the major location in the County for employment, administration, health, education facilities and shopping. The five market towns of Leominster, Ross-on-Wye, Ledbury, Bromyard and Kington are the other principal centres.

Herefordshire has beautiful unspoilt countryside, distinctive heritage and culture, remote valleys and rivers (including the Rivers Lugg, Teme, Frome, Leaden and Wye which flows east through Hereford City (Wye Valley)), the Malvern Hills to the east of Herefordshire which rise to over 400 metres above sea level and the Black Mountains in the south west. There are two Areas of Outstanding Natural Beauty (the Wye Valley and the Malvern Hills) in the County. There is a distinctive ‘terroir’ about Hereford reflected in the County’s motto: “*This fair land is a gift of God*”.

Growing the Visitor Economy

Herefordshire’s visitors (combining overnight tourist and day visitor spending) produced almost £411 million for the local economy in 2008. That is approximately £2,292 for every resident in the County per annum – a pretty good return for the Council’s current investment in supporting tourism of £456 per person: a 900% ROI. Visitor spending also helps support over 8,500 jobs in the County.

But, there is clearly scope to do better: to grow the value of tourism in the economy and to maximise the wider benefits. Analysis of recent tourism trends in Herefordshire reveals a complex picture of winners and losers whilst, overall, the industry has been in decline. It is now time to reverse this trend and get ‘*fit for the future*’.

Appendix 2 - Timescale and Delivery

Activity	Timescale by	Lead
Consultation with staff and other stakeholders	17 September	Herefordshire Council
Recruitment of the new chairman	End of September 2010	Tourism Transition Group
Recruitment of Board members	End of October 2010	Tourism Transition Group and chairman
Support the development of LTAs	October to December 2010	Herefordshire Council / New Board
Review constitution	Mid November 2010	New Board
Confirm TUPE arrangements	End of December 2010	Herefordshire Council
Staff seconded	January to March 2011	Herefordshire Council
Transfer staff	April 2011	Herefordshire Council
Finalise branding	November 2010	New Board
Finalise Tourism Strategy	November 2010	New Board
Finalise SLA	January 2011	Herefordshire Council

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	HEREFORDSHIRE LOCAL DEVELOPMENT FRAMEWORK: CORE STRATEGY: HEREFORD PREFERRED OPTION
PORTFOLIO AREA:	ENVIRONMENT & STRATEGIC HOUSING

CLASSIFICATION: Open.

Wards Affected

Aylestone, Backbury, Belmont, Burghill, Holmer & Lyde, Central, Credenhill, Hagley, Hollington, St Martins & Hinton, St Nicholas, Stoney Street, Three Elms, Tupsley

Purpose

To seek approval for the publication of the Herefordshire Core Strategy: Hereford Preferred Option paper for consultation purposes.

Key Decision

This is not a Key Decision.

Recommendation

THAT: The publication of Herefordshire Core Strategy: Hereford Preferred Option paper be approved for consultation purposes.

Key Points Summary

The Core Strategy Hereford Preferred Option sets out the future strategic development policies and proposals for the Hereford area for further consultation purposes. The preferred strategy includes the development requirement for:

- New Homes
- New Jobs
- New Infrastructure
- Cite Centre redevelopment
- New community facilities
- New green/play space.

Further information on the subject of this report is available from
Chris Botwright Team Leader Local Planning on Hfd. 260133

Alternative Options

There are no alternative options, preparation of the Core Strategy being a statutory requirement

Reasons for Recommendations

This report is required to ensure targeted consultation on the final package of strategic development proposals for the Hereford area prior to publication and formal submission of the Core Strategy to the Secretary of State early next year. This follows consideration of reviewed and new evidence base and responses made to the Hereford development options contained within the Place Shaping Paper consulted upon in January this year,

Introduction and Background

This report is to agree the publication of the Hereford Preferred Option for further consultation purposes. It builds upon the Place Shaping consultation published in January 2010 and incorporates responses made to that paper.

Key Considerations

1. The Core Strategy is a long-term strategic planning document which sets out the vision and objectives for the County and establishes the policy framework and the broad locations for development necessary to deliver them. Once adopted, the Core Strategy will set the guidelines for development of new homes, businesses, open space and other facilities across the county to 2026. The Hereford Area Plan will set out more details to these proposals, non-strategic allocations and detailed policies for the delivery of sustainable growth of the city including urban area regeneration proposals.
2. The Place Shaping Paper identified the strategic development proposals to be included in the Core Strategy and the area specific options for Hereford. It also set out matters to be furthered through the Hereford Area Plan. Section 6.2 of the paper set out the city's strengths and key issues under social, economic and environmental headings. Where relevant evidence base is identified to support and clarify such issues.
3. The Hereford Preferred Option is based on development requirements for the city previously endorsed by the Council at various stages through the preparation of the LDF. Most recently, at its meeting on 13 November 2009 Council affirmed that the sustainable future for Hereford and the county depended on creating more and better paid jobs, significantly increasing the number of homes (particularly affordable), improving leisure and shopping and procuring the supporting infrastructure, including another bridge crossing of the Wye and a Hereford relief road. The Preferred Option sets out a comprehensive and balanced package of proposals to deliver this vision.

Preferred Strategy for Hereford

- New homes

4. The preferred strategy for Hereford confirms the need to build about half of the county's new homes up to 2026 in Hereford in recognition of the city's status as a Growth Point and its sub-regional importance. As well as homes already built, committed and allowing for those which will be accommodated within the urban area, this will require development on greenfield land on the edge of the city. Here, some 4,500 dwellings will be provided in the form of well planned, sustainable communities, equivalent to some 260 dwellings per annum from 2010 to 2026.

- New jobs

5. Recognising Hereford's role as the main employment centre for the county there will be a need for further employment land to provide new business opportunities and jobs. Whilst Rotherwas is to remain the principal focus for employment in Hereford an additional 15ha of land elsewhere needs to be identified on edge of city locations.

- New infrastructure

6. The proposed new development for Hereford will require further supplies of water and electricity and provision for drainage. The Transport Study (2003), furthered by the Multi Modal Model Forecasting Report (2009) and Hereford Relief Road – Study of Options (2010) has confirmed that a balanced package of transport measures including park and ride, walking and cycling links and bus priority measures along with a relief road will be required to accommodate growth of the city. The Study of Options has considered route corridors for a relief road assessing the environmental and engineering impacts and costs of such a route. The study has concluded that a western route corridor is to be preferred.

- City centre redevelopment

7. Hereford needs to retain its role as being the main centre for shopping, leisure and entertainment. As a historic city it is important that its cultural and tourist attractions are enhanced along within proposals for regeneration. Assessments highlight a need for 40,000m² of non food floorspace in Hereford by 2021 with a further 20,000m² between 2021 and 2026. The retail study (May 2009) highlight the need for additional food store floorspace between 2021 and 2026 due primarily to the planned population growth.

- New community facilities

8. The new communities that will be created through new housing will require essential services and facilities such as healthcare, education, local shops and recreation. In particular the Strategy for Community Buildings (2009) highlighted a gap in provision of community buildings in the north of Hereford City. Developers will be expected to contribute to the provision of such requirements. Separately a need has been identified for the provision and/or improvement of a higher education centre.

- New green/play space

9. It is important to integrate the growth of Hereford within the surrounding countryside. The Green Infrastructure Strategy highlights the need for an additional country park north or east of the city, green corridors through and around the city and the creation of a new edge to the built form. The Play Facilities Strategy confirms the need for new and improved play facilities for children and young people. It sets out the requirements for a variety of easily accessed, safe and attractive places for play to be included within urban expansion areas.

Preferred Option for Hereford

10. The Place Shaping Paper sets out the possible options for Hereford in order to deliver the spatial strategy. Whilst in the urban area a preferred option was identified, the urban extensions and transport options had not been decided and options were offered for choices to be made.
11. Consideration of the responses made to these options as contained in the Place Shaping Paper has now been completed. Additionally, new and reviewed evidence base has been

received. Both have informed the compilation of the attached report as being the preferred option package for Hereford to be taken forward and included within the final version of the Core Strategy. In summary the preferred option sets out:

12. **Section 1: Introduction** - Sets out the purpose of the Place Shaping paper, the consultation to date on the Core Strategy and the role of the Sustainability Appraisal and Habitat Regulations Assessment. It makes clear how to comment on the preferred option proposals.
13. **Section 2: Hereford 2026 The Vision** – By 2026, Hereford will consist of healthy, sustainable communities with a wide range of homes and employment opportunities for all which are well serviced by a range of community facilities and public transport.
Issues and opportunities – Sets out the issues and spatial strategy for Hereford based on housing and employment growth, transport, environment, educational and community requirements.
14. **Section 3: Hereford City Centre** – Confirms and strengthens the role of the city centre as providing the focus for shopping, office and business uses, leisure and for places to visit. Proposals include more city centre living and address movement issues. In summary, proposals include:

800 homes

Additional retail floorspace

New recreation/leisure/tourist facilities

New road infrastructure

Integrated transport hub

New commercial/office space

Enhanced historic heritage

15. **Section 4: Movement policy** – Identifies the existing transport constraints within and around the city which need to be addressed in terms of facilitating the future prosperity and growth of Hereford. Sets out the preferred transport policy as being a package of sustainable transport measures (including park & ride, new cycle/walkways and a transport hub) based upon an amended Option 2 from the Place Shaping Paper with provision of a relief road along an inner western route corridor as informed by the Hereford Relief Road – Study of Options Report (August 2010).
16. **Sections 5 - 8: Growth Distribution/Urban expansion areas** – Sets out the growth areas to be designed as urban extensions based upon an Option 4 dispersed option. The urban extension area proposals being:

Northern Urban Expansion

Holmer East

5ha employment

Holmer West

1,000 homes

Park & Ride

Primary school/extension to Aylestone High School

Western Urban Expansion

Three Elms

1,000 homes

10ha employment

Park & Ride

Whitecross

1,500 homes

Primary school

(western expansion will require extension to Whitecross High School)

Southern Urban Expansion

Lower Bullingham

1,000 homes

Park & Ride

Primary school or travel links to other S. Wye schools

All housing areas to have community hub, high energy efficient homes, 35% affordable, contributions to new road infrastructure/sustainable transport measures, green infrastructure, play space/open space/sports facilities, sustainable urban drainage.

17. **Section 9: Consultation** – Sets out the consultation questions and response information.
18. Other non-strategic policies and proposals will be required to enable the Hereford of 2026 to be realised. These will be contained within the Hereford Area Plan, various master plans and additional supplementary guidance.
19. The preferred option report also sets out:
 - What the place shaping consultation has told us
 - How the Sustainability Assessment/Habitats Regulations Assessment have influenced the preferred location
 - Summaries of what the evidence base is telling us
 - Alternative options not taken forward and why

Sustainability Appraisal and Habitats Regulation Assessment

20. In May 2010, specialist environmental consultants were appointed to undertake a Sustainability Appraisal (SA) of the preferred policies. This involves assessing each policy against a range of sustainability objectives. This process is still ongoing. A verbal report of its findings will be given at the meeting.
- 21 A Habitats Regulation Assessment (HRA) is also ongoing. This is to assess the affects of any development on designated Special Areas of Conservation (SAC). Any results available at the time of the meeting will also be given verbally.

Targeted consultation

22. Once agreed the preferred option package for Hereford will be subject to targeted consultation. This is to take place over a period of 6 weeks and through October. This will include a press release, public meeting and setting up of an exhibition to make clear the proposals and to receive local views. All who have participated in the plan making process for Hereford will be invited to make further comment. Parish Councils, statutory undertakers and stakeholders will be encouraged to make their views known. The preferred option package will be accompanied by the Sustainability Appraisal and Habitat Regulations Assessment reports. At the end of the consultation period all comments will be considered to allow any further changes to be included in the final Core Strategy document to be presented to Council in February. The Core Strategy will then be published and submitted to the Secretary of State. At this time it is anticipated that an Examination will take place during the summer of next year with possible adoption by the end of 2011.

Community Impact

The Core Strategy document is being prepared with due regard to the Council's Community Strategy and has widely consulted upon plan issues and development options. This is a further stage of community involvement.

Financial Implications

Cost of the consultation exercise will be met within existing budgets.

Legal Implications

None specifically identified. The Core Strategy is a planning document being prepared as part of the Council's Local Development Framework.

Risk Management

Preparation of the Core Strategy is a statutory requirement.

Consultees

Hereford Futures Ltd

Appendices

Hereford Preferred Option Paper.

Background Papers

Place Shaping Paper Consultation January 2010

Hereford Relief Road – Study of Options August 2010.

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	WINTER WEATHER DECEMBER 2009 – FEBRUARY 2010 AND THE RESPONSE TO IT
PORTFOLIO AREA:	ENVIRONMENT & STRATEGIC HOUSING

CLASSIFICATION: Open.

Wards Affected

County-wide.

Purpose

To respond to the 'Scrutiny Review of the Impact of Winter Weather December 2009 – February 2010 and the Response to it'.

Key Decision

This is not a key decision.

Recommendation(s)

THAT:

- (a) **The Committee be thanked for undertaking a comprehensive review and producing an excellent report;**
- (b) **The Executive joins with the Committee in recognising and commending the considerable efforts made in response to the winter problems;**
- (c) **All thirty recommendations be agreed and implemented within existing budgetary provision.**

Key Points Summary

- The Overview and Scrutiny Committee considered that there are some local considerations that it could bring to the Executive's attention and invite them to consider. It believes that these may well supplement or complement the findings of a national review. These are reproduced in the Action Plan at Appendix 1.

Further information on the subject of this report is available from Paul Nicholas
Assistant Director Public Health on Tel: (01432) 260543

Alternative Options

- 1 There are no alternative options. However, Cabinet may wish to amend the proposals or agree additional actions for our Winter Weather Plan.

Reasons for Recommendations

- 2 To ensure that lessons learned, which should improve service provision during any future episode of disruption, are acted upon.

Introduction and Background

- 3 Prolonged, severe weather disrupted service delivery and impacted upon communities across the County. The Executive requested that the Overview and Scrutiny Committee conduct a review of the impact of the severe winter weather on communities in the County and across the public services and the response of those services to the situation to identify good practice and support future improvement.

Key Considerations

- 4 The Committee met on 21 May 2010 and considered written and verbal contributions.

Prior to the meeting, the Committee had sought written information on what went well, what did not go well, what improvements respondents thought could be made, what relevant policies are in place, and, whether any reviews had already been undertaken at service level of policies or service delivery arrangements or were proposed and whether any action plans have already been put in place to generate improvement. Any other observations were invited that the Committee needed to take into account.

Although the principal and initial focus of the review related to the transport network (gritting, road maintenance etc) the Committee invited information on the financial implications, legal implications, school closures, public transport and waste collection and any impact on health and social care provision.

Details of the scope of the review are contained within the Report at Appendix 1. There are many areas of activity that occurred across the range of services that Herefordshire Public Services provide, and provided during the period in question, that have not been highlighted in the report. There were many areas of success involving provision of service in some very difficult conditions and by working in partnership that have not necessarily been captured but nevertheless should be commended. This is particularly the case with respect to the delivery of health and social care services.

Subsequent to the Executive's request to the Committee to undertake this review, a national review was being undertaken of the transport industry's response to the winter weather. The aim was to identify practical measures to improve the response of the transport sector – road, rail and air, to severe winter weather. That review is to report in two phases: by July 2010, identifying and reporting on measures that can be implemented relatively quickly in preparation for winter 2010/11, and reporting in Autumn 2010 with a longer term view of preparedness for severe winter weather in future years and measures that can improve future resilience. The Phase One report has been published and relevant recommendations incorporated into the Winter Service Plan 2010/11.

A key element of the Executive's view on the subject of planning for and responding to adverse weather is how the organisation identifies and looks after vulnerable members of the community. This is particularly relevant to those who, ordinarily, are not in a vulnerable situation but become vulnerable because of the effects of severe weather. Encouragement to communities to organise and help themselves plus negotiating a way through perceived or actual red tape, are key strands of activity.

Thirty recommendations were made by OSC many of which either had already been actioned or were in the process of being considered. Lead Officers have confirmed that these actions can be implemented within existing resources. There are many other activities, not highlighted in the review, that the organisation is already undertaking (see Appendix 2). Any useful suggestion will, of course, be considered for its reasonableness, impact and value.

Community Impact

- 5 Implementation of the recommendations will make a positive contribution to the way communities are dealt with and deal with disruptions caused by severe weather such as snow and ice.

Financial Implications

- 6 Actions associated with the recommendations will be resourced with available resources from existing organisational budgets.

Legal Implications

- 7 None.

Risk Management

- 8 Whilst the response last Winter was regarded as good, failure to learn lessons would place the organisation in a position where reputationally, at least, it would be at risk.

Consultees

- 9 None.

Appendices

- 10 Appendix 1 – Scrutiny Report
Appendix 2 - Action plan

Background Papers

- Scrutiny Review of the Impact of Winter Weather December 2009 – February 2010 and the Response to it' – Overview and Scrutiny Committee – 21 May 2010, Published 2 July 2010.
- Winter Service Plan 2010/11.

Scrutiny Review of the Impact of the Winter Weather December 2009- February 2010 and the Response to it.

**Agreed by the Overview and
Scrutiny Committee on
2 July 2010**

**People
Excellence
Openness
Partnership
Listening
Environment**

The Overview and Scrutiny Committee considered the findings of the review at its meeting on 2 July 2010. Subject to slight amendments to recommendations (p) and (r) the Committee agreed the findings and that the report be forwarded to the Leader of the Council for consideration.

This version contains the slight amendments referred to above.

Foreword

The severe winter weather from December 2009 to February 2010 had a substantial impact on the community. The prolonged disruption was County-wide affecting both rural and urban areas.

The disruption was also national, creating significant pressure on the national salt supply. This reduced the amount of gritting the Council could undertake which had a number of consequences. The Committee is mindful that, subsequent to the Executive's request to the Committee to undertake this review, a national review is being undertaken of the transport industry's response to the winter weather. The aim is to identify practical measures to improve the response of the transport sector – road, rail and air, to severe winter weather. That review is to report in two phases: by July 2010, identifying and reporting on measures that can be implemented relatively quickly in preparation for winter 2010/11, and reporting in Autumn 2010 with a longer term view of preparedness for severe winter weather in future years and measures that can improve future resilience.

The Committee considers that there are still some local considerations that it can bring to the Executive's attention and invite them to consider. It believes that these may well supplement or complement the findings of that national review.

The Committee recognises and commends the considerable efforts made in response to the winter problems. The submissions made to the Committee in the course of the review did, however, identify some areas where improvements could be made. The Committee has made a number of recommendations. In doing so the Committee has sought to be proportionate. The general consensus is that by and large the response was good and appropriate. Regard must also be had to the financial constraints within which the Council must operate.

The written submissions made to the Committee also contain a wealth of background information and details of reviews that Services themselves have undertaken, or are undertaking of their response to the winter weather. All this information will be made available to the Executive. The Committee does not therefore intend to replicate the bulk of this material in this report. In particular the Committee would wish to draw the Executive's attention to the thorough submission prepared by the Highways Network Manager. The analysis in that report speaks for itself and needs to be read as a whole.

The Committee has instead sought to identify a selected number of areas that it considers would merit consideration in making preparations for Winter 2010/11 and beyond.

On behalf of the Committee I should like to thank all those who contributed to this review.

PJ Edwards
Chairman of the Overview and Scrutiny Committee

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RECOMMENDATIONS

The Committee's recommendations are summarised below:

- (a) That the Communication Strategy be revisited to try to ensure that communities really understand the financial and practical constraints on the Council and are provided with practical information to enable them to help themselves in dealing with the difficulties posed by severe weather conditions, such information should include clear legal advice on the ability of people to help themselves by clearing pavements and on effective, safe methods of snow clearance.**
- (b) That the arrangement for all calls to be handled by the Customer Services Contact Centre and no separate emergency line operated should be monitored to ensure that it is resilient and robust.**
- (c) That action be taken to improve the website so that winter information can more readily be accessed than it is under the current system of placing information in the news section.**
- (d) That the Communication Strategy seeks to ensure that in such situations there is clarity about what the Council's plans are for the next day.**
- (e) That Services be reminded again of the importance of keeping material on the Council website up to date and of removing out of date material and ICT services consider what prompts could usefully be implemented to facilitate this process.**
- (f) That progress in implementing the automated system for school closures should be closely monitored, to ensure that it is operational before Winter 2010, noting also ICT's view that a corporate solution would be desirable.**
- (g) That the specific recommendations put forward by ICT Services in relation to the need to review information flows across all communication channels, the development of a corporate SMS system and the use of social networking sites should be explored.**
- (h) That the implementation of the policy prepared by the Joint Emergency Planning Unit to ensure business continuity planning is embedded should be monitored to ensure appropriate arrangements are put in place, and it should also be ensured that the work of the Severe Weather Group to updated emergency plans relating to weather is completed before Winter 2010.**
- (i) That the Winter Service Plan should provide that salt stocks at the start of the winter season should be no less than 6,500 tonnes.**
- (j) That the gritting of school bus routes and accesses to schools would repay investigation as part of the review of the Winter Service Plan, given the community impact of school closures.**

- (k) That noting the extent of what footway treatment can be delivered is to be reviewed as part of the annual review of the Winter Service Plan, the Committee requests that this will include consideration of pavement clearing machinery in addition to gritting, and the prioritisation of footways for gritting.
- (l) That the proposed Winter Service Plan for 2010/11 should be the subject of Pre-decision scrutiny by the Overview and Scrutiny Committee with the report to the Committee setting out the draft plan, including information on how prioritisation of routes has been arrived at, options considered and the costs of those options, mindful of the Committee's view that there is scope to extend at least some priority routes to some schools and sheltered housing facilities and urban estate roads.
- (m) That the initiative for Parish Councils to organise their own gritting operations on minor roads be supported and encouraged.
- (n) That consideration be given to extending and strengthening the arrangements to use contractors and farmers to assist with snow clearance in isolated areas during severe winter weather conditions.
- (o) That action be taken to ensure that the acknowledged safety benefits of improvements to the drainage of the highway and maintenance of effective land drainage are realised.
- (p) That any bureaucratic barriers regarding the treatment of Council owned car parks and interchanges such as the County bus station should be removed, with consideration also being given to the gritting arrangements for the city bus station.
- (q) That consideration be given to formally inviting Partners to make a financial contribution to gritting of hospital entrances and the frontages of key emergency service premises and that the gritting of pavements or other means of clearing snow and ice from pavements and possible redirection of funding for this purpose also merits further investigation and consideration.
- (r) That given the considerable pressures that disruption placed on parents and employers there should be an even greater emphasis placed on schools to try to open, perhaps with clear reasons for closure having to be given, and that further consideration needs to be given to what the Council can do to facilitate schools being kept open and to encourage local resilience.
- (s) That given the apparent remaining uncertainty over the potential for there to be criticism from Ofsted if schools open but there is limited attendance because of the weather, it is recommended that further guidance is issued clarifying this matter.
- (t) That guidance be issued to schools on what practical steps they could take to stay open or for more help to be provided to them to enable them to do so including information on the most efficient way to keep playgrounds safe and usable.

- (u) That consideration be given to how the decision to close schools can be co-ordinated with, or better informed by, the highway service.**
- (v) That consideration be given to methods of ensuring that household waste sites remain operational.**
- (w) That contracts with providers should be reviewed and if necessary revised to require providers to ensure they communicate any inability on their part to deliver the contracted service so that alternative arrangements can be made.**
- (x) That providers be required to confirm that they have business continuity plans in place to deal with winter weather and arrangements for reviewing and updating those plans regularly.**
- (y) That clear guidance be issued to managers and employees about their responsibilities in bad weather and a more robust approach to redeployment be implemented supported by an appropriate policy document.**
- (z) That action should be taken to increase the provision of mobile working opportunities and/or more local access points for workers to work closer to home.**
- (a1) That, given concern that the Emergency Co-ordinator Scheme may not prove as robust as hoped, take up should be monitored and, if insufficient, alternative action considered.**
- (b1) That formal negotiations take place with the Highways Agency with a view to bringing their treatment regime within the County into line with that of the Council.**
- (c1) That the Joint Emergency Planning Unit ensure that appropriate provision is made within Severe Weather Plans for 4x4 vehicle usage.**
- (d1) That West Mercia Police be asked to review the resilience of its arrangements to secure an adequate supply of 4x4 vehicles and the trained staff to drive them.**

Background

- 1 The Leader of the Council invited the Committee to conduct a review of the impact of the recent severe winter weather on communities in the County and across the public services including partners in Health, Schools, Police and the Voluntary Sector. He requested that this review was completed and the report submitted to Cabinet before the end of July in order to give sufficient time to build on any recommendations into future winter planning.
- 2 The Committee has conducted the review with the following terms of reference:
 - To review the impact of the recent severe winter weather on communities in the County and across the public services including partners in Health, Schools, Police and the Voluntary Sector.
 - To establish what lessons can be learnt, what was done right and what can be improved.
 - To identify whether there are any bureaucratic barriers which should be removed at times of communities under stress.
 - To consider recommendations for partners locally and nationally.

Method of Gathering Information

- 3 Members of Herefordshire Council and all Town and Parish Councils were invited to give their views on what went well; what did not go well, and what improvements it was thought could be made. Town and Parish Councils were also asked to comment on any actions they had themselves taken. Comments from the public were invited through Herefordshire Matters. Officers of the Council and NHS Herefordshire were invited to comment. Information was also sought from bus providers, the emergency services, Fire and Rescue Service, Hereford NHS Hospitals Trust, the National Farmers Union, schools and the voluntary sector.
- 4 The Committee identified the following service areas: as those which most warranted further investigation and questioning to supplement the submissions received from those areas and other respondents:
 - Children and Young Peoples Directorate
 - Adult Social Care
 - NHS Herefordshire Provider Services
 - Highways Services
 - Communications, and Information Communication and Technology (ICT)
 - Joint Emergency Planning Unit (JEPU)
- 5 A formal meeting of the Committee was held on 21 May to question officers from those service areas in public. The submissions from these service areas were published with the agenda papers for that meeting.
- 6 The Committee also took account of Scrutiny Reviews published by Durham County Council, Hertfordshire County Council and North Yorkshire County Council.

Next Steps

- 7 Subject to approval by the Committee this report will be presented to Cabinet for consideration.
- 8 The Committee expects that within two months of receipt of the report Cabinet will consider the report and recommendations and respond to the Committee indicating what action Cabinet proposes to take, together with an action plan.

Introduction

- 9 The winter weather had a considerable impact on the Community as a whole. Effects included:
 - A total of 89,537 pupil days lost through school closures, which equates to 2.1% of the total number of pupil days in the school year. This had a considerable knock on effect on working parents and carers and their employers.
 - Significant disruption to the County's bus services and school transport.
 - Amey had to undertake some 111 gritting runs with 24 hour shift patterns. Over 12,000 tonnes of salt were used. The response cost some £2.1 million. This meant an overspend of £975k on the Winter Maintenance budget. The Winter Maintenance Reserve of £500k was also exhausted and had to be replaced as part of the 2010/11 budget.
 - The damage to the County's roads was also significant - a 3% increase in the defectiveness of A roads and a 34% increase in the defectiveness of the rest of the highway network. An additional £4.7 million is being invested in the highway network in 2010/11 which will enable a programme totalling £11.7 million of highway maintenance to be delivered. A significant number of insurance claims have been received relating to vehicle damage caused by potholes.
 - Emergency activity in the Accident and Emergency Department increased by 6.5% across January and February compared with the previous year. Emergency Inpatient activity rose by 21% across the same period. Elective inpatient and day case surgery was initially suspended and fell by 9.8% in January compared with the previous year. Approximately 600 outpatient attendances were lost (7%).
- 10 The actions the Committee thinks the Council should consider in seeking to improve the response to future episodes of severe weather are discussed under the following five aspects of the Council's role: Community Leader, Service Provider, Commissioner of Services, Employer and Partner.

Community Leader

- 11 This section covers the Council's role in communicating with residents about the impact of the severe weather on communities and services, what the

Council is doing to manage this and how communities can help themselves. It covers the use of ICT including the website, Emergency Planning and the role of the Customer Services contact centre.

- 12 Communication is a key thread in responding to episodes of this type. It is important that there is clarity about what the Council's role is and what it can do. In particular the Committee supports the need to ensure that the Community is informed of what the Council is planning to do the next day, as far as possible, to help inform people's decision making (being realistic in the light of conditions that are then actually experienced; and explaining the overall circumstances and how it is planned to work through them).
- 13 This is a significant challenge. The Committee was informed that the Communications Unit found that although it was widely reported that the County was experiencing the worst weather conditions for 30 years it was difficult to get the impact of this across to residents who continued to compare winter conditions and response of services with the previous year. There were also calls from the public unclear about why school buses were not running but the schools were open.

The Multi-Agency Silver Group

- 14 The Major Incident Response Plan was not activated. It was considered that the establishment of the multi-agency Silver Group was an appropriate response. The Silver Group comprises the Local Authority – Highways & Contractor, Joint Emergency Planning Unit (JEPU), Children and Young People's Directorate including schools and the Communications Unit, Provider Services, Hereford Hospitals Trust, Operations Director, Adult Social Care, West Mercia Police, Hereford and Worcester Fire and Rescue Service, West midlands Ambulance Service, Primecare - Out of Hours GP Services provider, and Patient First – Non Acute Patient Transport. This Group met a number of times a day via tele conference to ensure there was a co-ordinated response to conditions. A daily update was provided on weather conditions and challenges faced by partners and emergency services which informed regular communication updates and media statements.
- 15 The consensus of those who submitted evidence to the Committee was that the operation of the Silver Group worked well.
- 16 Some examples given where the work of the Silver Group was of real assistance include roads being prioritised for gritting, police vehicles helping to get supplies to vulnerable older people, and the communications team arranging press appeals for people to look in on elderly neighbours .
- 17 It is noted that the Joint Emergency Planning Unit (JEPU) considers that whilst the role of the Silver Group was to co-ordinate the priorities of the multi-agencies to ensure these agencies' needs were known and addressed, the process could be improved by detailing 'priorities' as a specific agenda item. In turn, the JEPU would produce an agreed and visible prioritisation of tasks available to multi-agencies. This priority list could encompass details such as road clearance, actions surrounding school closures and access to key infrastructure, such as GP surgeries.

Surge Information Line

- 18 During the disruption the JEPU activated the Surge Information Line (SIL) (formerly known as the Emergency Information Line.) The SIL prevents disruption to existing switchboards and can be requested by multi-agency partners. It operates on a single dedicated number and is manned by volunteers. It provides a public telephone information service, largely relating to school and road closures and public transport disruption and accurate and up to date information for all closures.
- 19 The Committee notes that the line will not operate in future and all calls will be handled by the Customer Services contact centre. The reason for this change in approach is that a corporate identity has been developed, seeing customers use the 01432 260000 number as the 'one stop shop'. Introducing another number (ie, that of the Surge Information Line) during an emergency is considered confusing, and potentially frustrating to the Customer. Instead, it is thought better to augment the existing capability on a phased approach according to the requirements of the incident.
- 20 The Committee is aware of the considerable pressures that the contact centre can face. For example, the volume of calls associated with the introduction of the new recycling arrangements increased by 220% (from about 8,000 calls overall to 22,000 calls coming into the contact centre in one month at the peak of demand) creating pressure on the service at that time.
- 21 The Head of Customer Services has reported that as the winter weather began from the end of December onwards, there was a marked, steep rise in the level of calls coming into the call centre. The average weekly number of calls expected should be in the order of 3100. For the whole of January and February 2010, this level was exceeded. This unexpected, unprecedented demand peaked at approximately 7000 calls per week and was very difficult to manage.
- 22 It will be important therefore to ensure that the arrangement for all calls to be handled by the Customer Services contact centre is robust and resilient. It is noted, for example, that whilst, in the long term, "augmentation could be provided by non-critical staff (identified in the soon to be implemented Business Continuity process) across the partnership, short/medium term augmentation should be provided by existing SIL volunteers."
- 23 The Head of Customer Services also considers that the dissemination of information to customers could have been greatly improved. Because the information being published was not sufficient, for whatever reason this added to the pressure on the service. The more difficult people found it to access the council, the more they tried to make contact. The Committee notes the importance of the link between service areas and customer services in this regard and the need for this therefore to form part of the consideration of the resilience and robustness of the service.

Communication Of School Closures And Information On Other Services

- 24 The Committee recognises that staff made considerable efforts to update Council web pages and radio stations.
- 25 It is noted, for example, that the BBC commended the Council on its responsiveness and quality of information.
- 26 There was, however, a consensus that communication could be streamlined. The submission by ICT Services highlighted several issues that could be improved including ensuring the timeliness of key information; utilisation of the Web, improvements to the communication chain; and the fact that core service information was only contained in the news section of the website.
- 27 The ICT submission reported that only just over a third of the visits to the website (36,946) during January and less than half of the pages viewed (46,475) were to the Press releases content. Yet this was where the web emergency information efforts were focused. The other service pages were not managed as part of the emergency information communication plan but accounted for the majority of the searches and visits. The submission stated that it was clear from these figures and the independent reports that although information was available, publishing it in news articles was not as effective as updating relevant service areas on the website where the public would expect to find it.
- 28 The ICT submission added that this year Local Directgov has requested that all local authorities provide a link to the information on their websites for school closures and for gritting routes. This requires a service page for each. The gritting route information is on a service page but although there was information on school closures on the website it was not presented in the same way.
- 29 In its submission ICT made a number of specific recommendations. The Committee considers that the following merit further exploration:
- review information flows across all channels of communication to the public to support the automatic distribution of service information e.g. implementing service information pages on the Council website for school closures, containing auto-published details of school closures;
 - mechanism(s) to improve the flow of school closure information, for example through Short Message Service (SMS) texting. (ICT considers this should be a corporate tool as the statistics clearly show that the public require timely as well as accurate information for a number of service areas such as transport (e.g. road usage and buses), refuse and recycling, public spaces e.g. libraries (but could also be clinics), and bus timetables);
 - Utilise social networking sites such as twitter and facebook to distribute the information as widely as possible and as soon as possible.
- 30 The Committee has commented on previous occasions on the importance of ensuring that material on the website is up to date and that out of date material is removed. The Committee reiterates this point. Some information

on the Council website regarding gritting routes was out of date and people had been unaware of some of the changes to routes that had been made.

- 31 The Children & Young People's Directorate is working with a company to develop an automated, web based, system that will allow secure access for school Headteachers (or their nominated substitutes) to inform by email the local authority, school transport contractors and radio stations of their school's closure and reopening in one action, by using the web, telephone or text. The action will also update Herefordshire Council's web site automatically, with the page being refreshed every 5 minutes. It is planned to have this system tested and in place for the new school year in September 2010.
- 32 The Directorate indicated that it will also investigate whether a link could be created to enable this automated system to inform a schools' text messaging system for parents.
- 33 This development is clearly seen as making a major improvement. It is important that progress in delivering this project is monitored to ensure that is delivered and implemented on time. The connection between this project and ICT's recommendation that there should be a corporate solution also needs to be considered.
- 34 The issue of providing updated information on disruption to other services does remain. Information was being received from drivers of waste collection vehicles and information from other groups such as the voluntary 4x4 drivers who had a good experience of local conditions. Yet difficulties were experienced in updating the web promptly to reflect this new information.
- 35 The ICT submission reported on a survey of information published on websites about service disruptions during the first two weeks of January. Whilst the survey rated the effectiveness of the Council's promotion of service disruption as satisfactory it noted that refuse and recycling collections, road gritting and school closures were highlighted as being disrupted but no other services, for example libraries, and services for older people.
- 36 The overall rating of the website in this survey was poor. Several questions related to links to Twitter and Facebook of which the Council has none.
- 37 Whilst the Committee's view was that Local Members should not be part of the formal communication network, given the pressures on communication systems, Local Members are both a source of information and link to the local community alongside Town and Parish Councils and communication strategies should take account of their role. It is noted that updates from Silver Group were sent to Councillors.
- 38 NHS Herefordshire's commissioning arm suggested wider public information on alternative services/provision during the winter period to offset some of the undoubted pressure experienced from acute care (e.g. diversions from A&E to alternative provision inc. pharmacists and GP surgeries) would also be helpful.

Communication of Self Help Information

- 39 Members thought that it was important that communities really understood the financial and practical constraints on the Council. This meant that communities, including key local voluntary and community sector organisations had to help themselves. To enable them to do this it was important that they were aware of some practical steps everyone could take and consideration should be given to how such information could be provided.
- 40 One aspect of this was the clearance of pavements. The Winter Service Plan (WSP), which sets out what winter maintenance measures are “reasonably practicable” for the County, provides that treatment of walking routes will only be carried out upon completion of the priority routes and subject to the availability of resources (eg salt/grit and staff). It is clearly impossible for the Council to clear every part of the County and this needs to be clearly communicated to residents.
- 41 The Highways Network Manager’s (HNM’s) submission stated that the high profile shopping areas in the County such as High Town, Hereford were cleared of snow and treated to prevent the formation of ice on a regular basis. However, the vast majority of footways in the county remained untreated throughout the period. Some areas were treated through self help grit bins and footways were treated on some of the main thoroughfares, either as a ‘by-product’ of having treated the carriageway or through the use of towed spreaders and Amey Herefordshire’s maintenance gangs. The Committee notes that the extent of footway treatment that can be delivered is to be reviewed as part of the annual review of the WSP.
- 42 The Committee believes a significant difference could be made if shopkeepers and householders cleared their frontages. People feel inhibited about doing this because it is frequently suggested in the media that they will be liable should someone injure themselves on a cleared stretch of pavement. It is essential that this confusion is dispelled. The Committee has received a statement on the legal position to the effect that liability would only arise in the unlikely event that those clearing their frontages have made it worse, or piled snow up somewhere else nearby. It believes the Council should take the lead in widely communicating advice on the ability of people to help themselves and on effective, safe methods of snow clearance. This could be supplemented by guidance to the community on self-help.

Recommendations

- (a) **That the Communication Strategy be revisited to try to ensure that communities really understand the financial and practical constraints on the Council and are provided with practical information to enable them to help themselves in dealing with the difficulties posed by severe weather conditions, such information should include clear legal advice on the ability of people to help themselves by clearing pavements and on effective, safe methods of snow clearance.**
- (b) **That the arrangement for all calls to be handled by the Customer Services Contact Centre and no separate emergency line operated should be monitored to ensure that it is resilient and robust.**

- (c) That action be taken to improve the website so that winter information can more readily be accessed than it is under the current system of placing information in the news section.
- (d) That the Communication Strategy seeks to ensure that in such situations there is clarity about what the Council's plans are for the next day.
- (e) That Services be reminded again of the importance of keeping material on the Council website up to date and of removing out of date material and ICT services consider what prompts could usefully be implemented to facilitate this process.
- (f) That progress in implementing the automated system for school closures should be closely monitored, to ensure that it is operational before Winter 2010, noting also ICT's view that a corporate solution would be desirable.
- (g) That the specific recommendations put forward by ICT Services in relation to the need to review information flows across all communication channels, the development of a corporate SMS system and the use of social networking sites should be explored.

Service Provider

- 43 This section shows the impact that the severe weather had on the Council's responsibilities as direct provider of services in particular highway and pavement gritting, school closures and waste collection.

Business Continuity Planning

- 44 The submission from adult social care stated that there was duplication and excessive e-mails at times as services did not have joined up business continuity plans. It said that co-ordinated business continuity plans and nominated service leads would prevent some duplication and increase effective working. NHS Herefordshire Provider Services also commented on its intention to develop the business continuity planning process to ensure that staff were aware of their role and the emergency planning function. Hereford Hospitals NHS Trust also proposed to review major incident and business continuity plans in conjunction with the JEPU. The submission from the Communications Unit commented that business continuity plans did not specifically prepare for the severity of weather conditions experienced. The Joint Emergency Planning Unit also identified the need for Business Continuity Plans across the Partnership to incorporate a contingency for severe winter weather as one of the improvements that could be made.
- 45 The Committee considered that the evidence presented to it suggested a need for business continuity plans to be reviewed under the leadership of the Joint Emergency Planning Unit to ensure that appropriate regard was had to the need to prepare for severe winter weather and that linkages between plans could be assessed and any gaps addressed. It is understood that the JEPU has already prepared a policy and this was agreed by the Joint Management Team on 15 June and that a Severe Weather Working Group has also been formed to ensure that all emergency plans relating to weather

are updated.

Salt Stocks

- 46 The report of the HNM stated that, “the availability of salt became the single biggest influence over treatment regimes across all highway authorities.” It added that the national review will consider the question of national resilience. At regional level considerations would include an assessment of the feasibility of establishing bulk storage facilities within the region.
- 47 The HNM also reported that a stock of 6,500 tonnes of road salt was held at the start of the winter season. This is the capacity of the environmentally sound three main salt barns in the County. In the past decade 3,500 tonnes have typically been used each winter. In 2008/9 10,000 tonnes were used and in 2009/10 12,000 tonnes approximately. Establishing and stocking a further environmentally sound store of salt in the County would result in significant expense.
- 48 The Committee noted that there might appear to be a temptation to reduce salt storage to save money. The lowest price for a tonne of the variety of salt currently used by the Council is approximately £40, but this more than doubled during the last winter. However, mindful of the pressures on supply, there was unanimity that the stock level should be maintained at no less than 6,500 tonnes at the start of each winter season. It was noted that contingency arrangements were in place to replenish stocks during the winter.

Prioritisation of Gritting Routes

- 49 The current WSP provides:

“2.6 Priority Routes

We are responsible for the maintenance of 3291 kms of roads throughout the county. Of these 95 kms (29.1%) have been identified as a first priority whenever carriageway and footway surfaces become, or may become, dangerous through ice and snow. These routes have been established using the following criteria:

strategic routes

other heavily trafficked routes

commuter routes

routes of importance to the emergency services

regular rural public transport routes with weekday frequencies of 2 hours or better

topography

transport Interchanges

Secondary Routes

During severe winter periods treatment may extend to other routes. These secondary routes have been established using the following criteria:

links to rural communities

regular public transport routes with daily frequencies

*to within 500 m of schools
prestige walking zones
primary walking routes
cycleways*

Treatment of these routes will only be carried out upon completion of the priority routes and subject to the availability of resources.

Other Locations

If severe conditions persist, then treatment of other roads may be carried out as needed, subject to the availability of resources.

Car Parks

The treatment of public car parks, that are accessible by our gritters, will be done as needed when treating secondary routes.

Public Bus Routes

Rural bus routes which have weekday frequencies of 2 hours or better are included as priority routes. Bus routes with daily frequencies are included as secondary routes.

Other Routes

On roads not given priority treatment, small quantities of salt/grit will be placed at potential trouble spots. Wherever practicable, this material will be placed in dedicated salt/grit containers.”

- 50 The Committee acknowledges that a strategic approach to gritting must be adopted and that this could be undermined by piecemeal additions to routes. It also acknowledges that the pressure on salt supplies nationally prevented the gritting of the secondary routes, that has proved possible in previous years, and the circumstances may therefore be considered exceptional.
- 51 It also acknowledges that whilst it might be possible to accommodate some additional routes, beyond a certain point there would be significant step changes in the capital and ongoing revenue cost of service delivery.
- 52 However, it does consider that the gritting of school bus routes and accesses to schools would repay investigation as part of the review of the WSP given the community impact of school closures and recommends that this is done.
- 53 Two specific examples where gritting would have been of immense benefit at little apparent cost were given in responses: the key area of access to Aylestone High School (Broadlands Lane); and access to St Weonards Primary School, 50m off the A466.
- 54 It also notes that priority (and even secondary) routes do not extend into many of the urban estate roads, where a high percentage of the county's population reside. The HNM comment that any extension of service and hence reduction in risk here needs to be balanced against the risk presented in other areas, such as in isolated rural communities is also noted.

- 55 Problems identified by the Bus Operators at the Bus Operators Forum included, “the condition of the County and City Bus Stations in Hereford, the difficulty in getting access to school premises to load and unload, the condition of residential area roads in Hereford, particularly Newton Farm, Tupsley, Belmont and Redhill, a particular problem on the A44 at Stoke Lacy and with the road between Colwall, Wellington Heath and Ledbury.
- 56 The Public Transport Manager reported that most principal bus services operate along roads that are included in the schedule of winter gritting routes and this schedule has been adapted to ensure that such bus routes are covered. However, significant disruption was experienced on secondary bus routes and, in particular, on local services in Hereford City. First Bus in its response suggested that it would be beneficial to concentrate on the estates with the largest demographic of workers using the public transport system. It also suggested agreeing alternative Emergency Routes for when the weather deteriorates, and advertising these. Then when there is a problem, a simple ‘Emergency Routes in Use’ announcement on all available Media will inform the public, and they will already have the appropriate route information allowing them to continue to use the Transport system.
- 57 The Committee also considers that access to sheltered housing schemes and other similar vulnerable sites should be considered as part of the review.
- 58 In making its recommendation the Committee welcomes the fact that routes are reviewed as part of the annual review of the WSP and the assurance that there is liaison with Parish Councils throughout the year and their views on gritting routes are taken into account in the annual review.
- 59 The Committee has also welcomed the assurance that the provision of grit bins is regularly reviewed with Parish Councils.
- 60 However, the Committee considers the definition of what constitutes a priority route such a significant issue that the proposed WSP for 2010/11 should be the subject of pre-decision scrutiny by the Overview and Scrutiny Committee with the report to the Committee setting out the draft plan, including information on how prioritisation of routes has been arrived at, options considered and the costs of those options, mindful of the Committee’s view that there is scope to extend at least some priority routes to some schools and sheltered housing facilities and urban estate roads.
- 61 A number of specific roads where gritting was requested or where there were defects such as poor drainage exacerbating the dangers were referred to in submissions to the review. These have been brought to the attention of the HNM.
- 62 Alongside the need for effective gritting the Committee has also considered the fact that there has been a significant rise in accidents occurring on gritted routes where water running across roads has washed off the salt and then frozen causing sheets of ice. It was reported to the Committee that, “in almost all the instances the drainage of the highway is insufficient or adjacent landowners have made alterations or failed to maintain land drainage” meaning water simply runs onto the highway. The Committee has noted that the HNM recognises that improvements can be made in this area and that

there are regular highway inspections and some key sites that will receive particular attention.

- 63 In the previous section on Community Leadership the gritting of footways was discussed. In the context of service provision, noting the extent of what footway treatment can be delivered is to be reviewed as part of the annual review of the WSP, the Committee requests that this will include consideration of pavement clearing machinery in addition to gritting and the prioritisation of footways for gritting. Further reference to the gritting of footways is made in the section below on treatment at county hospital and emergency services premises.

Self help

- 64 The Committee notes from the HNM's report that several Parish Councils have expressed a desire to organise their own gritting operations on minor roads that are not usually the subject of treatment regimes. The extension of the lengthsman scheme would form part of any such consideration. The HNM notes that to take this forward, even if initially on a limited trial basis, a number of matters would have to be addressed. The cost implication if the scheme were to be extended county-wide would also be a consideration. However, this is clearly an excellent example of communities willing to improve their own situation and the Committee supports exploration of this initiative.
- 65 The National Farmers Union (NFU) in its response also commented that farmers and rural businesses are also keen to take action to help themselves and their communities. A frequent concern has been the lack of salt supplies that farmers could spread on rural roads themselves. An NFU member was advised by Amey that salt and grit could not be left in remote locations because of environmental concerns.
- 66 The NFU expressed particular concerns over dairy farms unable to send liquid milk off the farm which had a large financial impact on businesses that operate on tight financial margins, and livestock and poultry farmers who had experienced difficulties receiving deliveries of animal feed. The NFU was interested in exploring the potential for dairy and livestock farms to receive priority gritting and/or regular supplies of salt and grit. Given the discussion above about the implications of extending the priority routes this suggests that facilitating self-help is the only viable option.

Snow Clearance Contractors

- 67 The HNM reported that snow was cleared from many minor roads providing important access to rural communities using a established network of snow clearance contractors, who are 'activated' following significant snowfall in their locality. (*The WSP provides for contractors once snow has taken hold in their locality and reached a depth of approximately 100mm (4")*) and are paid for their work at tendered rates. These contractors provide an invaluable service linking many remote communities with the priority gritting routes enabling a degree of access during times of severe winter weather. The scope of these activities is currently limited to snow clearance. Compacted snow and ice does still present a significant hazard and can still limit access, particularly to the more remote/elevated areas. Currently these contractors are paid when

used and the scale of the response is in line with the equipment available to them, such as agricultural tractors, excavators etc.

- 68 The HNM added that extending the scope/nature of the service they deliver may mean having to pay retention monies and/or invest in equipment such as tractor mounted salt spreaders.
- 69 These contractors are usually available to provide this service in times of severe weather, as many are farmers/small civil engineering contractors and other work cannot be accessed (due to the weather) in these events. However, individuals may not be 'on site' or available on all occasions for a variety of legitimate reasons. Neighbouring contractors can often provide cover, but this ultimately impacts on the timeliness of response. Service provision can vary across the county and some areas are less well covered.
- 70 The National Farmers Union in its response said they would be interested in discussing the potential for farmers to contribute to a winter highways response by undertaking snow clearing and salt spreading. Farms have equipment such as tractors and telehandlers that could be used to assist the Council with snow clearing. The NFU said it had helped other local authorities to contact interested farmers and would be happy to discuss this with the Council.

Bureaucratic Barriers

- 71 The Committee notes the HNM's report that the maintenance of car parks and the County bus station are not the responsibility of the highway service. This states that the WSP recognises their status as transport assets and as such those car parks that can be accessed by a gritter are treated whenever secondary routes are treated. Whilst maintenance gangs were directed towards the treatment of car parks and the County Bus Station during the severe weather, their treatment was not administered in a preventative way. This meant that drivers/passengers who had completed their journey on treated roads were (on many occasions) then faced with untreated surfaces once they alighted. The HNM suggests council owned car parks and transport interchanges such as the County Bus Station should be considered as transport assets. He proposes their maintenance be brought into the control of the highway service and their treatment incorporated into the WSP as part of the priority routes, so they do receive preventative treatment throughout the winter season.
- 72 The Committee supports the removal of this barrier. It also notes, however, that the city bus station is privately owned and was therefore left untreated, leading to its closure for three days with buses operating from unauthorised on street stops. It suggests this issue too needs to be revisited.

Treatment at County Hospital and Emergency Services Premises

- 73 The HNM reported that the access to the County Hospital is treated as part of the priority gritting routes. Treatments were extended through a request made to the Silver Group to include the footways at the Hospital entrances and to the frontages of all key emergency service premises, such as fire and ambulance stations. The HNM acknowledges it makes sense to treat these sites, particularly in times of prolonged severe weather. He comments that

small increases in the scope of treatment can be 'absorbed' into the normal treatment regimes quite readily, however, there are thresholds beyond which such incremental growth cannot be accommodated without significant investment in labour, plant and materials. It is at these thresholds where the limits of each authority's/agency/organisation/individuals responsibilities need to be clearly understood and appropriate decisions over investment made.

- 74 A number of respondents, including Hereford City Council, have commented on the cost of personal injury accidents arising from trips slips and falls. The question has arisen as to whether, aside from benefits to the health of the population, it would be cost effective for NHS Herefordshire to redirect funding from the treatment of injuries incurred.
- 75 Hereford Hospitals Trust itself suggested that one of the improvements to be considered would be gritting of pavements tactically on the worst inclines to reduce the risk of falls with resultant fractures. However, it must be noted that Silver Group was asked to identify particular areas where there was a risk of slips but found the problem to be a general one rather than site specific.
- 76 A report was submitted to the Committee by the Public Health Directorate on this issue, raising a number of considerations. This reported a lack of evidence to suggest that new investment in gritting of pavements would reduce the risk of admissions due to falls or accident claims. However, it also concluded that further exploration of the cost of gritting pavements universally needed to be undertaken and that alternatives to gritting of pavements which may be done without use of heavy machinery and can be done by local people should be explored.
- 77 The Committee considers that the gritting of pavements or other means of clearing snow and ice from pavements and possible redirection of funding merits further investigation and consideration.

School Closures

- 78 Some dissatisfaction was expressed to the Committee about the number of schools closed, the duration of those closures and the associated impact on working parents and employers and the effect on Children's education.
- 79 The Committee considers the impact of school closures to be a key issue. Aside from the effect on public service employers in Herefordshire, as reported for example by the Hospitals Trust, it notes the findings from a National Federation of Small Business support that 11% of those surveyed said staff were unable to get to work because of school closures.
- 80 The HNM also highlighted that, "when a decision to close a school is taken part way through the day it has resulted in an immediate increase in traffic volumes as parents leave work and home in order to transport their children home and make appropriate childcare arrangements. This peak in traffic can and has occurred at the very same time that Amey needed to grit roads, thereby impeding treatment. As a result parents have made their journeys from work/home to school and then back to home/work etc. on roads that have yet to be treated in response to the then current snowfall. Treatment of the roads has taken longer as gritters have to make their way through traffic." The HNM suggested the decision to close schools could be coordinated with,

or better informed by the highway service then the overall welfare of the pupils and their parents might be improved.

- 81 He added: “The cost of sharing information between services and schools is small. If the level of liaison required is on a one to one basis with all schools then clearly the cost of achieving this will rise. The benefits could be significant in terms of improved welfare and reduced disruption to the wider community.”
- 82 The Committee acknowledges that it may be difficult to find a practical solution and that schools face considerable pressure in seeking to ensure that pupils can get home safely. However, the benefits outlined by the HNM seem sufficient to warrant further exploration of this issue.
- 83 The Committee has investigated a number of issues raised in responses including whether, a decision to close schools should be taken centrally rather than locally, gritting of access routes to schools, clearance of school sites and playgrounds, varied school opening times and the potential for teachers to work at the school nearest to them.
- 84 The Enforced Closure of Schools and Children’s Centres – guidance for Headteachers and Centre Managers does state *“Schools and children’s centres are expected to stay open if at all possible – closure should take place only if health and safety is compromised, for example where staffing levels fall below a level to manage pupils or children’s centre services effectively. A school or children’s centre can remain open even where the majority of children, customers and staff are unable to attend at all or cannot arrive at the usual time. The fact that some or all of the school buses are cancelled is not in itself a reason for closure.”*
- 85 The procedure also states: *“If considering closure part way through the school/centre day, consult nearby Headteachers/Children’s Centre Managers in an attempt to ensure consistency and co-ordination of action, particularly with regard to transport.”*
- 86 The Committee agreed that because schools across the County experienced widely differing weather conditions decisions on school closure were best taken locally rather than centrally, unless the circumstances were exceptional. However, it considered that given the considerable pressures disruption placed on parents and employers there should be an even greater emphasis placed on schools to try to open, perhaps with clear reasons for closure having to be given, and that further consideration needed to be given to how the Council can assist in facilitating schools to be kept open and to encourage greater local resilience.
- 87 It was clear, for example, that there remained some uncertainty over the potential for there to be criticism from Ofsted if schools opened but there was limited attendance because of the weather. In contrast it was believed that a total closure did not affect the statistics. This seemingly created a perverse incentive for schools to close. The Committee has been advised categorically that this is a myth and that the Directorate issued guidance to schools from the former Department of Children, Schools and Families, informing them of the provisions for recording absence in such circumstances. However, in

view of the continuing uncertainty on this point it is recommended that further guidance is issued.

- 88 It was also suggested that schools closed because of snow and ice on car parks, footpaths, playgrounds etc. Legal advice is that that a decision to close should be in the form of a risk assessment that should include the following matters:
- the nature of roads leading to the school and whether these are passable, will/have they been gritted etc.
 - the ability for transport providers to collect and drop off children safely
 - the ability to heat the school adequately
 - whether to clear snow and ice from car parks, footpaths, playgrounds etc. If a decision is made to clear certain paths, every effort should be made to keep these areas cleared during the whole period of bad weather as parents would come to expect this and should be notified accordingly
 - the distances staff have to travel to and from school and the roads they would be using
 - consideration as to whether there are enough qualified people to run the school if some staff cannot get in (eg. if all teacher assistants get in but no teachers, or have no first aid staff, or not enough one to one mentors)
- 89 The Committee noted that clearance of school sites was delegated under a schools grounds maintenance contract. Schools themselves are responsible for the removal of snow from playgrounds. It is understood that some schools do pay the grounds maintenance contractor to clear the school site. At other schools this is done by supportive parents or the caretaker. Property Services writes to schools every October asking them how much grit they require. A number of schools had run out of grit over the last winter. Property Services had tried to make more grit available where possible.
- 90 The Committee suggests that there is potential for guidance to be issued to schools on what practical steps they could take to stay open or for more help to be provided to them to enable them to do so.
- 91 Some respondents asked why teachers, many of whom travel to work at schools outside their immediate locality could not be redeployed to a school local to them. The Committee did test this point. It was advised that teachers were governed by the terms and conditions of the Burgundy Book. Although it could be argued it was out of date, this did still contain a provision that teachers should seek to work in the school nearest to them if unable to work at their normal school. This was a general principle but not one that was promoted. It was not custom and practice for teachers to seek to work at alternative schools. The provision did not take account of the different types of school now in existence, with the local authority not necessarily the direct employer and different conditions of employment applying. A number of teachers also had their own children to care for in severe weather conditions making them unable to attend work.

Waste Collection

- 92 A number of concerns were expressed to the Committee about the waste collection service. In some parts of the County collections were not

undertaken for one month. There were suggestions of inconsistency and that waste collections did not take place when other services were running.

93 The Committee has investigated this point. It has been assured that in the extreme weather conditions the Waste Service had a system in place to ensure that refuse and recycling collections took place where possible but with safety of residents and collections crews taken fully into account.

94 The Waste Services Manager informed the Committee that:

“Every morning a risk assessment was made between the Council's waste services manager and Focsa's contract manager based on all the information available. Whether a decision for a full service, partial service, a catch-up service or no service at all was arrived at this information was passed to the Council's Communications Team. This was then used to update the Council's website, inform the Council's Info Team (who take the phone calls relating to queries about waste management) and the local media including radio.

At the same time, the household waste sites were contacted to see if the on site conditions and access to the sites were safe and a similar risk assessment was made, decision made and the information made public.

By taking this action and requesting residents to store their refuse and recycling we were pleased to see there were no injuries relating to the waste management although two vehicles did end up off the road. Recycling and refuse were picked up by crews working extra hours and weekends to catch up as quickly as possible. With this approach we were still able to maintain a high recycling rate and clear the refuse.”

95 Some respondents to the review questioned why other services such as post and milk deliveries operated when the waste collection service did not. The Waste Services Manager has advised that refuse collection vehicles have a variable and unusually high centre of gravity so are different to most other vehicles on the road. Consideration had to be given to the dangers of having large vehicles sliding off the roads.

96 The Waste Services Manager also observed that the risks of trips and slips for the operatives carrying sacks or moving wheel bins also needed to be taken into account. He reported that there was no disagreement between himself as the Lead Officer and the Focsa Contract Manager. As a result there were no serious injuries to Focsa staff and the public and no serious damage to vehicles or property.

97 The Committee considers that it is clearly unfortunate and an inconvenience if the refuse can not be collected but the Service has clearly demonstrated the reasons for its actions and shown a focus on service delivery which has included efforts to catch up on collections as soon as possible.

98 A suggestion was made that local arrangements might be made within communities to move waste to a central location where collection by the Waste Service might then be possible. The Committee considers that keeping the Household waste sites operational would be its preferred solution.

ICT Equipment

- 99 One specific concern expressed to the Committee by Adult Social Care was the performance of smart phones issued to adult social care staff. It was reported that the battery life of these phones was insufficient making it necessary for staff to carry additional batteries. Phone directories and e-mails were also difficult to access at speed on the phones that had been issued.
- 100 The Committee in its scrutiny review of ICT services and in considering several updates, following that review, has always emphasised the importance of ICT equipment being procured centrally through ICT to ensure that the equipment purchased is both necessary and appropriate and to make the most of discounts available to a bulk purchaser. The Joint Director of ICT advised the Committee that the procurement policy could accommodate the requirements of adult social care staff that had been highlighted

Recommendations

- (h) **That the implementation of the policy prepared by the Joint Emergency Planning Unit to ensure business continuity planning is embedded should be monitored to ensure appropriate arrangements are put in place, and it should also be ensured that the work of the Severe Weather Group to updated emergency plans relating to weather is completed before Winter 2010.**
- (i) **That the Winter Service Plan should provide that salt stocks at the start of the winter season should be no less than 6,500 tonnes.**
- (j) **That the gritting of school bus routes and accesses to schools would repay investigation as part of the review of the Winter Service Plan given the community impact of school closures.**
- (k) **That noting the extent of what footway treatment can be delivered is to be reviewed as part of the annual review of the Winter Service Plan, the Committee requests that this will include consideration of pavement clearing machinery in addition to gritting and the prioritisation of footways for gritting.**
- (l) **That the proposed Winter Service Plan for 2010/11 should be the subject of Pre-decision scrutiny by the Overview and Scrutiny Committee with the report to the Committee setting out the draft plan, including information on how prioritisation of routes has been arrived at, options considered and the costs of those options, mindful of the Committee's view that there is scope to extend at least some priority routes to some schools and sheltered housing facilities and urban estate roads.**
- (m) **That the initiative for Parish Councils to organise their own gritting operations on minor roads be supported and encouraged.**
- (n) **That consideration be given to extending and strengthening the arrangements to use contractors and farmers to assist with snow clearance in isolated areas during severe winter weather conditions.**

- (o) That action be taken to ensure that the acknowledged safety benefits of improvements to the drainage of the highway and maintenance of effective land drainage are realised.
- (p) That any bureaucratic barriers regarding the treatment of Council owned car parks and interchanges such as the County bus station should be removed, with consideration also being given to how the Council can assist in the gritting arrangements for the city bus station.
- (q) That consideration be given to formally inviting Partners to make a financial contribution to gritting of hospital entrances and the frontages of key emergency service premises and that the gritting of pavements or other means of clearing snow and ice from pavements and possible redirection of funding for this purpose also merits further investigation and consideration.
- (r) That given the considerable pressures that disruption placed on parents and employers there should be an even greater emphasis placed on schools to try to open, perhaps with clear reasons for closure having to be given, and that further consideration needs to be given to how the Council can assist in facilitating schools to be kept open and to encourage greater local resilience.
- (s) That given the apparent remaining uncertainty over the potential for there to be criticism from Ofsted if schools open but there is limited attendance because of the weather, it is recommended that further guidance is issued clarifying this matter.
- (t) That guidance be issued to schools on what practical steps they could take to stay open or for more help to be provided to them to enable them to do so including information on the most efficient way to keep playgrounds safe and usable.
- (u) That consideration be given to how the decision to close schools can be co-ordinated with, or better informed by, the highway service.
- (v) That consideration be given to methods of ensuring that household waste sites remain operational.

Commissioner of Services

- 101 In the context of adult social care the Committee was informed of many examples of service providers going beyond the call of duty to provide services, with staff walking long distances, and of providers offering additional capacity.
- 102 However, some providers had not made visits as planned and had not been prompt in informing the Council's Adult Social Care Provider Services of their inability to do so. This meant the Service had been unable to see if other providers had the capacity to make good this shortfall in care.
- 103 The Committee considers it particularly concerning that care for the vulnerable was jeopardised in this way. Contracts currently contain no

specific provisions with regard to delivery of service in bad weather but do contain a general duty to communicate effectively in the event of service users being at risk. The Committee suggests that contracts should be reviewed and if necessary revised to require providers to ensure they communicate any inability on their part to deliver the contracted service.

- 104 Linked to this point it was suggested that Integrated Commissioning and Provider Services should ensure that providers themselves have their own business continuity plans in place.
- 105 The Adult Social Care Provider Service also noted that situation reports from Integrated Commissioning to social work teams detailing contract compliance from care providers and available capacity would be helpful for future pressure times.
- 106 Although the provision of the highways service was dealt with in the previous section it is important to note that this service is delivered through the contract with Amey. The Committee is highly complimentary of the way the contract with Amey operated in the testing conditions that were experienced.

Recommendations

- (w) That contracts with providers should be reviewed and if necessary revised to require providers to ensure they communicate any inability on their part to deliver the contracted service so that alternative arrangements can be made.**
- (x) That providers be required to confirm that they have business continuity plans in place to deal with winter weather and arrangements for reviewing and updating those plans regularly.**

Employer

- 107 It is clear that across the Council and NHS Herefordshire staff showed considerable commitment during the winter problems and there were examples of redeployment arrangements being in place and cover working well.
- 108 The Children and Young People's Directorate, for example, commented on the successful cover arrangements put in place to deliver important transport co-ordination and safeguarding and vulnerable children services.
- 109 NHS Provider Services also commented on arrangements made to ensure patients were visited at home and community hospitals were adequately staffed during the adverse weather, with staff being shared with Hereford Hospital to ensure cover was in place.
- 110 However, the Committee was also informed that there were instances of staff being underutilised as they could not be transported to areas requiring assistance.
- 111 The Head of Communications commented in his submission on the pressures on his team and that, although the team always ensured that news updates were placed on the website, the provision of more resources would have

made it possible to update quickly more information of importance to residents on the service pages of the council's web site. He also noted that the protracted period of extreme weather resulted in sustained pressure on certain individuals.

- 112 The ICT response noted that although web staff are/were available out-of-hours to enable updates 24 hours if necessary and appropriate this is only an informal goodwill service.
- 113 The Head of Communication has commented that the crucial time for providing information to residents and staff is from 6am to 9am and that can only be provided from council facilities (as broadband is not effective enough for web updates to be done outside of the council's network). To improve the provision of information would require customer service staff and the web team in the office during the early hours as well as the Communication Unit.
- 114 The JEPUs response noted that, "without the willingness of volunteer staff from within the Council and PCT, many critical services within the County would have been disrupted. Yet, there is not a HR policy for those partner employees wishing to volunteer to respond during an emergency/incident. Confusion exists on issues such as budget reimbursement, time off in lieu and pay. "
- 115 NHS Provider Services commented in its response on the need for the adverse weather policy and staff handbook to be updated to reflect the coordinated decisions that were made across Health and Social Care about what leave should be taken during adverse weather condition.
- 116 It also stated that the Provider Services staff redeployment plan worked well – however it was labour intensive requiring regular updating and NHS Herefordshire is looking forward to the implementation of the new redeployment software that has been developed. The Committee raises the question as to whether this software could be of benefit across Herefordshire Public Services
- 117 These responses taken as a whole suggest there is a need for clear guidance to be issued to both managers and employees about their responsibilities in bad weather and for a more flexible, robust approach to redeployment to be implemented.
- 118 There was also a clear consensus that action should be taken to provide more mobile working opportunities and/or more local access points for workers to work closer to home. This should be part of the overall approach to more flexible working.
- 119 In terms of specific redeployments the Committee notes that the current waste collection contract makes provision for resources to be re-deployed to support other council operations when waste collection cannot go ahead. The mechanisms by which this could be done effectively were not established in time for this last winter and as a consequence the potential of this arrangement was not realised. It has noted that the HNM is to establish clear arrangements to enable the effective deployment of these resources.

120 A suggestion was also made that other Council staff unable to reach work could undertake snow clearance. The Committee suggests that this possibility be considered as part of the overall consideration of redeployment.

121 The issue of teacher redeployment to the school nearest to their home was also raised by a number of respondents and has been dealt with earlier in this report.

Recommendations

(y) **That clear guidance be issued to managers and employees about their responsibilities in bad weather and a more robust approach to redeployment be implemented supported by an appropriate policy document.**

(z) **That action should be taken to increase the provision of mobile working opportunities and/or more local access points for workers to work closer to home.**

Partners

122 The Council has a key role to work with partners across the County in the planning for emergencies and when those plans are invoked.

123 The Council has recently developed an initiative in association with Herefordshire Association of Local Councils to develop Community Emergency Plans. The Community Emergency Plan is intended as a vehicle for preparing the community to initially respond and remain resilient should statutory Emergency Responders such as the Police and Fire & Rescue be unable to immediately attend. Town and Parish Council have been invited to nominate Emergency Co-ordinators as part of the process.

124 The Committee was informed that there had been a limited take up to date. It was hoped that as work with volunteers got underway others would then join in.

125 Members recognised that there have been a number of demands made of Town and Parish Councils recently. Given the importance attached to this initiative, Members were concerned that the Emergency Co-ordinator Scheme may not prove as robust as hoped. It is recommended that take up should be monitored and, if insufficient, alternative action considered.

126 It is also noted for example that the HNM has identified the emergency plans with Parish Councils as potentially a good channel for effective communication between the community and the service.

Cross – Boundary Highways Issue

127 The Committee has noted the HNM's comments about mid season difficulties experienced with the cross boundary gritting arrangements with Shropshire, and some differences in the frequency of treatment cross boundaries, in particular the boundary with Worcestershire.

- 128 These are clearly important issues. The HNM notes that self treatment of all gritting routes will lead to some roads that straddle the county boundary being only part treated or, treated to a variable standard along its length, or have gaps in treatment. All of these can present a hazard to the travelling public. Similarly a road may have two gritters follow each other along it, each treating a different section of road, this would be seen by any reasonable observer as a nonsense.
- 129 The Committee notes the HNM plan to re-establish sensible cross boundary arrangements and the intention to ensure that appropriate standards are being applied to Herefordshire's roads, when treated by neighbouring authorities.

Highways Agency

- 130 The Committee would wish to highlight the HNM's comments on the difference between the Council's gritting approach and that of the Highways Agency. Whilst Amey also treat the trunk roads in Herefordshire alongside the county roads, they do so as agents for the Highways Agency and in accordance with their regimes. The HA's treatment regime results in a typically higher than necessary frequency of treatment, which also takes place at a higher spread rate. In addition to this their regime is less responsive to changes in conditions locally with action being 'called' on a more regional basis. As a consequence the draw on the salt supplies held in the county (which are shared) is disproportionately higher for the Trunk Roads. If the HA were to allow their Agents to adopt a treatment regime that mirroring the Council's approach to its priority routes this could result in a service that is more responsive to local needs and that utilises less salt to achieve the same aim, thereby promoting resilience.

The volunteer 4X4 service

- 131 A number of services commented on the importance of the 4x4 response. NHS Herefordshire provider services stated: "The 4 x 4 response service was essential to maintaining adequate staffing levels in the community and In-patient facilities and without them it would have been a much more challenging environment for staff and patients in Herefordshire."
- 132 The Herefordshire 4x4 Response Group is a registered member of the National 4x4 Response Network. There are currently 26 volunteer groups around the UK that are involved in helping the country's emergency services and local community. The Herefordshire Volunteer 4x4 Group offer assistance to Emergency Services, Herefordshire Council and the residents of the County by providing all-terrain vehicles and advanced off road driving capabilities across uneven terrain, flooded roads and to other areas inaccessible to most vehicles. The Response Group voluntarily provided support 24 hours a day. Similarly, St John Ambulance provided a limited 4x4 capability when available, alongside Primecare (Out of Hours), whose vehicles and drivers were made available inside core working hours, and Patient First. The British Red Cross provided additional patient transport at weekends, allowing the HHT to discharge or transfer patients, therefore make hospital beds available.
- 133 Vehicle support was co-ordinated through the JEPU allowing these County Voluntary Emergency Committee (CVEC) organisations and Primecare to

provide transportation of essential staff for the County's Community Hospitals, HHT, District Nurses and Mental Health.

- 134 It is noted that JEPU considered that some journeys undertaken were not justified when taking in to account factors such as priority, location, distance, road conditions and access to alternative transport. Moreover, some staff took it for granted that this limited capability would be made available and did not actively pursue self help.
- 135 The Committee would wish to highlight JEPU's comments in its submission to the review on what improvements could be made, in particular noting that there is no dedicated 4x4 plan that allows future operations to be organised in line with the lessons identified and best practice. JEPU's view was that there was a need to improve the details within the Severe Weather Plans.
- 136 The JEPU also considered that Highways should include the 4x4 Volunteer Group on the distribution list for road conditions. This information would allow the response group to plan their routes. The Group also have real-time experience of roads which could be used in the updates.
- 137 It is also noted that the Police in their response stated that the Police did not have a sufficient number of 4x4 vehicles to respond but were able to hire enough 4x4 vehicles from private companies in the County to meet demand. A second issue then was ensuring there were were sufficient staff trained to drive them. Arrangements were made to provide training at Hereford.

Recommendations

- (a1) That, given concern that the Emergency Co-ordinator Scheme may not prove as robust as hoped, take up should be monitored and, if insufficient, alternative action considered.**
- (b1) That formal negotiations take place with the Highways Agency with a view to bringing their treatment regime within the County into line with that of the Council.**
- (c1) That the Joint Emergency Planning Unit ensure that appropriate provision is made within Severe Weather Plans for 4x4 vehicle usage.**
- (d1) That West Mercia Police be asked to review the resilience of its arrangements to secure an adequate supply of 4x4 vehicles and the trained staff to drive them.**

Appendix 1 – Overview and Scrutiny Committee’s Recommendations – Action Plan v1.4^a

Key:

Directorate	Key to Owners	Abbreviation	Recommendations
Deputy Chief Executive	Head of Communications	HoComm	(a), (d)
Deputy Chief Executive	Head of Customer Services	HCS	(b)
Deputy Chief Executive	Joint Director of ICT	JDICT	(c), (e), (g), (z)
Children and Young People	Assistant Director, Planning, Performance & Development	ADPPD	(f), (r), (s), (t), (u)
Public Health	Assistant Director, Public Health	ADPH	(h), (a1), (c1), (d1)
Sustainable Communities	Assistant Director, highway, transport & community services	ADHTCS	(i), (j), (k), (l), (m), (n), (o), (p), (q), (b1)
Sustainable Communities	Head of Special Projects	HPS	(v)
	All HoS/ADs who are responsible for Providers	ALL	(w), (x)
Deputy Chief Executive	Interim Head of Workforce & Organisational Development	HWOD	(y)

^a 1.2 - [Addition to (z)]

1.3 – [update of (h), (w), (x), (y), (b1) and (c1)]

1.4 – [update of (c), (e), (g) and (z)]

Recommendation No. (a)	That the Communication Strategy be revisited to try to ensure that communities really understand the financial and practical constraints on the Council and are provided with practical information to enable them to help themselves in dealing with the difficulties posed by severe weather conditions, such information should include clear legal advice on the ability of people to help themselves by clearing pavements and on effective, safe methods of snow clearance.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Review the Communication Strategy	HoComm	30/11/10	Community understanding of the service they can expect and how communities can work together to support each other	Programme to produce community guide to severe weather (leaflets, press releases, website and Herefordshire Matters) by Nov 10	
Recommendation No. (b)	That the arrangement for all calls to be handled by the Customer Services Contact Centre and no separate emergency line operated should be monitored to ensure that it is resilient and robust.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
The Head of Customer Services (HCS) and the Emergency Planning Manager (EPM) have agreed arrangements for Customer Services to be responsible for call handling. Monitoring of effectiveness will take place during and after an incident.	HCS	On-going	All calls are handled by CS Contact centre. Activity to be reviewed as part of the monthly SLA review meetings with ADPH.	HCS and EPM are meeting on 8 th September to progress this matter.	
Recommendation No. (c)	That action be taken to improve the website so that winter information can more readily be accessed than it is under the current system of placing information in the news section.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
'Winter information' will be given prominence on the home page of the council website, maybe with the main story/image and in addition, an emergency alerts box will be implemented.	JDICT	30/11/10	The website has a prominent section relating to winter information; sufficient access rights are in place to enable appropriate officers to populate website.	EPM has produced a paper that contains options for improvement. EPM is scheduling a meeting with Knowledge and Web Services Manager to agree which improvements can be implemented, along with a timetable. Web Team have organised a meeting for key stakeholders on 16 September 2010	
Recommendation No. (d)	That the Communication Strategy seeks to ensure that in such situations there is clarity about what the Council's plans are for the next day.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
A statement needs to be put into the Strategy and necessary activity implemented	HoComm	30/11/10	Agreement from all relevant service teams to decide level of service to	Communications and emergency planning to promote requirement to	

				be provided for next day (as part of daily emergency planning)	relevant service managers
Recommendation No. (e)	That Services be reminded again of the importance of keeping material on the Council website up to date and of removing out of date material and ICT services consider what prompts could usefully be implemented to facilitate this process.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
A variety of communiqués be sent to Key Managers etc There is a function within our current Content Management System (RedDot) to remove pages after a set expiry period but this has proven unreliable in the past. As part of the ICT strategy web projects a review of the current CMS is in progress with a view to procuring a replacement for the end of December. This requirement is one of the areas of functionality that will be addressed through that process. In line with recommended good practice service information updates should be managed on key service content pages which are constantly updated rather than through press releases which are archived. Agreement required on most effective method to maintain currency of information on winter service pages with links made to the winter service pages for the detail from news articles so always most current info. Authors for the winter service pages need to be agreed and suitable means to maintain content in timely way enabled.	JDICT	31/10/10	See (c) above	Action contained within report referred to in (c) above.	
Recommendation No. (f)	That progress in implementing the automated system for school closures should be closely monitored, to ensure that it is operational before Winter 2010, noting also ICT's view that a corporate solution would be desirable.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Confirmation obtained that the automated system for school closures has been implemented.	ADPPD	Dec 2010	Countywide system in place and used by all schools	CYPD, ICT have carried out development work with third party supplier. Trial of system to take place Sept 2010; full implementation Dec 2010.	
Recommendation No. (g)	That the specific recommendations put forward by ICT Services in relation to the need to review information flows across all communication channels, the development of a corporate SMS system and the use of social networking sites should be explored.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	

SMS See section (f) Social networking We do have facebook/twitter/myspace/youtube presences for the myherefordshire portal, which could be further developed to support Council objectives as under utilised. With some work and investigation, these could be possibly repurposed for use in emergency situations for example use twitter feeds to populate current data in the Councils winter service pages. However this would have to be done in conjunction with the relevant service managers, web team and communications team,.	JDICT	30/11/10	Utilisation of social networking tools to improve currency of information available to the public	SMS See actions in section (f) a paper was put together for a corporate SMS solution and that is now with JDICT. Social Networking All council news stories are already auto-republished onto a twitterfeed - http://twitter.com/myherefordshire This area will also be discussed in the meeting on the 17 September 2010.
Recommendation No. (h)	That the implementation of the policy prepared by the Joint Emergency Planning Unit to ensure business continuity planning is embedded should be monitored to ensure appropriate arrangements are put in place, and it should also be ensured that the work of the Severe Weather Group to updated emergency plans relating to weather is completed before Winter 2010.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
HPS will prepare a joint policy, in accordance with guidance provided by the Civil Contingencies Act (CCA) 2004. The Policy will ensure that business continuity is embedded throughout HPS and aim to ensure that all employees have a clear understanding of: the policy and procedures (including responsibilities at all levels); and, who provides appropriate expertise and facilitates support in order to maintain delivery of key services with the minimum of disruption in the event of a 'disruptive event'. Monitoring of business continuity activity will be captured monthly on the Performance + system. Severe Weather group has met once this year and will meet again before the end of October. Part of that group's activity relates to the signing off of the Flood Plan and progression of the 'cold' weather plan.	ADPH	31/10/10 31/10/10 and on-going	Signed-off Flood plan Signed-off Cold weather plan Exercising of plans Validation of plans.	Done - 15 June 2010 – JMT approved the joint business continuity policy ¹ .
Recommendation No. (i)	That the Winter Service Plan should provide that salt stocks at the start of the winter season should be no less than 6,500 tonnes.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 4.9

Recommendation No. (j)	That the gritting of school bus routes and accesses to schools would repay investigation as part of the review of the Winter Service Plan, given the community impact of school closures.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 2.9
Recommendation No. (k)	That noting the extent of what footway treatment can be delivered is to be reviewed as part of the annual review of the Winter Service Plan, the Committee requests that this will include consideration of pavement clearing machinery in addition to gritting, and the prioritisation of footways for gritting.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 2.10, 2.11, 2.12 and Table 1
Recommendation No. (l)	That the proposed Winter Service Plan for 2010/11 should be the subject of Pre-decision scrutiny by the Overview and Scrutiny Committee with the report to the Committee setting out the draft plan, including information on how prioritisation of routes has been arrived at, options considered and the costs of those options, mindful of the Committee's view that there is scope to extend at least some priority routes to some schools and sheltered housing facilities and urban estate roads.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 1.4
Recommendation No. (m)	That the initiative for Parish Councils to organise their own gritting operations on minor roads be supported and encouraged.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 2.17, 2.25
Recommendation No. (n)	That consideration be given to extending and strengthening the arrangements to use contractors and farmers to assist with snow clearance in isolated areas during severe winter weather conditions.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 2.24
Recommendation No. (o)	That action be taken to ensure that the acknowledged safety benefits of improvements to the drainage of the highway and maintenance of effective land drainage are realised.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service

					Plan 2010/11 Section 2.19
Recommendation No. (p)	That any bureaucratic barriers regarding the treatment of Council owned car parks and interchanges such as the County bus station should be removed, with consideration also being given to the gritting arrangements for the city bus station.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 2.8 and 2.14	
Recommendation No. (q)	That consideration be given to formally inviting Partners to make a financial contribution to gritting of hospital entrances and the frontages of key emergency service premises and that the gritting of pavements or other means of clearing snow and ice from pavements and possible redirection of funding for this purpose also merits further investigation and consideration.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Reference in the Winter Service Plan	ADHTCS	30/09/10		Done - Contained in Winter Service Plan 2010/11 Section 1.3 and 4.45	
Recommendation No. (r)	That given the considerable pressures that disruption placed on parents and employers there should be an even greater emphasis placed on schools to try to open, perhaps with clear reasons for closure having to be given, and that further consideration needs to be given to what the Council can do to facilitate schools being kept open and to encourage local resilience.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Assessed as part of the Winter Service Plan, and schools own business continuity arrangements.	ADPPD	30/09/2010	Schools close only when there is no alternative.	Contained in Winter Service Plan, including local resilience. Autumn school bulletin will re-emphasise the need for clear reasons and appropriate planning.	
Recommendation No. (s)	That given the apparent remaining uncertainty over the potential for there to be criticism from Ofsted if schools open but there is limited attendance because of the weather, it is recommended that further guidance is issued clarifying this matter.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Guidance issued to schools to clarify attendance recording. Schools able to legitimately mark absence due to severe weather	ADPPD	Done at the time and will reissue in advance of severe weather	Reissue guidance in advance of severe weather. Inform school improvement, admissions and transport colleagues.	Done at the time and will be carried out in future	
Recommendation No. (t)	That guidance be issued to schools on what practical steps they could take to stay open or for more help to be provided to them to enable them to do so including information on the most efficient way to keep playgrounds safe and usable.				
Executive Response	Agreed				

Action	Owner	By When	Target/Success Criteria	Progress
Schools able to discuss steps with property services and local contractors. Reinforce messages to be done in advance of winter.	ADPPD	Nov 2010	Schools able to plan locally to enable them to be open where possible	Contacts and update school bulletin to be issued Nov 2010
Recommendation No. (u)	That consideration be given to how the decision to close schools can be co-ordinated with, or better informed by, the highway service.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Coordinated via links in with the Winter Service Plan arrangements	ADPPD	As occurs	Decisions to close schools are informed by the most up to date environmental conditions, including the state of the infrastructure.	Practicalities of Winter Service Plan to be reviewed in relation to schools, with assistance from Emergency Planning (Oct 2010)
Recommendation No. (v)	That consideration be given to methods of ensuring that household waste sites remain operational.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
This is already in place as the safe operational status of the site is already a contractual requirement. During the recent winter difficulties sites were gritted using on site salt stores without recourse to the Council's own resources. The Waste Services Manager was in daily contact with the contractors and only on very few occasions were the sites closed. This information was relayed to the Communications Team for broadcast on a daily basis. Household Waste Sites are closed as a last resort and only if they can't be cleared of snow and ice. The main issue relating to keeping the sites open is keeping safe road access open for resident's vehicles and for the contractor's vehicles to remove waste and recycling offsite. Consequently, it is the passability of the roads which is again the main issue rather than the sites themselves.	HPS	N/A	Sites open as normal	DONE
Recommendation No. (w)	That contracts with providers should be reviewed and if necessary revised to require providers to ensure they communicate any inability on their part to deliver the contracted service so that alternative arrangements can be made.			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Review contracts; revise if necessary	ALL	31/10/10		
	HSP			DONE - This is already in place and in the case of Waste Management was the subject of daily communication and

					reporting during the winter conditions of early 2010.
		ADHTCS			Facilitated in Winter Service Plan 2010/11 Section 3.3
Recommendation No. (x)	That providers be required to confirm that they have business continuity plans in place to deal with winter weather and arrangements for reviewing and updating those plans regularly.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Obtain confirmation from providers	ALL	31/10/10		There is a pre qualification questionnaire PQQ, the purpose of which is to enable the Council to assess Potential Providers in accordance with its minimum requirements so that only those Potential Providers, that meet or exceed those minimum requirements, are taken forward to the Invitation to Tender (ITT) stage of the process. The PQQ is designed to elicit from Potential Providers sufficient information that will allow the Council to make such an assessment in the provision of services. The latest PQQ asks for Business Continuity Plans to be in place.	
	HSP	30/10/10		Business Continuity Plans are being discussed with the Emergency Planning Officer, the waste collection contractors, Focsa, the waste disposal contractor, SWS, and the council's Waste Services Manager. In the main, this will be formalising what is already the standard practice and documenting the approach which served us well earlier in 2010. Due for completion in October 2010.	
Recommendation No. (y)	That clear guidance be issued to managers and employees about their responsibilities in bad weather and a more robust approach to redeployment be implemented supported by an appropriate policy document.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
HR to work closely with JEPU (and others) to put into place a process	HWOD	31/10/10	Guidance document prepared and ready for despatch at the appropriate time. Redeployment guidance document Signed off and despatched.	HR have produced a draft overarching policy covering, for example, impact on staffing levels and sources of staffing, managing absence from work, arrangements for re-imburement of	

					additional hours, etc. This would then be supplemented by additional plans and guidance provided by appropriate experts, eg guidance regarding a pandemic, business continuity etc. ²
Recommendation No. (z)	That action should be taken to increase the provision of mobile working opportunities and/or more local access points for workers to work closer to home.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Its part of the accommodation strategy, plus there are related projects as part of the ICT strategy	JDICT	Awaiting a date	Increase in the number of relevant officers being able to work remotely; Increase in the number of local access points	Inclusion of related projects in ICT Strategy work programme	
Recommendation No. (a1)	That, given concern that the Emergency Co-ordinator Scheme may not prove as robust as hoped, take up should be monitored and, if insufficient, alternative action considered.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Development of Emergency Coordinator Scheme	ADPH	Ongoing	Identification and nomination of Parish Emergency Coordinators. Development and issue of Community Emergency Plans.	The uptake of Parish Councils has been reasonably good and continues to attract new volunteers. A number of workshops have been held to provide an: understanding of how Multi-Agency Emergency Planning Identifies and mitigates the risks we face in Herefordshire; introduction to the voluntary sector response; introduction to a Template which Supports Emergency Preparedness at Parish Level and support mechanisms for development – 2 nd version of the 'Community Emergency Plan' template to be issued at next workshop on 21 Sep 2010 . Moreover, West Mercia Police and Hereford & Worcester Fire Service have asked to be actively involved in further plan development.	
Recommendation No. (b1)	That formal negotiations take place with the Highways Agency with a view to bringing their treatment regime within the County into line with that of the Council.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	

Reference in the Winter Service Plan		ADHTCS	30/09/10		Facilitated through the Winter Service Plan 2010/11 Section 2.21
Recommendation No. (c1)	That the Joint Emergency Planning Unit ensure that appropriate provision is made within Severe Weather Plans for 4x4 vehicle usage.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Plans incorporate details for 4x4 usage	ADPH	Ongoing	Plans detail 4x4 useage	Ongoing as plans are developed. Herefordshire 4x4 Response Group (a voluntary organisation) continues to be an active member of the County Voluntary Emergency Committee, the structure and terms of reference of which are being reviewed.	
Recommendation No. (d1)	That West Mercia Police be asked to review the resilience of its arrangements to secure an adequate supply of 4x4 vehicles and the trained staff to drive them.				
Executive Response	Agreed				
Action	Owner	By When	Target/Success Criteria	Progress	
Contact WMP to understand its arrangements; discuss/review the resilience of arrangements	ADPH	30/11/10	The review completed; an 'adequate' supply of vehicles; an 'adequate' number of trained staff	None to date	

Footnotes

¹ Key points:

- A Business Continuity Steering Group (BCSG) has been formed to oversee implementation across HPS. The intent of the BCSG is to provide implementation progress reports to the JMT highlighting areas' strengths and weaknesses with BCM implementation. Accordingly, it will oversee the BCM Policy and the preparation and testing of associated Business Continuity Plans (BCPs), in addition to providing a forum for sharing best practice within HPS.
- Nomination of a Business Continuity Champion, to sit on the BCSG, has been requested from each Directorate.
- Nomination of a Business Continuity Plan Author has been requested from within each Service Area.
- Business Impact Analysis interviews are being conducted at Service level under the supervision of the BCSG.

² Pending the implementation of 'Agresso' (a new HR system) in Apr 2011, the JEPU and HR are investigating how and who uses this powerful tool to support the routine business continuity management across HPS and, should an emergency response be necessary: Criticality of staff and posts can be held. This will enable the identification of non-critical staff with the required skills to be made automatically and confirmation of availability. As with the current system once the person is selected the notification letters can be produced automatically. Agresso has the option for staff to enter information to provide a skills database; any courses attended and qualifications achieved through the council would automatically be entered and records would be available for review/update as required and could form part of the SRD process. Agresso can be used to maintain lists of external volunteers for rest centres etc, records of the training, contact details, CRBs etc and can be used to send SMS messages to activate them in an emergency. Agresso would replace the SARS absence reporting system and would allow for daily reporting of absence. This would include what ever category you wished such as pandemic flu, severe weather preventing travel and looking after sick children. The system can give trends and total reports either automatically or on demand. Although NHS staff will continue to be managed by ESR, providing the data is available on ESR, Agresso will be able to access it as the systems can communicate. The Team were not aware of what plans the NHS have when the period of Central Gov funded support for ESR finishes or when the impact of the NHS white paper is identified. The Agresso team are confident that whoever owns the staff redeployment process would not have a high work load maintaining the information as it is either done automatically or by individuals and managers providing the data and inputting it. The main problem would be the level of clearance for access to the data. Agresso is able to produce reports on the data easily such as the number absent with flu, the trend (it can also alert you if a trend reaches a trigger point) the number of critical staff absent, the number of staff redeployed.

MEETING:	CABINET
DATE:	16 SEPTEMBER 2010
TITLE OF REPORT:	BUDGET MONITORING REPORT 2009/10
PORTFOLIO AREA:	ROURCES

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To report the forecast financial position for both revenue and capital to 31 March 2011 and provide an update on Directorates' recovery plans instigated to address projected overspends.

The report also provides information on treasury management activities in the first four months of 2010/11.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet

- a) **Note the report and the forecast deficit position of £1.9 million; and**
- b) **Note the Chief Executive's requirement that Directors deliver recovery plans to ensure a balanced revenue budget.**

Key Points Summary

- As of the end of July the overall revenue budget position for 2010/11 shows a projected £1.9m overspend. This is approximately 1.4% of the Council's £143m million revenue budget (excluding Dedicated Schools Grant funding).
- The forecast capital outturn has decreased from the original budget position by £0.2m to £77.7m.
- Virements exceeding £140k are highlighted throughout the documents.

Alternative Options

- 1 There are no alternative options.

Reasons for Recommendations

- 2 To ensure Cabinet is informed of the forecast outturn and receive assurance that officers take appropriate action as necessary to ensure a balanced outturn position is delivered. To ensure there is the appropriate use of virements to fund the revenue deficits and the reprofiling of capital funding where schemes have slipped into 2011/12.
- 3 To ensure that Cabinet is kept informed of treasury management activities in accordance with CIPFAs recommended best practice.

Introduction and Background

- 4 The Council's revenue and capital position is reported to Cabinet quarterly throughout the year. (The first report of the year uses the July position to extrapolate a forecast position) The information provides an indication of the Council's performance against budgets.
- 5 CIPFA best practice recommends Members are informed of Treasury Management activities on a regular basis and as a result Cabinet receives an update every quarter. Treasury management is a key activity for the council and given concerns about financial markets in the recent past it is important that Cabinet remains aware of performance.

Key Considerations

- 6 Appendix A includes the detailed revenue budget monitoring report. The key areas of concern are Integrated Commissioning Directorate, with a projected £2.3m overspend and the Children and Young People's Directorate, with a £0.5m projected overspend.
- 7 Both directorates have produced recovery plans and Cabinet should note the actions detailed in Appendix A which will continue to be effectively monitored over the coming months. The delivery of the recovery plan is essential to mitigate the effect of the overspends rolling into 2011/12. This is more pressing than at any previous times given the likely reduction in funding to be announced in October's Comprehensive Spending Review.
- 8 The Council's overall financial performance has a direct bearing on the level of reserve balance at year end as any overspend on the revenue account would be funded from this source.
- 9 For Integrated Commissioning, their 2009/10 deficit outturn and the full year impact of placements meant a starting budget shortfall of £3.7m, which has in part (£2.2m) been mitigated by central budgets. The Directorate has an ongoing recovery plan of £1.9m to meet 2009/10 shortfalls, and in addition is establishing what further measures are required to balance the £2.3m current year overspend.
- 10 The capital programme budget monitoring is provided at Appendix B. The forecast outturn has decreased by £0.2m to £77.7m. Where possible, use of time limited grants will be maximised before other more flexible resources.
- 11 Appendix C is the quarterly update on treasury management, which ensures the Council is following best practice in accordance with CIPFA's recommendations. Maximising investment interest and rescheduling loans, should see the delivery of £800k above budget, to assist the financial concerns highlighted in Appendix A. This sum is included in the mitigations of the overall revenue position.

Community Impact

12 Not applicable.

Financial Implications

13 These are contained in the report.

Legal Implications

14 None.

Risk Management

15 Effective financial reports, used to facilitate robust budget monitoring are an essential element in the management of risks and the delivery of the Council's and Herefordshire Partnership's priorities.

Consultees

15 None.

Appendices

- Appendix A – Revenue Budget Monitoring
- Appendix B – Capital Programme
- Appendix C – Treasury Management Update

Background Papers

- None identified.

REVENUE BUDGET MONITORING
Summary

1. The following table summarises the 2010-11 projected outturn based on the financial position at the end of July 2010.

£'000	Budget	Projected net (over) or under spend
Integrated Commissioning	40,695	(2,260)
Children & Young People	24,116	(503)
Deputy Chief Executive	13,628	(150)
Sustainable Communities	34,240	(125)
Public Health	2,136	(35)
Central Services	2,914	0
Resources	7,210	340
Directorate Position	124,939	(2,733)
Borrowing	15,380	800
Revenue contribution to capital	320	0
Centrally held budget	1,535	0
WMS Profit Share	(546)	0
Transfer to Reserves	1,465	0
Total	<u>142,844</u>	<u>(1,933)</u>

2. As of the end of July the overall revenue budget position for 2010-11 shows a projected £1.9m overspend. This is approximately 1.4% of the council's £143m million revenue budget (excluding Dedicated Schools Grant funding). In order to address the forecast position the delivery of recovery plans is required by the relevant Directorates, and ongoing monitoring by JMT of those recovery actions and their success takes place.
3. The most significant overspend relates to Integrated Commissioning, the overspend in part has carried over from last year, but in addition activity levels continue to increase. Other service deficits are being mitigated by the recovery plans.
4. Appendix C provides a Treasury Management update and explains why there will be a £800k underspend on borrowing costs. In summary there is a programme of loan rescheduling, replacing higher cost loans with lower rates and new borrowing is likely to be at lower rates than budgeted.
5. Throughout the report reference is made to virements that have been actioned across the services.

Further information on the subject of this report is available from
Anne Phillips Head of Financial Services on 01432 383173

Reserves Update

6. The general reserve balance as at 1st April 2010 is £6.4m after being replenished by £1m as part of the agreed budget setting process.
7. The council held the following earmarked reserves of £14.2 million at 31st March 2010.

	31.03.09	Transfer (to)/from	31.3.10
Commuted sums	78	0	78
Schools balances in hand	5,476	21	5,497
Industrial Estates - maintenance	333	39	372
Support Services & Equipment renewals	80	(80)	0
Schools Balance of Risk	85	88	173
Winter maintenance	500	(500)	0
Planning	24	0	24
College Hill Community Centre	180	0	180
Waste Disposal	2,774	0	2,774
LSC	32	(32)	0
Wye Valley AONB	104	(10)	94
Invest to Save	1,079	252	1,331
Contingent liabilities	300		300
Social care contingency	926	(772)	154
Modernisation plans	454	(454)	0
Edgar Street Grid	150	541	691
Whitecross school PFI	202	79	281
LPSA 2 reward grant	1,482	(1,258)	224
Carbon Reserve	30	(10)	20
Schools Redundancies	294	(284)	10
Service Delivery Review	112	(112)	0
Schools Rates Reserve	869		869
Economic Development	346	(80)	266
Herefordshire Safeguarding Children Board	21		21
Accommodation	133	(133)	0
Insurance reserve	0	544	544
Pool car reserve	0	10	10
Local development framework	0	270	270
Area based grant	0	53	53
	16,064	(1,828)	14,236

Write Off

8. The table below sets out the numbers and amounts written off for individual debts exceeding £1,000 for the period year ended 31st March 2010, the previous years information is provided for comparison.

Income Type	2009/10 (Full year)		2008/9 (Full year)	
	No. of cases	Amount	No. of cases	Amount
Council Tax	41	£70,477.72	9	£14,661.12
Business Rates	55	£304,193.6	33	£158,687.53
Benefit Overpayments	16	£31,912.82	8	£18,069.87
Debtors	36	£149,001.28	49	£123,496.52

9. For Business Rates (National Non-Domestic Rates), irrecoverable amounts are fully reimbursed by Central Government subject to the approval of the Audit Commission; therefore, there is no cost to the Authority. The amount written off increased in 2009/10 because of the difficult financial climate which affected some larger businesses.
10. For benefit overpayments, a provision is made for irrecoverable amounts from the budget subsidy which is paid by the Department for Work and Pensions. Irrecoverable amounts for Sundry Debtors are recharged to the originating department.
11. In general, debts considered for write-off fall into the following categories:
- Bankruptcy or liquidation
 - Debt relief order
 - Remitted by Magistrates at a Committal hearing
 - Unable to trace debtors
 - Debtor deceased with no estate
 - No further action possible
12. For bankruptcies and liquidations, a claim is lodged with the Receiver and no further effective action can be taken as, under current legislation, local authority debts are non-preferential.
13. An individual with debts of less than £15,000 and a low income can apply for a debt relief order if they cannot afford to pay off their debts. It is granted by the Insolvency Service and is a cheaper option than bankruptcy.
14. Council Tax and Business Rates cases are, where possible, progressed to the Committal stage of recovery. Although the Magistrates have the power to remit part or all of the debt, the amount remitted is written off.
15. A summary of the key variations between projected outturn and budget for each directorate is provided in the following paragraphs.

INTEGRATED COMMISSIONING DIRECTORATE

£'000	Annual Budget	Under / (Over) spend
Learning Disabilities	12,377	(615)
Mental Health	7,407	(111)
Older People	13,737	(1,260)
Physical Disabilities / Sensory Impairment	4,296	(293)
Section 75 Arrangements	936	(54)
Commissioning Directorate	1,620	0
Other Services	322	73
Total	40,695	(2,260)

Overview

16. The 2010/11 budget has been set using actual outturn activity and predicted increase in demographics and client numbers phased throughout the year, alongside contract inflation that has been given to providers. This gives a realistic target to the service areas and demonstrates the deficit starting position that has to be recovered.
17. Area Based Grant has been topsliced by 6% which has an impact of a £194k and further cuts are being reviewed by the Partnership Board, especially in areas where funding is as yet uncommitted.
18. The forecast is a net overspend of £2.26m. This is based on existing commitments projected forward in combination with realistic assumptions about the recovery measures of £929k and a further £1m yet to be identified and costed. This also includes budget virements of £2.2m from central services, being monies allocated to services as part of budget setting, but held centrally pending business cases to substantiate the need for virement.

Major Budget Exceptions

19. Learning Disabilities - Total predicted over spend for the full year is £615k.
20. The full year anticipated over spend relates to increased costs in:
 - Residential and nursing care packages costs have increased due to more complex needs. There was an overspend in 2009/10 of £1m at year end, this is included in the budget assumptions for 2010/11 with a growth factor of 8% in the number of clients supported.
 - An increase in the number of new clients choosing to take personal budgets. In 2009/10 the number of personal budget increased from 36 to 53, the increase built into the assumption for 2010/11 is to increase by a further 15% to 61 packages.
21. Mental Health - Anticipated over spend of £111k
22. To date there has been an increase in the use of respite and projected outturn has increased by £105k. An increase in agency staff within the Mental Health Older People Team, to cover the increase in workload relating to the number of safeguarding cases, has a financial impact

of £43k if it continues for the full year.

23. Older People - Total predicted over spend £1,259k
24. Since March, an increase of 10 placements, for residential and nursing care packages and more expensive packages put in place for complex needs. There is a predicted over spend £115k. Domiciliary care over spent by £1m last year, this deficit has rolled into 2010/11, the budget also assumes a 5% rise on that actual spend. Year to date there is an additional overspend on the budgeted figure of £164k, thus the predicted outturn has been increased to reflect this, a rise of £278k.
25. Physical Disabilities Full year forecast over spend of £293k
26. The budget for residential and nursing packages assumed a reduction in the number of packages. This has yet to happen and thus the forecast has been increased by £31k.
27. Year to date domiciliary care is over spent by £48k, thus the predicted outturn has increased by £111k.
28. Section 75 agreements. Total predicted over spend is £54k
29. There is an anticipated over spend within the Community Equipment Store of £133k, split 50:50 with the PCT, due to the high demand for equipment and in particular specialist equipment. If demand increases, as expected with the implementation of the Personalisation Agenda, to keep more people at home and be more independent, there will extra items required from the Equipment Store putting more pressure on the budget.
30. Hillside is predicting an overspend of £110k with the Council's contribution to this being £32k. The year end forecast is based on current pressures of agency physiotherapy cover, utilities and unachieved efficiency savings.

Recovery Plan Actions Instigated

31. All directorates projecting a overspend are required to submit a recovery plan.
32. The Recovery Plan actions for Integrated Commissioning include
 - review of Out of County Placements for all client groups
 - savings in transferring clients into supported living
 - contracts review – including a major review of the Shaw contract - voids and maximising value from all contracts and clawback from under performance
 - review of in-house services to improve efficiency, including review of STARRS
 - review of daycare services
 - Implementing a new charging policy, potentially instigating new and increased charges
 - introduction of the Electronic Monitoring System – reducing inefficiencies within payments to suppliers in line with actual hours delivered

Other Risks

33. Independent Living funding (ILF) criteria has changed in 2010/11. It has been announced that no new applications will be accepted in order to protect those already receiving funding. The impact is likely to be around £20k per year.

34. The grant budget assumed a 6% cut in the ABG (approx impact £200k) which has been re-allocated by the Partnership. The recently announced cut in ABG amounts to £1.158m for the council as a whole. The impact of this reduction is currently being assessed.
35. Demographics. The budget assumes that the number of people over 65 will increase by 18% over the next 5 years. Mental Health and Physical disabilities following a trend of 4% rise in the number of clients. There is a risk that this is exceeded.
36. Transitions from Children's Services involving expensive packages transferred (estimated to be £279k). The budget assumes a savings target of 30% due to the redesign of care.

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE (CYPD)

£'000	Annual Budget	Under / (Over) Spend
Improvement & Inclusion	4,895	(154)
Safeguarding and Assessment	12,240	(117)
Planning, Performance & Development (PP&D)	6,932	265
Community Operations	301	205
Central Directorate	(252)	(702)
Total	24,116	(503)

Overview

37. The original budget has been updated to reflect the recently confirmed budget virement of £450k for additional funds to support growth in residential and agency placements.
38. To reach a balanced budget position for 2010/11 the Children's Services budget included a 5% vacancy management target of £493k and a savings target of £857k. Current indications are that the directorate is on track to achieve the vacancy management target. To date other savings have been identified totalling £700k.
39. However, in year pressures totalling £646k have been highlighted, £143k of the identified savings will help to offset the pressures but there remains a forecast over-spend of £503k. Further work is ongoing in terms of identifying savings for example through the development of income generation and the restructure which may deliver some savings in year dependent.

Major Budget Exceptions

40. The principal pressures included in the forecast are:
 - Complex Additional Needs (JAM) £300k – increasing numbers of placements (this has an equivalent impact on Dedicated Schools Grant (DSG)). Numbers of children have been increasing over recent years whilst the budget has not increased.
 - Costs of interim director / recruitment of new director £90k
 - Safeguarding pressures include costs for adoption agency (£50k) for two difficult to place children, additional specific family support (£52k) and £70k of redundancy costs.
 - Herefordshire share of redundancy costs from the transfer of student finance services from Worcestershire to the Student Loan Company equating to £27k.
 - Additional HR support costs required to deliver the restructure (£35k).

Recovery Plan Actions Instigated

41. Following the restructure review senior managers were tasked with identifying 10% in year savings. These proposals have been independently reviewed by Financial Services to confirm the validity and timing of the savings and incorporated into an action plan that has been shared with the Director of Resources. The outcomes from this form the basis of the savings to cover the unidentified 5% target saving built into the base budget.

Other Risks

42. Redundancies (Central) – Other than the Safeguarding redundancy costs the forecast does not include any estimate of the cost of potential redundancies arising from the restructuring as all efforts will be made to minimise the impacts through a combination of natural wastage, matching “at risk” staff to similar posts etc.
43. Looked After Children – there is huge volatility in the numbers of children being brought in to be looked after, for example recently in a single week 12 children had to be placed in emergency agency placements and whilst 5 of the children were returned to their families very quickly 7 of these children remain in placements. As the projected end dates for these placements are still being confirmed the costs are not yet factored into the forecast.
44. Severances – schools redundancy costs for 09/10 were approximately £200k above the original budget, but the over-spend was covered by reserves. As it cannot be quantified at the present time the extent of the spend for 2010/11 the forecast is held at the original 09/10 budget figure. Estimates will be available in February on the predicted spend for 2010/11.
45. Delivery of identified savings – some of the savings identified include the removal of posts or cancellation of contracts. For the savings to be achieved the notice must be given on the contracts and the restructure must be actioned if savings are to be achieved in Q4 as predicted.

Grants

46. ABG - The Department for Education (DfE) has cut £934k from the area based grant for Herefordshire for 2010/11, this equates to approximately 25% of the annual budget. Further work is underway to determine how the savings will be achieved across the Partnership.
47. Other Grants - The Think Family grant has been unringfenced which has enabled the funds to be utilised more widely and contribute to in year savings.
48. DSG– The Department for Education (DfE) has confirmed the Dedicated Schools Grant for 2010/11 (based on pupil numbers of 22,564) at a total £90.304m. This is £10k more than the planning assumptions used to set school budgets. Recoupment of grant for the Hereford Academy is estimated at £2.987m although this has yet to be confirmed by the DfE.

Schools

49. In addition to the JAM cost pressures mentioned above, the revaluation of school business rates (after school budgets had been issued) has resulted in increased costs of £198k. The DSG 2009/10 under-spend of £128k has been allocated to meet the increased costs for Pupil Referral Units introducing the minimum 25 hour tuition from September 2010. All of these additional costs are expected to feed through into 2011/12 and given the expected reduced DSG settlement in the autumn, difficult budget decisions will be necessary.

Academies

50. The government has offered the opportunity for outstanding schools to opt into the academies programme. If schools follow this path there will be a financial impact on both the DSG and the local authority budget. It is estimated that for a large high school the local authority budget will be top sliced by between £250k and £300k and DSG reduced by approximately £225k for a full year.
51. The top-slice of local authority budgets is based on the budget for school improvement and strategic management and is estimated by the DfE at £270 per pupil.
52. The DSG will be reduced in-year for schools taking academy status in 2010/11 however the Local Authority (LA) budget will not be reduced until 2011/12. The DfE will be consulting authorities on the final methodology for academy recoupment in the autumn. Depending on the number of schools opting for academy status there could be a significant financial impact

on both the DSG and LA budget although this cannot be calculated accurately until the numbers of schools transferring are known. The potential impact of academies has been included in the Council's Medium Term Financial Strategy so that the potential cost is recognised in the budget process.

53. Currently one school is going through the formal process to become an academy – it is likely that John Kyrle High School will achieve academy status from 1st January 2011.

DEPUTY CHIEF EXECUTIVE DIRECTORATE

£'000	Annual Budget	Under / (Over)
		Forecast
Legal & Democratic Services	3,009	(350)
Communications	362	0
Director and Administration	202	0
Policy & Performance	707	0
Herefordshire Partnership	246	0
Customer Services	1,537	0
ICT	6,098	100
Corporate Programmes	(5)	0
Human Resources	1,517	100
Shared Services / Connects	(45)	0
	13,628	(150)

Major Budget Exceptions

54. There are two major pressures affecting the Legal budget:
- Local Land Charges is to become a FOI requirement; the service will not longer be able to charge for Personal Searches. An initial estimate suggests this will reduce the income achievable by £200k.
 - The cost of interim posts for the first half of 2010-11 for Legal and Democratic Services is likely to be £130k, additional agency staff are also being used within the service expected to cost 33k above budget.

Recovery Plan Actions Instigated

55. The recruitment of permanent staff is underway to remove the use of interim posts. A review of Coroners Services should result in a reduction to costs, and the consolidation of Registrar Services will also create administration savings.
56. Long term sickness is being closely monitored to reduce the impact to the service. Corporate Programmes are also reviewing the services that are chargeable to maximise income without increasing charge out rates.

Major Virements Completed

57. The budget virements completed in 2009-10 for the Herefordshire Connects savings target of £700k have been rolled into 2010-11 for those savings identified on a recurrent basis. Connects savings were transferred from Sustainable Communities of £66k for P+ savings. Additionally Connects savings of £25k were transferred for savings in relation to the Civica system.
58. The Community Network savings for 2010/11 of £65,940 have been transferred from ICT to Central Services Corporate Management.
59. Procurement budget of £174,620 will transfer from Resources to the Deputy Chief Executive from the 1st August 2010, to mirror the management arrangements.

Other Risks

60. An impact assessment is currently underway covering changes to land charges income
61. ABG and Grant funding cuts will affect Corporate Training's ability to deliver the Adult Social Care training programme. The service currently receives 70% (£470k) of its funding from ABG. The Grant cuts will also affect the programme of work delivered by Diversity and Herefordshire Partnership.

SUSTAINABLE COMMUNITIES

£'000	Annual Budget	Under / (Over) Forecast
Highways, Transport & Community Services	12,458	(125)
Environment, Planning & Waste	13,644	0
Homes & Communities	2,595	0
Economy & Culture	5,019	0
Directorate Management & Support	524	0
	34,240	(125)

Major Budget Exceptions

62. Based on the income received to the end of July 2010, parking ticket income is 3% lower than the same period in 2009. The charges have not been increased for inflation and both these factors produce a shortfall of £170k against the budget. Income from Penalty charge notices will be below target by £60k.
63. Vacancy management savings of £105k have been identified mainly in the Countryside and Public Rights of Way teams and will be vired to reduce the Parking income budget.
64. It was previously reported that the Markets budget was under pressure in relation to a shortfall of rental income on the Hereford Butter Market of £90k, this has now reduced to a shortfall of £45k due to additional income received from Street Trading and the Hereford Open Retail Market. Income from Crematorium Fees has exceeded budget to date and this is expected to mitigate the overspend in Markets for the year.
65. The latest forecasts for Development Control income indicates a shortfall of £50k whilst Building Control indicates that income will come in on or near to budget. Due to the unpredictability of these income streams they will be closely monitored during the coming months and mitigation plans sought if the situation remains or deteriorates further. The current shortfall can be met from the receipt of the planning delivery grant.
66. The IDOX contract cost of document scanning in planning is now expected to continue throughout the current financial year at a cost of approximately £65k. This cost will be managed within existing budgets, but is not sustainable beyond this financial year.
67. The latest forecasts for public transport route subsidies indicate an over spend of £63k but this will be managed within existing budgets due in the main to staff vacancy savings.

Recovery Plan Actions Instigated

68. The total savings target for this Directorate is £1.68m and following the disaggregation of the Environment and Culture Directorate savings have been identified across the services within this process. These will be closely monitored throughout the year.
69. Libraries have identified savings in relation to staffing levels and library opening hours to address the previously forecast overspend of £85k, this will be closely monitored throughout the year.

Major Virements Completed

70. Connects savings were transferred from Sustainable Communities of £66k for P+ savings.

71. A saving of £196k was achieved through the Organisational Restructure and is being held centrally.

Other Risks

72. The Transportation route subsidies rely heavily on the Area Based Grant so any reduction in this grant will cause further overspending if current contracts are maintained. It is however possible to end contracts and reduce costs accordingly but these will incur the payment of a financial penalty, dependant upon the individual contracts.
73. Community Safety staffing and Safer Roads Partnership funding is also reliant upon Area Based Grant funding so any significant loss of this funding could result in potential redundancies and reduced support to partners.

PUBLIC HEALTH

£'000	Annual Budget	Under / (Over) Forecast
Environmental Health & Trading Standards	1,968	0
Emergency Planning	152	(35)
Public Health Support Team	16	0
	2,136	(35)

Major Budget Exceptions

74. In the development of the Joint Emergency Planning Unit, staffing costs for the Emergency Planning team are expected to exceed budget by £35k.

Recovery Plan Actions Instigated

75. Whilst additional contributions are being negotiated with the Primary Care Trust and Hereford Hospital Trust which will mitigate the pressure on Emergency Planning budgets, this has not yet been agreed.
76. Annual savings of £189k have been identified through expected vacancy management savings.

Major Virements Completed

77. Connects savings of £25k were transferred for savings in relation to the Civica system.

CENTRAL SERVICES BUDGETS

£000's	Annual Budget	Under / (Over)
		Forecast
PST Chief Executive	393	0
Director of Public Health	296	0
Director of Clinical Leadership & Quality	55	0
Chairman's Fund	12	0
Lord Lieutenancy	10	0
Levies	208	0
Corporate Management	1,127	0
Pension Related Costs	591	0
Corporate Subscriptions	222	0
	2,914	0

Major Budget Exceptions

78. There are no expected variations from Budget. The Organisational and Development budget has been fully drawn down, both the PCT and the Council will need to make new contributions towards any costs incurred in the year.

Major Virements Completed

79. The Community Network savings for 2010/11 of £65,940 have been transferred from ICT and are now held centrally. Similarly the Environment directorate transferred £198,000 for the Director post that has been removed from the establishment.

RESOURCES DIRECTORATE

£'000	Annual Budget	Under / (Over) Forecast
Asset Management & Property Services	3,139	0
Financial Services	1,952	0
Audit Services	426	0
Benefits and Exchequer Services	1,512	400
Central Budgets	181	(60)
Total	7,210	340

Current Position

80. Overall the Directorate is predicted to underspend by £340k. Historically the authority has received higher benefits subsidy than the actual costs of payments to claimants. Latest estimates show this continuing in the current year with an anticipated surplus of £400k which more than offsets unavoidable overspends in the central budget.

Major Budget Exceptions

81. Within Benefits and Exchequer there are some anticipated cost overspends including £23k for archiving costs, court and bailiff costs of £15k, ICT software £12k and agency staff covering staff diverted to Aggresso implementation.
82. The central budget is expected to overspend by £60k due to consultancy and additional staff time for the change management process.
83. In Financial Services overall employment costs are about £12k below budget but these will mitigate software overspends on maintaining the Cedar ledger. Income from schools SLAs is £28k more than anticipated.
84. Unbudgeted supplementary rent has continued to be received in respect of Maylord Orchards with some £54k having been received to date.

Recovery Plan Actions Instigated

85. Staff vacancies are being actively managed within Benefits and Exchequer to offset costs pressures identified above.
86. Staffing reductions in audit are due to be implemented at the end of July.

Major Virements Completed

87. The budget has been increased by £70k to cover the costs of extended reception opening times.

Other Risks

88. Charges to the Court Service for Shire Hall are still to be agreed with the Home Office. An income of £80k was accrued for 2009/10. If any items are disputed or agreed as ineligible this will impact on the current year.
89. A relatively high proportion of the property maintenance budget is spent on responsive maintenance which is necessarily difficult to predict.
90. Any unpredicted increases in benefits claims may affect Revenues and Benefits.

Capital Monitoring Summary

1. The capital forecast outturn for 2010/11 totals £77.7m, a summary by directorate spend and funding thereof is provided in Table A below.

Table A – Funding of 2010/11 Capital

£'000	2010/11 Forecast	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
Children's Services	31,739	915	480	29,951	65	328
Resources	4,708	-	3,926	33	-	749
Deputy Chief Executive	2,838	-	2,838	-	-	-
Adult Social Care	974	-	300	551	-	123
Sustainable Communities	37,133	12,315	7,061	9,912	-	7,845
Public Health	337	-	282	22	-	33
Total	77,729	13,230	14,887	40,469	65	9,078

2. The original forecast spends totalled £77.9m. Various changes to the original capital forecast have been identified recognising the inclusion of slippage from the previous year and reductions where funding cuts have been announced. Some capital projects are on hold pending confirmation of funding allocations. Revisions by use of the virement process exceeding £140k are listed below;-
- Disabled facilities grant funding has been increased by £215k through a funding allocation from housing capital receipts reserve
 - Affordable housing grants budget has been increased by £250k through a funding allocation from housing capital receipts reserve
 - Highways budget has been increased by £1,017k through the allocation of an extreme winter damage central government grant
 - £600k growth area grant funding has been vired to fund the new livestock market infrastructure costs
 - £347k has been vired from the highways maintenance budget to the highway staff costs budget
 - £860k growth area grant funding has been vired to fund the Connect 2 capital project costs
 - £288k prudential borrowing has been allocated to fund the purchase of three gritters, the annual capital financing cost is to be met from revenue which would otherwise be used to fund lease costs
 - The park and ride budget has been reduced by £540k following central government announcements of funding cuts
 - Schools harnessing technology budget has been cut in half - £543k - following central

government announcements of funding reductions

- Schools targeted capital funding has been reduced by £660k following central government announcements of funding cuts
3. Details of total capital scheme costs, funding, 2010/11 budget position and any potential issues for capital schemes with a forecast spend in 2010/11 exceeding £500k are provided in Table B below. Financial completion of the Riverside school should occur this year. This scheme has overspent due to the original contractor going into liquidation which has increased costs in relation to remedial works, site security costs, fees and new contractor costs to enable completion of the scheme. There are a number of proposals underway to recoup this overspend, being the sale of mobile classrooms, the settlement of the original contractor bond and the generation of a site capital receipt.

Table B - Schemes with an expected outturn exceeding £500k in 2010/11

Scheme	2010/11 Forecast £'000	Spend to end period 4 £'000	Comments
Children's Services			
Hereford Academy	13,256	3,250	Work in progress scheme on schedule both time and budget
Minster Replacement School	4,171	1,902	Work in progress scheme on schedule both time and budget
Co-location	3,328	246	A number of schemes are progressing, the largest based in Bromyard
Devolved Capital Programme	2,050	1,163	Devolved allocation of capital funding to schools
Intervention Centres	1,673	208	14 schemes at high schools are progressing
Primary Grant	1,500	82	This will fund the amalgamation of Leominster's junior and infants school
Childcare / QuAc	1,038	383	Various schemes to complete in 2010/11, waiting for full funding confirmation
TCF Standards and Diversity	675	76	Rural funding towards plant and equipment costs
Wave 2 Playbuilder	607	11	Funding recently unringfenced, waiting for go ahead
Condition property works	600	105	Annual programme of works at various sites committed on a highest need first basis, budget under pressure
Resources			
Corporate accommodation	3,000	63	Programme manager recently appointed
Smallholdings	723	61	Regulatory works at various sites
Hereford Leisure Pool	600	-	Refurbishment works recently approved
Deputy Chief Executive			
Herefordshire Connects	2,780	649	Anticipated HR and finance system to go live April 2011
Sustainable Communities			
Road, Bridge & Footway Maintenance	11,769	2,793	Annual programme of Amey works

Livestock Market	5,800	7	Access and preliminary works underway
Ledbury library	2,339	7	Scheme under review
Rural Enterprise Grant	1,667	484	Various grant funded schemes
Grange Court	1,500	20	Refurbishment works prior to lease
Credenhill flood alleviation scheme	1,500	149	Grant funded alleviation works in association with Hereford Futures
Affordable Housing Grants	1,338	216	Annual allocation of grants to various schemes
Mandatory Disabled Facilities Grant	1,230	308	Various schemes are referred and committed before expenditure is recorded
Extreme winter highway damage	1,017	-	Large amount of works expected to be completed in August
Ross library	1,000	25	Scheme under review
Hereford City Centre Enhancements	891	343	Improvement works to complete in November
Rotherwas Futures Estate Development Work	718	(395)	The negative spend to date represents an opening creditor for infrastructure costs
Private Sector Housing	697	43	Schemes will be reduced to be replaced by available Kickstart loans
Sustrans Connect 2	558	14	Permission required for identified scheme outstanding
Sub Total	68,025	12,160	
Schemes with a budget <£500k in 2010/11	9,704	1,113	This includes the Riverside capital scheme which is being temporarily funded from the primary grant funding allocation
Total	77,729	13,273	

4. This report has been presented to the Capital Strategy Working Group, whose remit is to focus and investigate any exceptional deviations from the approved capital scheme.

Prudential Borrowing

5. A summary of the Prudential Borrowing position is set out below.

	£'000	£'000
2010/11 Original Prudential Borrowing Forecast		18,601
Add: Slippage from 2009/10	4,789	
New funding allocations	467	
		5,256
Less: Slippage into future years	(8,869)	
No longer required	(101)	
		(8,970)
Expected use of Prudential Borrowing in 2010/11		14,887

The bulk of slippage into future years relates to the accommodation strategy, a forecast spend of £3m is expected this year.

Capital Receipts Reserve

6. The capital receipts reserve totalled £13.3m as at 31st March 2010; £9.1m of this is expected to fund the 2010/11 capital programme. The bulk of commitments include funding the provision of a livestock market.

This quarterly report ensures the council is embracing best practice in accordance with CIPFA's recommendations, by informing members of Treasury Management activity. Whilst the report is principally to cover the quarter to 30 June 2010, it also includes borrowing transactions to the end of July.

1. The Economy

1.1. Recent economic statistics show:

- The Bank Base Rate remaining unchanged at 0.50%.
- CPI inflation remaining relatively high: year on year inflation started the quarter at 3.4% and rose to a high of 3.7% in April before falling back to 3.2% in June
- GDP increasing by 1.1% in the second quarter of 2010 due to growth across the board.
- House prices falling slightly during the quarter and they are expected to remain fairly flat during the rest of 2010.
- The number of unemployed people falling by 34,000 in the quarter to May to a total of 2.47 million. The number of people in work rose by 160,000 in the three months which is the biggest rise since August 2006 although the majority of these (148,000) are only in part-time work.

1.2 Whilst the increase in the GDP figure was welcome news, a slow recovery is expected. No change in current policy is expected anytime soon, with Quantitative Easing remaining at £200bn and the base rate staying at 0.50%.

2. The Council's Investments

2.1 As at 30 June 2010 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount invested	
				£m	£m
Instant access bank accounts					
National Westminster	N/A	N/A	1.10%	5.00	
Santander	N/A	N/A	0.80%	5.00	
Barclays Call	N/A	N/A	0.65%	5.00	
Clydesdale	N/A	N/A	0.75%	5.00	20.00
Fixed term deposits					
Bank of Scotland	364 days	27/01/11	1.82%	5.00	
Nationwide	183 days	24/12/10	0.96%	2.00	
Nationwide	123 days	25/10/10	0.74%	3.00	10.00
Instant access Money Market Funds					
Blackrock				2.05	
Standard Life				5.00	
Insight				5.00	12.05
Total					42.05

2.2 Due to a certain degree of confidence returning to the UK financial markets, the council is now placing more funds on term deposit to earn a higher rate of interest. On the advice of Arlingclose, the council's treasury advisor, the council is moving towards a rolling

programme of £1 million one-year deposits, with such deposits totalling £12 million at any one time and £1 million maturing and being reinvested each month.

- 2.3 Arlingclose recommends an investment limit of 15% per institution and the treasury team use a limit of £5 million (£33 million being a reasonable approximation of the average amount invested during the year). The only situation where this limit is increased is where there is a group of banks when a £7.5 million limit is applied. For example, the council has £5 million currently invested with the Bank of Scotland and so could only invest a further £2.5 million with Lloyds TSB.
- 2.4 The treasury team have investigated the possibility of using strong foreign banks but either the banks are not interested in taking council deposits or the interest rates offered are poor. Therefore, only UK banks continue to be used at present.
- 2.5 The council has earned interest on its investments as follows:

Month	Average Invested £m	Average rate of interest earned	Amount of interest earned
April 2010	23.7	1.02%	£19,866
May 2010	30.5	0.94%	£24,156
June 2010	44.7	0.80%	£29,272
July 2010	49.3	0.85%	£35,726
Total			£109,020

- 2.10 The 2010/11 budget for interest receivable is £249,000. Whilst the above figures are before deducting interest paid out to third parties such as schools and trust funds, this budget is regarded as achievable.

3. The Council's Borrowing

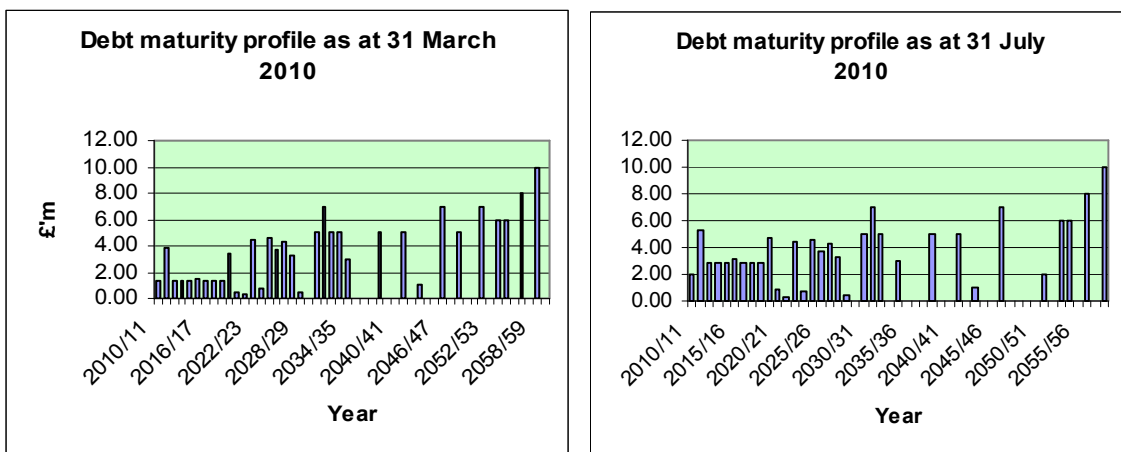
- 3.1 So far in the year to the end of July 2010 the council has taken out the following new loans:

Date	Term	Amount	Repayment method	Interest rate	6 monthly repayment of principal
26/06/10	10 years	£10 million	EIP	2.47%	£500,000
27/07/10	9 years	£5 million	EIP	2.24%	£277,778
EIP = Equal Instalments of Principal repaid every six months					

- 3.2 In addition the following loans have been repaid:

Date	Remaining term to maturity	Amount	Repayment method	Interest rate
28/07/10	23 years	£5 million	Maturity	4.25%
02/08/10	37 years	£5 million	Maturity	4.20%
02/08/10	41 years	£5 million	Maturity	4.20%
Maturity = All principal repaid at end of term (unless repaid earlier)				

- 3.3 By replacing the above loans with cheaper short-term loans the average maturity of the council's debt portfolio has reduced from 28.2 years to 24.9 years with the current average rate of interest falling from 4.35% as at 31 March 2010 to 4.13% today. Reducing the interest rate payable on £15 million from 4.216% to 2.393% should result in savings of around £182k in the eight months to 31 March 2010. In addition the council received discounts on repayment totalling £83,398.21 which will be spread over ten years (in accordance with current accounting practice) generating further savings of £8,340 per annum. Taken together, the new loans should generate total savings of around £1.47 million over their nine and ten year terms, however, because they are EIP loans (necessitating repayment of principal over the term of the loans) the exact savings will depend on the cost of refinancing amounts repaid.
- 3.4 The effect of replacing longer term maturity loans with shorter term EIP debt can be seen in the graphs below which compare the council's debt maturity profile at the start of the financial year to the profile as it stands today. EIP loans have the advantage of smoothing the council's maturity profile.



4.0 Projected outturn for borrowing costs

- 4.1 The projected outturn is difficult to quantify as it depends on the rate of interest payable on new loans taken out. Current projections indicate that the council will need to take out £20 million of additional loans before the year end. If interest rates are expected to stay low the council may take out PWLB variable rate borrowing (currently 0.70%) or even borrow from other local authorities (at 0.50% or less, including brokers commission). However, if rates are expected to increase the council will take out longer term fixed rates to try and lock in good rates for future years.
- 4.2 For example, if at the end of September the council were to take out a long-term loan of £20 million at a fixed interest rate of, say, 4.00% current projections of borrowing costs and Minimum Revenue Provision indicate that the underspend for the year will be around £800,000. Alternatively, if the council borrows £20 million at the end of September at a variable interest rate of say 1% the underspend may increase to £1.1 million. So the actual underspend will be determined by when the loans are taken out and the term of the loan/interest rate chosen. The council's treasury management team monitor rates on a daily basis and take advice from the council's treasury advisors Arlingclose

