

# AGENDA

## Cabinet

Date: **Thursday 17 February 2011**

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Time: **2.00 pm**

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

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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  
Vice-Chairman

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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**AGENDA**

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
To receive any apologies for absence.	
<b>2. DECLARATIONS OF INTEREST</b>	
To receive any declarations of interest by Members in respect of items on the Agenda.	
<b>3. MINUTES</b>	1 - 6
To approve and sign the Minutes of the meeting held on 20 January 2011.	
<b>4. SECTION 75 AGREEMENTS</b>	7 - 12
To agree Section 75 arrangements for 2011/12, including new arrangements in respect of adult social care, mental health and learning disability services.	
<b>5. LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN</b>	13 - 18
To agree further research and consultation; to recommend to Council revisions to the timetable for preparation of the Local Development Framework; and to recommend to Council interim arrangements in respect of the Local Transport Plan.	
<b>6. INTEGRATED CORPORATE PERFORMANCE REPORT - QUARTER 3 2010-11</b>	19 - 42
To provide Cabinet with an overview of performance against the Joint Corporate Plan 2010-13 for the first nine months of 2010-11.	
<b>7. BUDGET MONITORING REPORT 2010/11</b>	43 - 68
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.	
<b>8. SHADOW HEALTH AND WELLBEING BOARD</b>	69 - 76
To advise Members of the proposed requirement to establish a Health and Wellbeing Board and to progress the Council's status as an Early Implementer for the Department of Health by creating a shadow board.	



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## **HEREFORDSHIRE COUNCIL**

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

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HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday 20 January 2011 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, PJ Edwards, TM James, RI Matthews, PM Morgan, WU Atfield, MAF Hubbard, AE Gray and J Stone

**79. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**80. DECLARATIONS OF INTEREST**

7. REVIEW OF THIRD SECTOR SUPPORT AND DEVELOPMENT SERVICES.  
Councillor DB Wilcox, Personal, Mrs Wilcox is the Chairman of Hereford Voluntary Action.

**81. MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 16 December 2010 be approved as a correct record and signed by the Chairman.

**NOTE:**

Cabinet was notified of the death of Mrs Sue Harling, wife of the former Chairman of the Council, Councillor Peter Harling.

Cabinet agreed to move Agenda Item 6 – Response to Scrutiny Review of Home Care, as the first item on the agenda for discussion.

**82. RESPONSE TO SCRUTINY REVIEW OF HOME CARE**

The Cabinet Member, Adult Social Care presented the report on the scrutiny review and introduced the new Interim Director of Adult Social Care, Jana Burton to Cabinet.

The following points were made:

- The review had highlighted some significant issues. Some of the actions identified in the 15 recommendations would need to be amended as issues had changed both locally and nationally since the report had been produced.
- The rapid response delivery and information regarding aids and adaptations for the home could provide significant savings and allow people to live independent lives outside of their homes, and delay or prevent the need for more intensive care or admission to a long term care home.

- With regard to the Integrated Care Organisation and Mental Health review Section 75 arrangements, the Council would need to be clear about the role of the property that belonged to the Council.
- Delayed discharges – this had been controversial in the past and there was still considerable work to be done on the matter, particularly with partner organisations.

Members discussed further the points raised in the scrutiny review and agreed the responses.

**RESOLVED: That the response be agreed.**

### **83. JOINT MEDIUM TERM FINANCIAL STRATEGY 2011/14 AND BUDGET UPDATE 2011/12**

The Cabinet Member Resources advised Cabinet had been preparing for sometime for the cuts in funding under the Comprehensive Spending Review. The 2011/12 financial settlement had resulted in Herefordshire being required to make savings of £10.3m. This would include the changes to the local government funding formula which would amount to losses of £2.7m in funding. It was added that for 2011/12 a number of the grants the Council had previously received would now cease or become part of the general formula grant, and there would now only be six specific grants. However, there would be greater flexibility for the Council in the way funds were spent. The Cabinet Member added that it was not intended to increase council tax; this would take advantage of the government's voluntary scheme to support councils that retained council tax at the current level, with the emphasis being in reducing costs not services. Funding from reserves would be used to help with the reduction in grant funding. The Joint Medium Term Financial Strategy brings together the financial planning of the Council and NHS Herefordshire.

The Director of Resources stated that:

- Members had been kept informed of the Comprehensive Spending Review (CSR) process and the wider implications of the reductions in public sector spending, which were outlined on page 6 of the report.
- The budget encompassed the council tax voluntary scheme to hold council tax at current levels
- The additional funding of £3.5m for Adult Social Care was welcomed.
- The reduction in the number of grants had reduced bureaucracy and increased local choice on spend.
- There would be an increased impact on schools as they faced funding pressures as the number of pupils on the rolls were falling.
- The settlement was expected to be in place for two years following which central government was to review the formula; further change was therefore expected including the localisation of council tax benefit.
- The majority of funding would now be via the general formula grant and details of this were still awaited, but the total savings required for 2011/12 was £10.3m.
- Directorates went through the star chamber process on two occasions before the conclusion of the overall budget and policy process.
- With the reduction in grant funding the emphasis had been on cutting costs and not reducing front line services.
- General reserves needed to be maintained at 3% of net revenue budget, which requires a reserve of £4.5m.
- The reduction in funding for concessionary fares could impact on rural areas but would be mitigated by temporary funding generated through reserves which was required to be replaced within 12 months.



- 2012/13 would also be a challenging year reflecting the speed of the deficit reduction and the change in the formula grant.
- It was anticipated that there would be a loss of 250 full time equivalent (FTE) posts in the authority.

The Leader of the Council made the following comments:

- Although the authority had been preparing for cuts they were more extensive than expected.
- The settlement details were not known until 13 December 2010 and since then it had been an intensive time for the finance staff.
- The changes to the formula grant had not helped Herefordshire.
- It was clear that the principles to identify savings and minimise the impact to frontline services had not been sufficient because of the scale of funding reduction, therefore there would be some significant reduction in staffing numbers in the authority, similar to other authorities.
- There would be a reduction of 250 FTE staffing posts, which had already begun. The losses had been expected and therefore, those staff posts which directly related to grant funding had been made temporary posts in anticipation of the reduction.
- The majority of savings had been made through the removal of posts and the restructuring of directorates.
- There would be some impact on library services; however, it had been the policy of the authority to join services, where practicable, to ensure the sustainability of the service, such as the info shops, libraries and tourism centres operating from a shared location.
- The public recognise the current scale of cuts has been unprecedented before and, as a result, the authority would be smaller and more efficient within two years.
- The additional £3.5m for adult social care was welcomed, but it was essential to ensure that the funds were spent wisely.
- Herefordshire is further ahead and in a better position than most authorities because of the joint working with NHS Herefordshire.

Cabinet was advised that David Sanders, Interim Director of Children's Services, would be leaving at the end of January and that Jo Davidson would replace him as the interim director. David Sanders was thanked for his work in Herefordshire and it was stated that he had brought clarity to the directorate at a time when education had been hit significantly under the new funding proposals. In addition it was noted there had been a top slice taken off the funding allocation to support the national academy proposals.

The Director of Children's Services stated:

- The impact on schools was significant under the school improvement programme.
- Area based grants for primary and secondary school national strategy - the area for development in Herefordshire was needed in performance at key stage 1 and 2, however, this was the area with reduced resources, so now looking at how to meet this development need in different ways.
- There is a national strategy for attendance, currently looking to see if there is funding available as Herefordshire has a high standard of attendance.
- There has been a direct funding impact on the 16 to 19 age group.
- School buildings were not part of the Council budget; however, it was important to have a clear picture of the building programme.

- The top slice of £650k for the school academy programme had not been expected.

Cabinet went on to make the following comments:

- The Local Transport Plan funding had been reduced from £13m to £10.3m.
- Priority has been given to bus services in remote rural areas, with £1m being used from reserves to rationalise bus routes, however, work would be done with communities to see how best to approach the matter. New bus contracts would be in place in the autumn.
- Concessionary fares would continue but not before 9.30 am, in line with statutory requirements.
- Road safety was to remain a priority, with maintaining potholes a first priority to ensure road safety.
- The prevention agenda in adult social care was to be moved forward along with reablement and the number of hospital beds available.
- Safeguarding funding for children had been protected for this year. It was noted that there were to be an additional 50 looked after children in Herefordshire.
- Cabinet thanked officers and partner organisations for the work that had been done together and the achievements made.
- Cabinet noted that the comments from the Overview and Scrutiny committee would be incorporated into the report to Council.

## **RESOLVED**

- THAT:**
- (a) the attached MTFs including the overall 2011/12 budget be agreed for recommendation to Council;**
  - (b) a freeze of Council Tax for 2011/12 at 2010/11 levels be agreed for recommendation to Council; and**
  - (c) an explanatory note on the funding of future capital projects be included in the Joint Medium Term Financial Strategy.**

## **84. JOINT CORPORATE PLAN 2011/14**

The Cabinet Member Corporate and Customer Services and Human Resources presented the Joint Corporate Plan to Cabinet and advised that following the elections in May 2011, it was anticipated that the plan would require refreshing.

The following points were made:

- The joint medium term financial strategy for both the Council and NHS Herefordshire endorsed the key priorities and principles of the new JCP.
- JCP appendix 1 – 1.5 had been changed to reducing health inequalities for the working population.
- The JCP had been to the Herefordshire Partnership management group and to the third sector partnership for their comments.
- Cabinet agreed that the comments of the Overview and Scrutiny committee were to be incorporated into the revised report to Council.
- Comments were made by Cabinet Members that consideration be given to the inclusion within the JCP to Hereford City, broadband and public transport.
- The Chief Executive and the Monitoring Officer were to be delegated to finalise/make amendments the JCP prior to it going before Council.

**RESOLVED:** That Cabinet recommended to Council the approval of the Joint Corporate Plan vision, priorities and long-term outcomes as set out at Appendix 1, save that the Chief Executive and the Monitoring Officer be delegated to finalise the Joint Corporate Plan and make any necessary amendments (if any) to reflect Cabinet Member comments regarding transportation and Hereford City.

## **85. REVIEW OF THIRD SECTOR SUPPORT AND DEVELOPMENT SERVICES**

The Director of Resources, as chairman of the review, presented the report to Cabinet. The Director referred to the key factors for consideration as set out on page 128 of the report and to the issue of the Big Society approach and the delivering of solutions through the civil society, which was a key element of the new coalition government.

The Director referred to:

- The objectives of the review and the need for the sharing of back office functions for services, which would provide greater collaboration and value for money.
- The views of the Community Services Scrutiny Committee, which referred to the potential loss of skills of individual organisations and the possible loss of volunteers.
- Having one single local solution for Herefordshire, sharing services, providing a flexible outreach provision.
- Try to bring together a number of organisations and Council resources to better serve the people of the County.
- All proposals to be scrutinised by the third sector board.
- Cabinet welcomed the proposals and agreed they would be beneficial to all organisations concerned.

Cabinet thanked officers and partner organisations for the work they had done on the report, which would ensure that public money was spent wisely.

### **RESOLVED**

- That:**
- a) the outcome of the review be noted;**
  - b) the principle of a single local solution to deliver support services to front line community and voluntary organisations, together with a shared services approach to back office functions, be approved; and**
  - c) authority be delegated to the Director of Resources, in consultation with the Director of Sustainable Communities, to negotiate and implement a single delivery arrangement in accordance with the agreed principle.**

The meeting ended at 1.50 pm

**CHAIRMAN**



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 FEBRUARY 2011</b>
<b>TITLE OF REPORT:</b>	<b>SECTION 75 AGREEMENTS</b>
<b>PORTFOLIO AREA:</b>	<b>ADULT SOCIAL CARE, HEALTH &amp; WELLBEING</b>

## Wards Affected

County-wide

## Purpose

To agree Section 75 arrangements for 2011/12, including new arrangements in respect of adult social care, mental health and learning disability services.

## Key Decision

This is a Key Decision because it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;

It was included in the Forward Plan

## Recommendation(s)

**THAT:**

- (a) a Section 75 agreement be established between the Herefordshire Integrated Care Organisation and Herefordshire Council in respect of hospital, community health and adult social care services;**
- (b) a Section 75 agreement be established between Together NHS Foundation trust and Herefordshire Council in respect of community Mental Health services;**
- (c) the remaining Section 75 agreement between Herefordshire Council and NHS Herefordshire be revised to reflect the changes in provider arrangements arising from recommendations a and b above; and**
- (d) delegated authority be given to the Director of Resources, in consultation with the Chief Executive, to complete the agreements.**

## Key Points Summary

- Section 75 of the NHS Act (2006) (previously S31 of Health Act 1999) provides Local Authorities and NHS Bodies with the power to pool budgets, delegate commissioning powers and integrate provision of a service.
- An overarching Section 75 agreement between Herefordshire Council and NHS Herefordshire was signed on 1<sup>st</sup> April 2009 outlining a structural framework, a financial framework and a performance management framework. The agreement includes schedules that cover key joint services for example learning disabilities and mental health services. The total resource covered by the S75 is circa £55m, of which £23m is council resource.
- The agreement is reviewed annually in March to ascertain whether any major changes are required and to consider status of spend and delivery against key performance measures. Minimal changes were made to the agreement for the financial year commencing in April 2010.
- 2011/12 will see significant changes to the provider landscape following the procurement by NHS Herefordshire of a new mental health provider (2gether NHS Foundation Trust) and the establishment of an Integrated Care Organisation (ICO), which will require significant changes to the underlying schedules of the current Section 75 agreement, and the development of new S75 agreements.
- The two new provider agreements will provide for jointly designed and managed services hosted by the Integrated Care Organisation and 2gether. The Council will, via these arrangements, direct the allocation of its resources including financial, staff, employment practices and physical assets, and will include details on the secondment of staff. The agreements will enable the Council to maintain clear lines of accountability for monitoring of spend against outcomes, and regarding the fulfilment of any Director of Adult Social Services statutory responsibilities through provider bodies.
- The Section 75 arrangements are being developed alongside the plans to take forward the new 'Vision for Adult Social Care'. These include the implementation of a new resource allocation system, our market development plans and greater alignment between our Continuing Health Care and Social Care assessment processes, all of which are aimed to support an increased uptake of personal budgets. Strengthening the Section 75 arrangements to support and take account of these developments will be essential to ensure improvements in these areas. The agreements will also be central elements in delivering changes to our care pathways that will lead to improved user outcomes and experiences.

## Alternative Options

1. The existing agreement does not reflect changes to the provider environment, and must be revised to support these new arrangements when they come into effect in April 2011.

## Reasons for Recommendations

2. To ensure clear governance and accountability in respect of use of resources and delivery of agreed outcomes.

## Introduction and Background

3. Section 75 of the NHS Act (2006) (previously S31 of Health Act 1999) provides Local Authorities and NHS Bodies with the power to pool budgets, delegate commissioning powers

and integrate provision of a service. Effectively the two organisations are sharing the cost and any associated risk to deliver a joint service.

4. An overarching Section 75 partnership agreement was signed on 1st April 2009 outlining a structural framework, financial framework, what constitutes financial reviews (Annual Development Reviews) and joint performance management, between Hereford Council and NHS Herefordshire. This overarching agreement was effective from 1st April 2009, expires on 31st March 2014 and is reviewed annually.
5. The agreement is supplemented by a number of schedules addressing specific elements of service, and reflecting the amount of money pooled and staff involved in respect of each service provided. The key service related schedules are:
  - Learning Disability (approximate current monies in pooled fund – circa £16 million)
  - Mental Health (circa 35 million)
  - Hillside Intermediate Care (1.3 million) (*services included are a Intermediate Care Service, and a multi-disciplinary residential rehabilitation service*)
  - Integrated Community Equipment Stores (500k) (*equipment & minor adaptations to prevent injury and keep people out of residential care combined in one unit*)
  - Kington Court (900k) (*Provides adults with intermediate care, palliative care, clinical and social care, reablement and adults and children needing minor injury outpatient services*)
  - Children with complex needs (1.2 million) (*includes children and young people assessed as needing additional support, medical needs not being met by schools, support for families and schools to prevent breakdown of local provision*)
  - Free nursing care (currently a Section 256 Agreement)
6. To support the delivery and the management of the services covered by the agreement there are four supporting schedules which outline how the agreement will be performance managed and reviewed. These are:
  - Integrated Commissioning Structural Framework
  - Financial Framework
  - Annual Development Agreements
  - Integrated Performance Management Framework
7. The creation of an ICO to provide hospital, community health and adult social care services in a joined-up way across care pathways is a central tenet of NHS Herefordshire and Herefordshire Council's plans to reform its provider services to ensure there is a renewed focus on improved user outcomes and experience. This development is essential in ensuring that Herefordshire is in a position to transform the services delivered for the benefit of its residents. The future demographic challenge faced in the coming years requires radical reform, including the delivery of targeted services through improved pathways of care, the development of integrated locality teams, and the development of a more robust provider market.
8. A further element of transformational change has been the selection by NHS Herefordshire of 2gether NHS Foundation Trust to deliver and modernise Mental Health (health & social care) services & Learning Disability (health care) services for the people of Herefordshire. This will provide greater opportunities to redesign care pathways more efficiently and effectively.

9. Section 75 arrangements will therefore be key to ensuring that Herefordshire residents receive high quality services, within the monies available. The arrangements will detail the resources (financial, staffing and physical assets) to be utilised and will outline clearly what is expected both in relation to performance and governance arrangements. Accountabilities will be made clear, which is particularly important in regards to risk sharing and how any Director of Adult Social Services statutory responsibilities are to be discharged through the provider organisations. They will also outline secondment arrangements for Council staff into the ICO and 2gether.

## Key Considerations

10. There is already a requirement to review and extend the Section 75 agreements annually to accommodate organisational change and local or national policy changes. The last year has seen significant change which will require more fundamental change than was the case in 2010/11. Changes over the last year that need to be considered in the revised and new agreement (s) for 2011/12 include:

*Changes to local provider market e.g.:*

- Procurement of a new Mental Health Provider
- Establishment of the Integrated Care Organisation.

*Changes to local commissioning infrastructure e.g.:*

- Development of GP Consortia
- Establishment of a Health and Wellbeing Board

*New National Policy Agenda e.g.*

- New 'Vision for Adult Social Care and new Health and Social Care Reform Bill
- New national performance and planning regimes i.e. new NHS and Adult Social Care Outcomes frameworks and QIPP plans (and demise of World Class Commissioning and Local Area Agreements)
- Changes in regulatory environment i.e. demise of Comprehensive Area Assessment and Annual CQC self assessment

*Other Local Developments e.g.*

- Implementation of the new Resource Allocation System (RAS)
- Local market development plans.
- Plans to integrate and streamline processes for approval of and increasing use of individual health and social care budgets , continuing health care, joint funding of health and social care support and community purchasing
- The agreement will also need to consider any arrangements for any assets owned by Herefordshire Council.

11. The new Section 75 Agreements will cover the following areas, building on good practice elsewhere and advice from external legal advisors:

- Aims and intended outcomes (e.g. care pathways)
- Relationships to Corporate Plan
- Performance Management and governance arrangements
- Overview of services and legal framework
- Discharge of and accountability for statutory responsibilities
- Arrangements for financial management



- Arrangements for use of Council Assets

12. Staff secondment arrangements will also be outlined in the Section 75 agreements. It is intended that affected Council staff will receive letters outlining secondments arrangements with regard to the new provider organisations by early March at the latest.
13. There will need to be significant changes to the overarching agreement between Herefordshire Council and NHS Herefordshire to reflect the new provider environment. Once completed and signed off locally, all the agreements will need to be lodged with the Department of Health, and therefore delegated authority is sought to ensure that this is completed in time for commencement of the new arrangements with the Integrated Care Organisation and 2gether in April 2011.
14. Moving forward, further revisions may need to be put in place in time for 2012/13 as the new health successor organisations emerge e.g. GP Consortium, thus the new revisions this year will need to be mindful of these changes.

## **Community Impact**

15. Modified and new Section 75 Agreements will ensure public resources are best used to deliver key front line services for the community, by ensuring certain providers are managed robustly and proactively to protect vulnerable people and focus on improved outcomes for Herefordshire residents.

## **Financial Implications**

16. The monies invested into the pooled arrangements will follow the delegation of functions as outlined in the NHS Act 2006 which allows for the delegation of functions from one statutory authority to another, creating a joint commissioning arrangement or integrating the provision of care. The finance schedule will contain further issues regarding the management of the pool, corporate governance, financial management, efficiencies, audit and VAT. This will also include risk sharing agreements for each Section 75.
17. The total monies to be covered by the revised S75 are circa £55m, of which £19m is Herefordshire Council resource (this excludes Learning Disabilities funding transferred to Herefordshire Council of £3.5m) The resources are allocated across the three agreements as follows:
  - £9m – ICO
  - £8.8m – 2gether
  - £1.3 NHS Herefordshire pooled commissioning
18. The changes in the agreements are in line with the overall budget allocation for the service 2011/12, as agreed by Council on 4<sup>th</sup> February 2011.

## **Legal Implications**

19. Section 75 of the NHS Act (2006) (previously S31 of Health Act 1999) provides Local Authorities and NHS Bodies with the power to pool budgets, delegate commissioning power and integrate provision of a service, this is therefore a key mechanism by which public services operated and commissioned in partnership in Herefordshire are managed within a robust legal and financial framework.

## **Risk Management**

20. There is a robust project plan in place to ensure that a revised Section 75 Agreements and new Section 75 Agreements are lodged with the DH in an appropriate and timely way.
21. To provide an ongoing level of risk assurance over pooled budgets and to maintain trust in the service for both partners regular monitoring will take place of the agreements. Annually Commissioners and finance colleagues will work together to write an annual agreement for each service that reflects the commissioning plans and priorities of both partners for the year ahead, and the financial context of the service. This will then be reflected in the proposed pooled budgets for the following financial year and set the direction of travel for the following year.
22. Monitoring reports and annual updates will be provided within the corporate performance reporting framework.

## **Consultees:**

23. Detailed consultation and discussion will take place between the council, NHS Herefordshire and service providers to ensure consensus and alignment with the business cases under development with the new providers.

## **Appendices**

None

## **Background Papers**

- None identified

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 FEBRUARY 2011</b>
<b>TITLE OF REPORT:</b>	<b>LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN</b>
<b>PORTFOLIO AREA:</b>	<b>ENVIRONMENT AND STRATEGIC HOUSING/HIGHWAYS AND TRANSPORTATION</b>

**CLASSIFICATION** Open

### **Wards affected**

County-wide

### **Purpose**

To agree further research and consultation; to recommend to Council revisions to the timetable for preparation of the Local Development Framework; and to recommend to Council interim arrangements in respect of the Local Transport Plan.

### **Key Decision**

This is not a Key Decision.

### **Recommendation**

**THAT:**

1. **Additional research and advice on the impact of the Localism Bill along with further consultation, including an advisory community poll, be undertaken to inform the development of the Local Development Framework Core Strategy, and a further report on the detail of this consultation be brought to Cabinet in June;**
2. **It be recommended to Council that:**
  - (a) **the Local Development Framework timetable be revised as set out in the table at paragraph 11 below;**
  - (b) **the linkage between the Local Development Framework and Local Transport Plan, and the consequent impact on the Local Transport Plan timetable be noted;**
  - (c) **the existing Local Transport Plan 2 be adopted as the Council's interim Local Transport Plan3 pending finalisation of the Local Development Framework submission; and**

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Further information on the subject of this report is available from  
Peter Yates, Planning Policy Manager on (01432) 261952

- 3. Delegated authority be given to the Leader of the Council, in consultation with the relevant Cabinet Members, to take account of any views the Overview & Scrutiny Committee may express on the proposals above in drawing up Cabinet's final recommendations for consideration by Council.**

## **Key Points Summary**

- This report provides an update on progress in preparing the Local Development Framework (LDF) and the Local Transport Plan (LTP). Both are part of the Council's Policy Framework.
- The legislative basis for preparing the LDF is changing as a consequence of the Localism Bill, which proposes the revocation of Regional Spatial Strategies (RSS) and new roles and responsibilities for local groups undertaking neighbourhood planning.
- The arrangements for both the public and private funding of new infrastructure linked to development are also under review.
- The recent LDF consultation on the Hereford preferred option produced particular comments and objections to the proposed housing sites in general and the proposed choice of a western relief road corridor in particular. These views contrasted with the outcomes of earlier consultations, which produced generally favourable results. Following the debate at Council on 19<sup>th</sup> November, the Executive were asked to consider the practicalities of undertaking a poll to assist in clarifying the situation.
- The current published timetable for the LDF preparation made provision for the Core Strategy to be reported to Council at its meeting on 4<sup>th</sup> February 2011 with a recommendation that the policies be submitted to the Secretary of State for public examination and subsequent adoption later in 2011. It is now clear that this timetable cannot be met and a revised Local Development Scheme timetable will be necessary.
- Having regard to the changing legislative context and the new issues raised in the recent round of consultation, it is prudent to afford an opportunity for the implications for the emerging Core Strategy to be further considered prior to the document being finalised.
- The Council is required to adopt an LTP from 1<sup>st</sup> April 2011. However the LTP needs to be aligned with the Council's planning strategy. Whilst the latter is being confirmed, the requirement to have a LTP in place can be achieved by extending the life of the present document by adopting it as the 2011 interim LTP3, and reviewing it when the strategic planning position becomes clearer.

## **Alternative Options**

1. The current planning policies of the Council are set out in the 2007 Unitary Development Plan, which runs to 2011. Whilst these policies have been "saved" and will continue in force until replaced, new planning policies are required to influence and control development for the next plan period – currently to 2026. The LDF will set out these new policies and is a statutory requirement, with no alternative to its preparation.

## **Reasons for Recommendations**

2. To afford an opportunity for the implications of the changing legislative context to be fully considered, and to enable further consultation, including a community poll, to be undertaken. Linked to the changes in the LDF timetable, to provide for the continuation of the existing LTP2 to be adopted as an interim LTP3 in the meantime.

## Introduction and Background

3. Progress is being made on the LDF to replace and roll forward the Council's planning policies set out in the Unitary Development Plan. A comprehensive programme of consultations has taken place throughout 2010, along with briefings for individual and groups of Members. However, the latest round of consultation raised some new issues. Further consideration of these matters is needed and Council, at its meeting on 19th November 2010, overwhelmingly carried a motion agreeing "...in principle to carrying out a poll with the people of Herefordshire to ask a question relating to construction of a road around Hereford City and that the Executive be asked to consider the practicality of such action."
4. In addition, the legislative background is now changing significantly it would be prudent to extend the current LDF timetable to enable the implications of those legislative changes to be fully considered. Because of the close links between the Council's planning and transport policies, changes in the LDF timetable have implications for the LTP.
5. Both LDF and LTP are part of the Council's Budget & Policy Framework.

## Key Considerations

6. The Localism Bill, published in December 2010, introduces a number of significant reforms to the planning system, notably the revocation of RSS. Hitherto the West Midlands RSS has provided a regional context for the preparation of the LDF, particularly in respect of future housing provision. The Bill is expected to pass into law later this year. Thus, whilst at present compliance with the RSS is required, it would be prudent to progress on the basis that it will, in due course, cease to exist. This will allow a degree of flexibility and local choice which has not been available to date in the preparation of the LDF. The Bill also introduces new arrangements for neighbourhood planning within the existing (and continuing) framework of statutory planning control.
7. The Localism Bill also confirms the government's intention to continue with a revised form of the Community Infrastructure Levy to replace Section 106 agreements for collecting developer infrastructure contributions, other than those concerned with affordable housing or the mitigation of site specific impacts. Other new and emerging financial measures include the New Homes Bonus, Regional Growth Fund and Tax Increment Financing. Future sources of finance are therefore not, at present, entirely clear – nor are the investment plans of service providers. These issues impact directly upon the financial viability of development and the ability to pay for new infrastructure. This will require more work to finalise the Economic Viability Study, identify any funding gaps, develop a Charging Schedule to raise contributions under the Levy, and to finalise an Infrastructure Delivery Plan with service providers.
8. The Council's planning policies are currently set out in the Unitary Development Plan. Although the Plan had a nominal end-date of 2011, the policies have been through a formal process of being "saved" and most continue in force by virtue of a direction of the Secretary of State made in February 2010. However, the planning strategy for the future development of the County in the longer term needs to be formulated, and planning policies prepared to deliver it. The vehicle for this is the LDF, a portfolio of documents led by the Core Strategy. This looks ahead to 2026, balancing development needs with protection of the environment, and ensuring alignment of the planning strategy with the Sustainable Community Strategy and other Council priorities such as the Localities agenda.
9. The emerging LDF is founded on a significant evidence base and has been the subject of a comprehensive programme of consultations throughout 2010 including public meetings, presentations, "road shows", coverage in the media and both Parish Council and Member briefings. The consultations in the earlier part of 2010 showed widespread support for the

emerging policies. At the time of the detailed consultation on the Hereford package particular comments/objections were raised to both proposed housing sites and the western relief road corridor. The most recent round of consultations has also revealed new issues concerning water quality and infrastructure funding which will need to be resolved before the Core Strategy is finalised.

10. At its meeting on 19th November, Council requested that the practicality of holding a Community Poll on the topic of a relief road for Hereford be explored by the executive. Legal advice has indicated that such an approach would be possible as part of a wider consultation exercise. However, such a poll could not be carried out during the pre-election period, as it would breach the Government's publicity guidance; nor can the facilities used by the Returning Officer on election day be used. It is therefore proposed that a community poll be undertaken, as part of the overall consultation process, as early as possible after the election.
11. The current published timetable for the preparation of the Core Strategy is set out in the Local Development Scheme. This envisages the Core Strategy being reported to full Council at its meeting on 4th February 2011 with a recommendation that the document be submitted to the Secretary of State for public examination and adoption later that year. Taking into account both the impact of national policy and legislative changes, and Council's expressed desire to undertake a community poll, it is therefore proposed that the indicative LDF timetable be revised as in the table below. It should be noted that, subject to the outcome of the additional consultation, further revisions to the timetable may be required.

<b>Activity</b>	<b>Date</b>
Cabinet approve detail of further consultation, including community poll	June 2011
Consultation	July – October 2011
Overview & Scrutiny Committee	December 2011
Cabinet	January 2012
Council approve submission of draft Core Strategy	February 2012
Pre-submission publicity	March/April 2012
Submission to Secretary of State	May 2012

12. The Council is required to have a LTP in place for the period commencing on the 1st April 2011. This follows on from the five year period covered by the current LTP (1 April 2006 to 31 March 2011). However, unlike the previous LTPs which had to be submitted to Government by the date when they were due to come into effect, the form and content of the LTP will be for local consideration only and will not need to be submitted to Government.
13. Development of the next Local Transport Plan (LTP3), including the adoption of a 15 year time horizon, taking the strategy to 2026 as per the LDF, has been carried out in parallel with development of the LDF strategy, building on the opportunity to ensure that the long term land use strategy for Herefordshire is underpinned by complementary policies in respect of transport infrastructure. A draft LTP3 was issued for consultation in October 2010 and this was also co-ordinated with consultation on the Core Strategy preferred option for Hereford. An update on the development of the LTP strategy was provided to Environment Scrutiny Committee at its meeting on the 26th November. It was noted in that report that the draft LTP had been written to reflect the LDF Hereford preferred option (as consulted on in September-November 2010). The report also stated that the final review of LTP would need to reflect any decisions regarding the LDF Strategy when it is considered by Council.

14. A coherent new LTP3 can only be determined when the key infrastructure requirements for the County up to 2026 have been agreed through the LDF process. As an interim measure, pending finalisation of the LDF strategy, it is proposed to roll forward the current LTP (LTP2) and that it be adopted as an interim LTP3. The current LTP2 remains fit for purpose at the current time and provides an ongoing strategy which is consistent with the current Unitary Development Plan and provides a sound basis to guide transport provision in the County in the intervening period.

## **Community Impact**

15. The emerging LDF policies have been drafted to align as closely as possible with the Council's wider policies which impact on community matters and fall within planning influence. The involvement of the Local Strategic Partnership is maintained through the Local Development Framework Task Group which, apart from LSP membership, also includes representative Members from minority political groups on the Council. The impact of the Localism Bill will be very significant in redefining how the Council's policies relate to local communities.

## **Financial Implications**

16. The costs of undertaking a community poll, using postal voting, are estimated at £50k.
17. Preparation of the LDF is being carried out from within existing budgets which are reviewed annually. More work is needed with an Infrastructure Delivery Plan to establish viability of any capital projects associated with the development envisaged by the LDF and to assess the potential for Community Infrastructure Levy and New Homes Bonus to provide capital funding.
18. A current LTP3 will be a key supporting document for any bid to the Local Sustainable Transport Fund.

## **Legal Implications**

19. Advice has been received that an advisory community poll may be undertaken as part of the consultation within overall LDF process.
20. The Council has a statutory duty to prepare a LDF and LTP. The Localism Bill does not change that principle. However when enacted it is expected to enable new roles and responsibilities, especially as regards the role of Parish Councils and other community groups at the neighbourhood level.

## **Risk Management**

21. The principal risks to progression of the Core Strategy are set out above and centre on the legislative changes underway, the emergence of new funding streams and delivery mechanisms, and the outcome of the recent round of consultation. Managing these risks requires further opportunity to consider the implications for the emerging Core Strategy and is the subject of this report.
22. This needs to be balanced against continuing to use the policies of the Unitary Development Plan as a basis for planning control, notably in respect of housing land supply. This can be managed by ongoing monitoring. On a strategic level, the opportunities offered by the LDF and Core Strategy to guide development to meet the Council's broader priorities as set out in the Sustainable Community Strategy and other strategies and programmes will not be able to be realised. However, the impact of the localism agenda is likely to be felt across the range of Council services and further consideration of the emerging Core Strategy can take place within

this overall context.

## **Consultees**

23. Extensive community consultations have been carried out as outlined above. All consultations on the LDF have to comply with the Council's own Statement of Community Involvement which was adopted in 2007 and is itself part of the Local Development Framework. Consultation reports are published on the Council's website to cover every stage of the process from 2007 onwards.

## **Appendices**

None

## **Background Papers**

Local Transport Plan 2.



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 FEBRUARY 2011</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT – QUARTER 3 2010-11</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES</b>

**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 nine months of 2010-11.

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

**THAT Cabinet considers performance to the end of December 2010 and the measures being taken to address areas of under-performance.**

### **Key Points Summary**

- A large number of indicators are only reported annually but at different times, so in-year judgements can only currently be made on a selection of relevant indicators. Of the 77 indicators where data is available this quarter, 52 are on track to achieve target, although the number currently behind or failing to achieve target has risen slightly to 25 (24 at Quarter 2).
- The majority of key projects are being delivered to schedule (85 of 96 projects), although 11 are currently behind schedule (5 at the end of Quarter 2).
- The overall revenue budget position for 2010-11 for the council shows a projected £2.2m overspend. This is approximately 1.5% of the council's £143m revenue budget (excluding Dedicated Schools Grant funding).

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

## 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 regular 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;
  - Appendix 2b exception report for those indicators and projects that are behind target; and
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

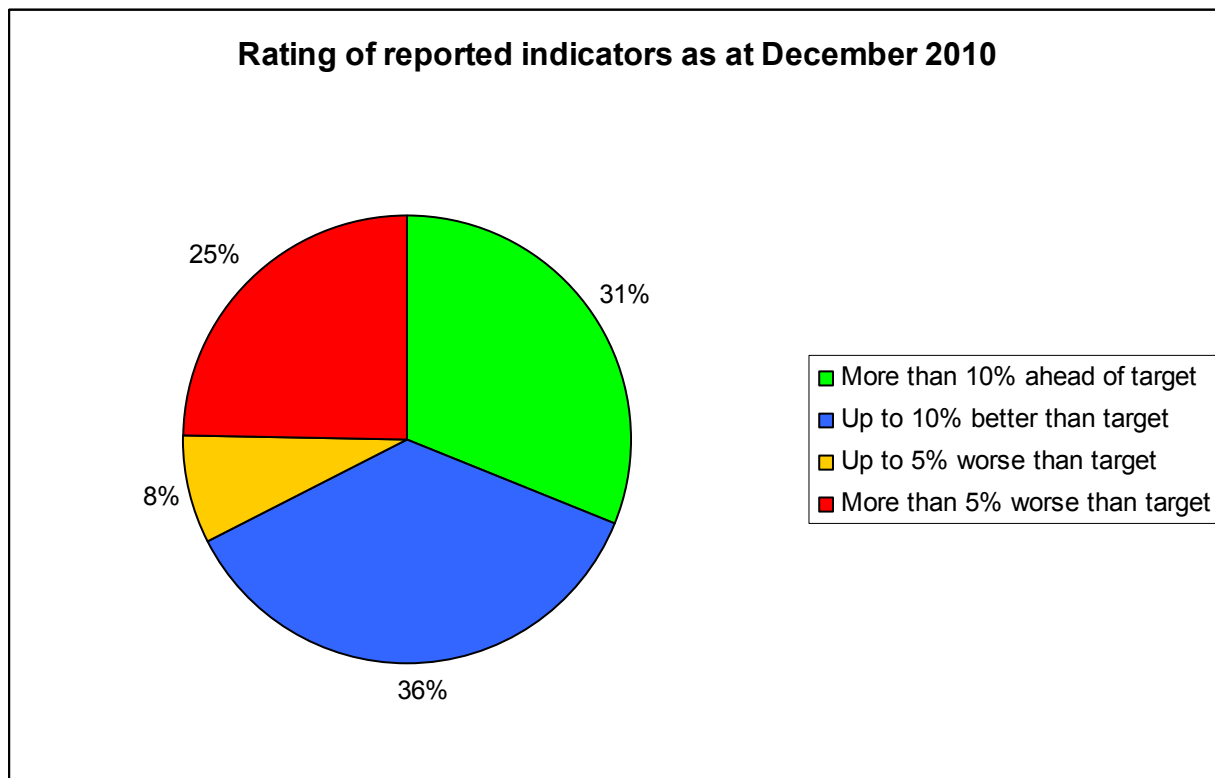
5. Based on a balanced scorecard approach, the following six elements (A-F) have been identified to provide an overview of the key issues that enable the Council to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Joint Management Team (JMT).

### **A – Performance at the end of December**

6. The nature of the indicators selected for the Joint Corporate Plan means that not all have data reported at the same time / frequency. In particular, some indicators are reported annually. These are only reported at the appropriate time in the year. At that time JMT can assure themselves that appropriate in year actions are being taken to maintain good performance or improve it where necessary.

Because of the reporting of indicators at different times / frequency, data is available for more indicators for this report than for the previous report. Of the 77 indicators for which 2010-11 performance data is available now, 24 (15 at Quarter 2) are currently performing significantly better than target (Appendix 2a), and 25 (24 at Quarter 2) have failed to achieve or are behind target (Appendix 2b). The rest are on target. Annually reported indicators that were presented

in the previous report (such as the examination results) have been removed from the appendices of this report, but have been accounted for in the count of Red, Amber, Blue and Green indicators below.



7. *Economic Development and Enterprise*: processing of planning applications remains on track to achieve their targets; but, latest figures for the % of the working age population claiming out of works benefits is marginally behind target.
8. *Healthier Communities and Older People*: there are examples of good performance and also areas that require continued attention. The number of adults supported to live independently through social services is ahead of target and continues to improve. In contrast, the assessment of new social care clients within the agreed four week period remains marginally behind target which would be a risk if this under performance continued or grew; as reported on page 16 in *Appendix 2b*, improved operational performance reports will allow managers to target areas for future improvement.
9. *Children and Young People*: the previous performance report highlighted the disappointing examination results in the Early Years Foundation Stage and Key Stage 1 and 2. Additional indicators have been reported this quarter; notably the results for looked after children. Results for looked after children achieving Level 4 in English, and similarly in Maths, have both exceeded target, showing an improvement on the previous year; although achievement of 5 A\*-C GCSEs (or equivalent) at KS4 (with English and Maths) has not met target. As reported last quarter, a number of strategies are being implemented to improve results and reduce the risk in this priority area.

Initial assessments for children's social care remain behind target, although performance has improved slightly in the last couple of months. As reported in *Appendix 2b* on page 17, a new

model of working has been introduced in the team and an upward trajectory of improvement is forecast to the end of the year.

The provisional performance for the % of 16-18 year olds not in education, employment or training (NEET) shows a worse picture than in the previous year, due in part to the current economic climate. The embedding of Connexions into the local authority and being restructured to locality working should improve the position in future. The validated figure for this indicator should be available in March.

10. *Safer Communities:* reducing accidents on our roads continues to move in a positive direction, and each of the three indicators in this area should achieve their target when year-end results are available towards the end of February.

Although not included within the appendices, it is worth noting that the number of anti-social behaviour incidents recorded by the police is now better than target, having been worse than target for the first eight months of the year.

11. *Stronger Communities:* the target for the number of affordable homes delivered has been reduced from 170 to 120 for the year. However, the revised target still remains challenging, and although an additional 14 homes were delivered in the third quarter, performance remains worse than target. A number of actions have been identified in *Appendix 2b* on page 19, including continued awareness of affordable housing through the use of leaflets, website and liaison with parish councils.

In contrast, the number of households in temporary accommodation is better than target and the same period last year, although there has been a slight increase during the quarter.

12. *The Environment:* the amount of residual household waste collected is better than target at the end of November, averaging below 50 kg per month for the year, with recycling rates currently achieving target.

Following completion of the second survey to measure standards of street cleanliness, each of the four indicators are achieving their targets, with levels of fly-posting being significantly better than its target.

13. *Organisational Improvement and Greater Efficiency:* performance in the identification of changes to customers housing and council tax benefits continues to be better than target. Processing of new claims and changes is also improving, although currently behind target.

## **B – Projects at the end of December**

14. The majority of projects are being delivered to schedule, although there has been a rise in the number behind target, largely due to the withdrawal of external funding, such as progress with the Hereford Futures Scheme; or the impact of national policy, such as the need to consider the Localism Bill in the progression of the Local Development Scheme and the production of the Local Transport Plan.

A number of projects have been rated **Red** for this period, based on a slippage in a milestone, often the delivery of a single task. An example of this is the Engagement and Delivery Strategy, where the only milestone to date has been to seek consideration of the strategy by

the Children's Trust Management Group. This task has been delayed until January, resulting in the **Red** rating; once considered, it should be possible to deliver the project to the agreed schedule.

### **C – Finance at the end of December**

15. The overall revenue budget position for 2010-11 shows a projected £2.2m overspend. This is approximately 1.5% 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.

The most significant overspend relates to Integrated Commissioning, the overspend in part has carried over from last year, but activity levels continue to increase. Other service deficits are being mitigated by the recovery plans, although the winter weather has seen a dramatic increase in some costs since the last forecast.

### **D – Customers at the end of December**

16. There are a number of customer related projects in the Rising to the Challenge transformation programme. These are:

*Customer Experience:* The overall positive direction of travel is ongoing. There has been a significant improvement in engagement across the organisation through the service level agreement framework process during the last quarter. This will result in more constructive action in relation to the satisfaction performance indicators. There are some areas where further action is required to address concerns from customers. In particular in the previous quarter a perception that services do not respond quickly enough have become apparent - services particularly affected are environmental health and trading standards and highways. Both service area management teams are seeking ways to address these issues with Customer Services staff.

*Service Failure:* The headline indicator in the section is NI14. The positive trend for this indicator is ongoing - however, the issues identified in relation to Customer Experience are an undoubted contributing factor to the lack of significant progress, as customers follow up on queries. Further work by customer service managers in relation to managing expectations at the point of contact should begin to impact in the next quarter.

However, there has been a continuing improvement in contact centre performance, through more innovation in capacity management. However, the improved response to the impact of the winter weather has had a paradoxical effect on the headline abandonment rate, as callers have hung up once the information they were seeking was provided through the call management queue system.

*Service Transformation:* The Customer Organisation project has gathered momentum in the last quarter. The procurement process for a replacement CRM system has been completed and two major service areas have been engaged regarding service transformation. Both services (Libraries and Revs/Bens) will need to agree front-back office delivery arrangements before any major organisational changes happen.

## **E – Employees at the end of December**

17. There has been a slight increase in sickness absence within the Council in the last two months, although performance is still on course to achieve target.

The vacancy management process, where all vacancies must be advertised internally in the first instance, has resulted in a steady decrease in vacancies being advertised externally.

## **F – Risks at the end of December**

18. Key performance risks are described in section **A-E** above.

## **Community Impact**

19. 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**

20. None.

## **Legal Implications**

21. None.

## **Risk Management**

22. By highlighting progress against the Joint 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**






23. None.

## **Appendices**

Appendix 1	Key to symbols and list of Joint Corporate Plan themes and outcomes with lead directors
Appendix 2a	Exception report (Green, for those indicators and projects that are ahead of target)
Appendix 2b	Exception report (Red and Amber, for those indicators and projects that are behind target)

## **Background Papers**

- None.

Measures	Symbols	Projects
More than 10% ahead of target		Ahead of Plan
Up to 5% behind target		N/A
More than 5% behind target		Behind Plan
Better than the same period last year		N/A
Worse than the same period last year		N/A

**List of Joint Corporate Plan themes and outcomes**

Theme and Outcome	Lead Director
<b>Theme 1 Economic Development and Enterprise</b>	
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
<b>Theme 2 Healthier Communities and Older People</b>	
HPS 2.1 People have longer, healthier lives, with reduced inequalities between different groups and localities	Sarah Aitken
HPS 2.2 Older people living fulfilled lives as active members of their communities	Marcia Pert
HPS 2.3 Vulnerable people able to live safely and independently in their own homes	Marcia Pert
HPS 2.4 Enhanced emotional well-being, with fewer suicides	Sarah Aitken
HPS 2.5 Personalised health and social care services, which offer people much greater choice and influence over their care	Marcia Pert
HPS 2.6 Improved dental health	Marcia Pert
<b>Theme 3 Children and Young People</b>	
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	Sarah Aitken
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
<b>Theme 4 Safer Communities</b>	
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	Sarah Aitken
HPS 4.4 Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	Sarah Aitken
HPS 4.5 Fewer accidents and injuries	Geoff Hughes
HPS 4.6 People feel as safe as they would like to be	Geoff Hughes
<b>Theme 5 Stronger Communities</b>	
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
<b>Theme 6 The Environment</b>	
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
<b>Theme 7 Organisational Improvement and Greater Efficiency</b>	
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	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<b>Economic Development and Enterprise</b>							
HPS.1.3 - The number of people attending the Herefordshire Food Festival	Bigger is Better	Annual	★	▲	31/12/2010	13000	8000
HPS.1.4 - The percentage of major planning applications dealt with within 13 weeks (NI 157a)	Bigger is Better	Monthly	★	▲	31/12/2010	71	60
HPS.1.4 - The percentage of minor planning applications dealt with within 8 weeks (NI 157b)	Bigger is Better	Monthly	★	▲	31/12/2010	75	65
HPS.1.4 - The percentage satisfaction of businesses with recorded non-compliance with LA regulation services (NI 182i)	Bigger is Better	Quarterly (4 week lag)	★	▲	30/09/2010	76	63
HPS.1.4 - The percentage satisfaction of businesses with no recorded non-compliance with LA regulation services (NI 182ii)	Bigger is Better	Quarterly (4 week lag)	★	▲	30/09/2010	76	63
<b>Healthier Communities and Older People</b>							
HPS.2.2 - The proportion of people aged 65 or over discharged from hospital to their own home, or to a residential or nursing care home, or extra care housing bed for rehabilitation with a clear intention that they will move on/back to their own home, who are there three months after the date of their discharge from hospital (NI 125)	Bigger is Better	Monthly (8 week lag)	★	▲	31/10/2010	96.34	78
HPS.2.5 – The number of people supported to live independently through social services (all adults) / 100,000 population (NI 136)	Bigger is Better	Monthly	★	▲	31/12/2010	3778	3400
<b>Children and Young People</b>							
HPS.3.2 - The percentage of children becoming subject to a Child Protection Plan who had previously	Smaller is	Quarterly	★	▲	31/12/2010	8.1	13

Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
been the subject of a Plan, or on the Child Protection Register, no matter how long ago that Was (NI 65)	Better						
HPS.3.3 - The percentage of secondary school persistent absentees (NI 87)	Smaller is Better	Annual	★	🟢	31/12/2010	5.0	5.9
HPS 3.3 - The percentage of looked after children who had been in care for at least one year achieving level 4 in English at Key Stage 2 (aged 11) (NI 99)	Bigger is Better	Annual	★	🟢	31/12/2010	60	50
HPS 3.3 - The percentage of looked after children who had been in care for at least one year achieving level 4 in Maths at Key Stage 2 (aged 11) (NI 100)	Bigger is Better	Annual	★	🟢	31/12/2010	60	50
HPS.3.5 - The percentage of pupils permanently excluded from school (including maintained primary and secondary; and, special schools) during the academic year (NI 114)	Smaller is Better	Quarterly	★	🟢	31/12/2010	0	0.04
<b>Safer Communities</b>							
HPS.4.1 & 4.6 - The rate of re-offending of prolific and other priority offenders (NI 30)	Smaller is Better	Quarterly (7 month lag from Jtrac and Police National Computer)	★	🟢	30/06/2010	18	28
HPS.4.2 - The number of criminal damage incidents recorded by the police	Smaller is Better	Monthly	★	🟢	31/12/2010	1455	1791
HPS.4.5 - The number of children killed or seriously injured in road traffic accidents (NI 48 proxy)	Smaller is Better	Monthly (6 week lag)	★	🟢	31/11/2010	3	11
HPS.4.5 - The number of people killed in road traffic collisions	Smaller is Better	Monthly (3 month lag)	★	🟢	30/09/2010	7	12



Key Performance Indicators – Exceptions (Green – 10% or more ahead of target)							
Outcome & Measure		Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
HPS.4.5 - The number of people killed or seriously injured in road traffic collisions (NI 47 proxy)	Smaller is Better	Monthly (6 week lag)	★	▲	30/11/2010	60	99
<b>Stronger Communities</b>							
HPS.5.3 - The number of households living in temporary accommodation provided by the council under the homelessness legislation (NI 156)	Smaller is Better	Monthly	★	▲	31/12/2010	59	82
<b>The Environment</b>							
HPS.6.1 - kg of residual waste per household (NI 191)	Smaller is Better	Monthly (4 week lag)	★	▲	30/11/2010	397.7	456.67
HPS.6.5 - The percentage of relevant land and highway that has unacceptable levels of fly-posting (NI 195d)	Smaller is Better	Four Monthly	★	▲	31/11/2010	0	1
<b>Organisational Improvement and Greater Efficiency</b>							
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 1000 claimants (NI 180)	Bigger is Better	Monthly	★	▲	31/12/2010	1378	1125
HPS.7.5 - Average days sickness FTE (Council)	Smaller is Better	Monthly (4 week lag)	★	▼	30/11/2010	3.65	4.3
HPS.7.5 – The percentage staff turnover (Council)	Smaller is Better	Monthly (4 week lag)	★	▼	30/11/2010	9.59	13

<b>Projects – Exceptions (Green – ahead of schedule)</b>			
<b>Project</b>	<b>Responsible Officer</b>	<b>Latest rating</b>	<b>Due Date</b>
Manage the Rural Grants Programmes (RBG and REG)	Coleman, Dorothy	★	31/12/2013
Comments: • £150,450.76 delivered in November of private sector support.			
Date of comment Dec 10			
Shared Services	Teale, Mike	★	31/12/2011
Comments: • The key decision paper for Shared Services has been presented to and approved by the PCT Board, Cabinet and the HHT Board. The paper is due to go to the Full Council on the 19 <sup>th</sup> November 2010. Work is underway on developing the detailed implementation plan.			
Date of comment Nov 10			

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<b>Economic Development and Enterprise</b>						
HPS.1.1 The percentage of the working age population claiming out of work benefits (NI 152)	Quarterly (9 month lag from Jobcentre Plus)			30/05/2010	9.2	9.1
Remedial Actions • Data from and up to May 2010. Indicator remains marginally below target; however the outturn has again improved from the previous quarter Feb 2010). The Council continues to run schemes to reduce worklessness for example Contract 2 of the Future Jobs Fund is progressing well, with 18 beneficiaries already recruited and 2 more to be recruited at the end of January 2011. The European Social Fund - Engage Project has increased the number of clients as at 31st December 2010 to 605; of which 44 are SO1 clients (those who were over 12 months unemployed). A total of 83 of these (25 of which are SO1) are known to be employed as a result of this assistance.						
Source Date 31/12/2010						
HPS.1.5 The average journey time per mile (minutes and seconds) on major routes in Hereford City during the morning peak	Annual			31/12/2010	20.45	19
Remedial Actions • In 2010 average journey times within the AM peak record a minimal increase on the previous year. The reason for this is not completely understood and can not be attributed to increased vehicle flows as there has been a 1.79% decrease in traffic flows within Hereford. The prioritisation of the A49 (Trunk Road) in controlling traffic within Hereford can not be understated and minimal journey time savings for northbound traffic on the A49 appear to have impacted both southbound A49 traffic and northbound traffic on the A465. Consequently increasing journey times across the network.						
Source Date 31/12/2010						
<b>Healthier Communities and Older People</b>						
HPS.2.1, 4.3 and 4.6 The number of alcohol-related admissions to hospital/100,000 population (NI 039)	Quarterly (4 week lag)			30/09/2010	664.5	606
Remedial Actions • Development of additional proxy indicator/s for measuring alcohol misuse in the county. Continued development of new assault and alcohol-related injury database in Hereford County Hospital A&E department. PCT Registrar undertaking an alcohol needs						

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
assessment for Herefordshire, Safer Herefordshire is assisting in this area of work.						
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)	Monthly			31/12/2010	86.18	90.5
Remedial Actions • Performance continues to stay around the 85/86% mark, below target but on a par nationally. Work will begin shortly on improving the operational performance reports to allow improved management information for locality team managers. This will allow managers to target areas for improvement going forward.						
Source Date 31/12/2010						
HPS.2.3 Average weekly rate of delayed transfers of care from hospitals/100.000 population aged 18 or over (NI 131)	Quarterly (4 week lag)			30/09/2010	44.26	18.6
Remedial Actions • The following processes have already been implemented: <ul style="list-style-type: none"> <li>- Daily monitoring of delays across providers;</li> <li>- Development of a system wide bed management process;</li> <li>- Review of assessment processes to avoid repetition of patient assessments; and</li> <li>- Review of panels that determine a person's eligibility for care and exploring the possibility of joint panels.</li> </ul> • The Unplanned Care Workstream monitors progress against the action plan. Although a year to date figure for the first three quarters is not yet available, there has been a significant improvement in performance for the last three months; December's performance was 5.71, which should be reflected in improved year to date figure when available.						
Source Date 31/12/2010						
HPS.2.5 The number of adults, older people and carers receiving social care through a Direct Payment and/or an Individual Budget per 100,000 population aged 18 or over (NI 130)	Monthly			31/12/2010	6.06	31
Remedial Actions • It is recognised that Herefordshire is behind other areas in delivering against this indicator and work is being undertaken to						



Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<p>rectify this. Actions have been identified and agreed to increase the take-up of personal budgets, including:</p> <ul style="list-style-type: none"> <li>emphasising offering personalised budgets for new cases; this is expected to increase the number of personal budgets by around 25 per month;</li> <li>the creation of a short-term central review team who will focus on existing case reviews for three months starting in Jan 2011; this is currently estimated to deliver an additional 350-400 users with personal budgets by March 2011;</li> <li>migration of existing client groups with single providers to a personal budget and individual service funds; and</li> <li>migration of existing client groups with low-level needs to personal budgets.</li> </ul> <p>The intention for Adult Social Care in the county is to offer all eligible clients the opportunity to have a personal budget by March 2013. This will also require work to make it easier to pay and manage direct payments and to work with all stakeholders to ensure the effects are appropriate and understood.</p>						
Source Date 31/12/2010						
<b>Children and Young People</b>						
HPS.3.2 The percentage of initial assessments for children's social care carried out within 7 working days of referral (NI 59)	Bigger is Better	Monthly		31/12/2010	55.4	80
<p>Remedial Actions • The impact of the unannounced and announced inspections has been significant in terms of achievement of initial assessment timescales. A new team manager took up post in December 2010 and has already started to impact changes in practice and quality of assessments. A new model of working has been introduced in the team with one sub team focusing on contact-referral-initial assessment and the other focusing on Section 47 enquiries and child protection. A core performance improvement team and action plan is in place and an upward trajectory of improvement is planned to the end of the year.</p>						
Source Date 31/12/2010						
HPS.3.3 The percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths) (NI 101)	Bigger is Better	Annual		31/12/2010	15	20
<p>Remedial Actions • 3 pupils out of the cohort of 20 achieved 5 A*-C GCSEs including English and Maths. 16 out of the cohort of 20 (80%) achieved at least 1 A-G qualification. All looked after children have a personal education plan which includes the targets that are expected to be achieved and this is reviewed as part of the statutory Looked After Children reviews. Schools track individual pupils throughout the year to check</p>						

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
on progress. The Education Liaison Support Service provides support to looked after children in school and each school has a designated teacher for looked after children.						
Source Date 31/12/2010						
HPS.3.4 The percentage of 16-18 year olds who are not in education, employment or training (NEET) (NI 117)	Annual	▲	▲	31/12/2010	7.2	4.7
Remedial Actions • Year 11 Destinations are now reviewed at two points in the year, September and January (known as the September and January Guarantees) in order to be able to track young people who are not engaged in education, employment or training. The definition for this indicator takes the average of November, December and January and is validated by the Department for Education in February. The data at this stage is, therefore, provisional. The economic climate has, in any event, caused a rise in the NEET figures but there is a particular rise at this time of year in the number of 17 year olds who are NEET because those who stayed on to retake exams will now have left school/college, some will have started courses and then dropped out and the overall economic climate has severely reduced the availability of work based learning opportunities. The 14-19 Consortium which includes the local authority, work based learning organisations, colleges and schools work together to address these issues and identify potential funding opportunities to improve access to education and training for young people. For example, grant funding for 'Live and Learn' has been used over the last three years to work with young people to re-engage them in education and learning – this has proved extremely successful and further funding for this work is being sought.						
Source Date 31/12/2010						
<b>Safer Communities</b>						
HPS.4.1, 4.2 and 4.6 Rate of re-offending by young people aged 10-17 in the youth justice system (NI 019)	Quarterly (4 week lag)	▲	▲	30/09/2010	0.32	0.28
Remedial Actions • 69 young people in Herefordshire cohort, of whom 10 have re-offended committing 22 offences.						
Source Date 30/09/2010						
<b>Stronger Communities</b>						
HPS.5.3 The number of affordable homes delivered (NI 155)	Quarterly	▲	▲	31/12/2010	80	90

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
<p>Remedial Actions • 14 affordable homes have been delivered this quarter, providing a total of 80 against a revised target of 120. Although the target remains challenging, the following activity is taking place in an attempt to achieve it:</p> <ul style="list-style-type: none"> <li>• The website is up to date, leaflets are available and we have many queries regarding low cost home ownership schemes together with liaison with parish council's and local residents in order to raise awareness of Affordable Housing;</li> <li>• We have established strong working relationships with the private sector which has contributed to bringing 100 empty properties back into use, against a target of 125;</li> <li>• Project plans are being reviewed with a view to developing a study of 3 or 4 affordable housing solutions;</li> <li>• A delivery plan for affordable housing has been included within the Local Infrastructure Programme submitted to the Homes &amp; Communities Agency to inform investment opportunities; and</li> <li>• Although ad-hoc, sites have been identified across Herefordshire Public Services and have been included in a draft report prepared for senior officer discussions over the next few months for cabinet sign off.</li> </ul>						
Source Date 31/12/2010						
<b>Organisational Improvement and Greater Efficiency</b>						
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)	Monthly	▲	▲	31/12/2010	11.67	11
<p>Remedial Actions • Whilst performance continues to improve, the higher than anticipated number of changes notified has affected our ability to deal with these within the expected timescales. Greater focus on dealing with changes to reduce processing times aims to achieve target by March.</p>						
Source Date 31/12/2010						
HPS.7.4 The percentage of customer contacts with council services that are assessed as being avoidable (NI 14)	Monthly	▲	▲	31/12/2010	33	25
<p>Remedial Actions • The trend for avoidable contact continues to be in the right direction. This is due to a number of issues - the continuing review of customer correspondence is having an impact, although the need for service areas to update and return calls is a major cause of the speed of travel for this indicator. Areas where this is a particular issue is Highways and Planning. Ongoing discussions through the SLA review process will develop some solutions to this problem. However, significant process re-design is required. This will be achieved through the customer</p>						

Key Performance Indicators – Exceptions (Red and Amber - behind target)						
Outcome & Measure	Frequency of reporting	Performance (Year to Date)	DoT since last year	Date of Judgement	Actual (Year to Date)	Target (Year To Date)
organisation project.						
Source Date 31/12/2010						
HPS.7.4 The percentage of people making a request for service through Info that are 'satisfied' or 'very satisfied'	Monthly (8 week lag)	▲	Not measured last year	31/10/2010	82	95
Remedial Actions • A general upward trend continuing. The major issues in relation to this indicator improving further appear to be the need for service areas to respond to customers in reasonable time and constructively.						
Source Date 31/12/2010						

<b>Projects – Exceptions (Red – behind schedule)</b>			
<b>Project</b>	<b>Responsible Officer</b>	<b>Latest rating</b>	<b>Due Date</b>
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	▲	Webster, Nick	Dec-11
Remedial Actions • National Trust have agreed Heads of Terms over the acquisition of their land on the FAS scheme. Regional Growth Fund bid being submitted for the Link Road and Three Elms Industrial Estate.			
Deliver Model Farm employment site	▲	Bradley-Lloyd, Paul	Jan-11
Remedial Actions • Though planning application has been submitted the progress of this project is unsure because of the funding situation.			
Date of comment Dec 10			
Support home working businesses and small business growth	▲	Webster, Nick	Mar-11
Remedial Actions • The RE:Think Energy Grant scheme will be part of the Shropshire submission to AWM for funding, decision expected in Jan 11. New Business Board met for first meeting in Dec, will be building networks around this hub, range of other networks being supported - METNET, Herefordshire Media Group, Truffle Herefordshire.			
Date of comment Dec 10			
Local Development Scheme	▲	Yates, Peter	Sep-11
Remedial Actions • Publication of the Localism Bill in December combined with uncertainty over the possible Community Poll have together stalled progress. A revised timetable will need to be agreed - probably to be reported to an LDF Task Group meeting at the end of January.			
Date of comment Dec 10			
Produce Local Transport Plan	▲	Burgess, Steve	Feb-11
Remedial Actions • The impacts of the Localism Bill are currently being considered in relation to the emerging Local Development Framework Core Strategy. The delays caused by this are impacting on the progression of the LTP. A decision regarding the LTP and how it will be taken forward will be made within January 2011.			

<b>Projects – Exceptions (Red – behind schedule)</b>			
<b>Project</b>	<b>Responsible Officer</b>	<b>Latest rating</b>	<b>Due Date</b>
			Date of comment Dec 10
Carers Support Programme	▲	Brooks, Jade	not set
Remedial Actions • The commissioning intentions/plan for Carer's Support has not been finalised as Area Based Grant (the main source of finance) has been affected as a result of the Comprehensive Spending Review. Integrated Commissioning is awaiting notification of its budget following the recent Star Chambers before concluding this piece of work.			
Cabinet Recommendations on Education Provision For The Future	▲	Sanders, David	Mar-13
Remedial Actions • The way forward has not been established in detail and will not be until the summer of 2011. Some schools face significant budget challenges over the next two years, as does the local authority and the move to academy status will exacerbate this. Actions with schools, and the community of schools in Herefordshire, will be taken forward with the new interim Director of Children's Services.			Date of comment Dec 10
Engagement And Involvement Strategy	▲	Sanders, David	Mar-13
Remedial Actions • The Strategy has been developed and is due for consideration by the Children's Trust Management Group in January 2011. Following the meeting, the strategy will be implemented and considered by stakeholders in July.			Date of comment Dec 10
Implement Hidden Harm Strategy	▲	Daniels-Symonds, Paula	Mar-11
Remedial Actions • Following the November meeting which was cancelled due to inclement weather, the next meeting is scheduled for January 2011. There has been no further development on this strategy.			Date of comment Dec 10
Management of Local Biodiversity Sites	▲	Bloxsome, Bill	Mar-11
Remedial Actions • Work is almost complete on 27 sites towards the Indicator NI197 target of 50 sites. 23 sites are still outstanding due to halt			



<b>Projects – Exceptions (Red – behind schedule)</b>			
<b>Project</b>	<b>Responsible Officer</b>	<b>Latest rating</b>	<b>Due Date</b>
in ABG spend. The indicator may now not be met.			
Fair Pricing Initiatives	▲	Burton, Jana	Apr-10
Remedial Actions • The findings from the pilot Electronic Monitoring Scheme for Home Care are being data cleansed. The scheme will be rolled out across all providers if the pilot demonstrates sufficient benefits.			
			Date of comment Dec 10
			Date of comment Dec 10





<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 FEBRUARY 2011</b>
<b>TITLE OF REPORT:</b>	<b>BUDGET MONITORING REPORT 2010/11</b>
<b>PORTFOLIO AREA:</b>	<b>RESOURCES</b>

**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.

### **Key Decision**

This is not a Key Decision.

### **Recommendation**

**THAT Cabinet**

- (a) **Note the report and the forecast deficit position of £2.2 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 December 2010 the overall revenue budget position for 2010/11 shows a projected £2.2m overspend. This is approximately 1.5% of the Council's £143m revenue budget (excluding Dedicated Schools Grant funding).

### **Alternative Options**

- 1 There are no alternative options.

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

## Reasons for Recommendations

- 2 To ensure Cabinet is informed of the forecast outturn and receive assurance that officers take appropriate action is being taken to ensure a balanced outturn position is delivered.
- 3 To demonstrate 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.
- 4 To ensure that Cabinet is kept informed of treasury management activities in accordance with CIPFAs recommended best practice.

## Introduction and Background

- 5 The Council's revenue and capital position is reported to Cabinet quarterly throughout the year. The information provides an indication of the Council's performance against budgets.
- 6 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.

## Considerations

7. Appendix A includes the detailed revenue budget monitoring report. Key areas of concern continue to be Integrated Commissioning Directorate, with a projected £3.8m overspend. Children and Young People's Directorate are starting to make inroads and the deficit has reduced by £250k.
8. The delivery of these agreed recovery plans is essential to mitigate the effect of the overspends rolling into 2011/12.
9. 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.
10. The Integrated Commissioning Directorate has an ongoing recovery plan of £2.0m to meet its overspends and, in addition, is establishing what further measures are required to balance the current year position going into 2011/12. At this stage of the year it is unlikely to make additional savings, thus the Council must now consider how the overall deficit is managed back to a balanced position.
11. The availability of additional government funding distributed to NHH is being investigated and may be a source of further mitigation to close the gap. There is potentially over £800k to support Social Care, to be used in 2010/11. It is clear that the Integrated Commissioning position is a key financial risk.
12. The council will also use appropriate Local Public Sector Agreement (LPSA) and Area Based Grant (ABG) residual funding in 2010/11 to contribute towards financial mitigation.
13. There may be the opportunity to capitalise redundancy costs, if the expected cost exceeds £695k in the current year. A submission to Department of Community and Local Government is being made. There is a £500k redundancy reserve which would be expected to fund most costs; but the opportunity to capitalise would allow this reserve to contribute towards the forecast deficit or be rolled forward for future use. In 2011/12 the reserve will be £1m and this increase is built into the budget presented to Council on 4<sup>th</sup> February 2011.

14. The 2010/11 budget includes a £1m efficiency target. This will be covered by central savings and savings being delivered by Directorates.

## **Community Impact**

15. Not applicable.

## **Financial Implications**

16. These are contained in the report.

## **Risk Management**

17. 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.

## **Legal Implications**

18. None.

## **Alternative Options**

- There are no Alternative Options.

## **Appendices**

Appendix A – Revenue Budget Monitoring

Appendix B – Capital Monitoring

Appendix C – Treasury Management



**REVENUE BUDGET MONITORING**
**Summary**

1. The following table summarises the 2010/11 projected outturn based on the financial position as at 31<sup>st</sup> December 2010.

<b>£'000</b>	<b>Budget</b>	<b>Projected (over) or under spend</b>
Integrated Commissioning	46,496	(3,814)
Children & Young People	26,138	(665)
Deputy Chief Executive	14,168	180
Sustainable Communities	35,613	(992)
Public Health	2,135	0
Central Services	2,834	0
Resources	7,014	605
<b>Directorate Position</b>	<b>134,398</b>	<b>(4,686)</b>
Borrowing and investments	15,131	1,140
Revenue contribution to capital	460	500
Centrally held budget	995	0
WMS Profit Share	(624)	78
Transfer to/from Reserves	1,332	800
<b>Total</b>	<b><u>142,844</u></b>	<b><u>(2,168)</u></b>

2. The overall revenue budget position for 2010/11 shows a projected £2.2m overspend. This is approximately 1.5% of the council's £143m 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.
3. The most significant overspend continues to relate to Integrated Commissioning. The overspend has in part been carried over from last year, but activity levels continue to increase. Other service deficits are being mitigated by the recovery plans, although the winter weather has seen a dramatic increase in costs since the last forecast.
4. The availability of additional government funding distributed to NESH is being investigated. There is potentially over £800k to support Social Care, to be used in 2010/11. It is clear that the Integrated Commissioning position is a key financial risk.
5. There may be the opportunity to capitalise redundancy costs, if the expected cost exceeds £695k in the current year. The approach to pay back the capitalisation will be considered within the submission to Department of Community and Local Government, with a rapid turnaround for approval. The £500k redundancy reserve would be expected to fund most costs; but the opportunity to capitalise would allow this reserve to contribute towards the forecast deficit.

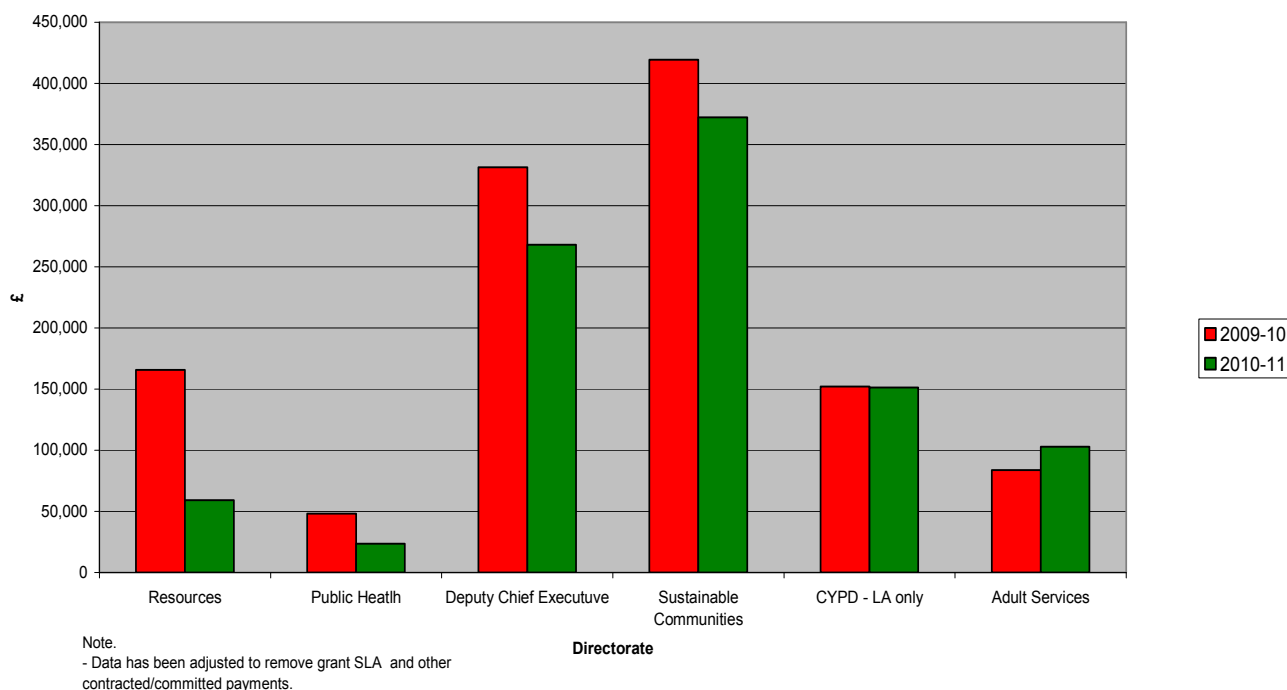
Further information on the subject of this report is available from  
Anne Phillips Head of Financial Services on 01432 383173

6. In addition to the revenue overview, a capital monitoring summary is provided at Appendix B. The forecast outturn spend is £69.7m.
7. Appendix C provides a Treasury Management update and explains an expected underspend in the region of £1.04m to £1.09m on borrowing costs. This is in part due to a proactive programme of loan rescheduling that replaces higher cost loans with new borrowing at lower rates than budgeted.
8. Throughout the report reference is made to virements that have been actioned across the services. In particular it is now assumed that the winter maintenance reserve of £500k will be utilised in the coming weeks. Its replenishment is required as part of future financial planning.

## Recovery Plan

9. As a result of the projected overspend, directorates must reduce spend on discretionary services, alongside vacancy management. The graph below for December 2010 demonstrates the comparative spend against the previous year (excluding schools). The data shows a significant reduction for December (19%); for November a 10% reduction was seen. The analysis focuses on the overall supplies and services spend category where managers have the capacity to reduce expenditure.

Comparison of supplies & services discretionary expenditure for December



## Reserves Update

11. The general reserve balance as at 1<sup>st</sup> April 2010 was £6.4m. The council held the following earmarked reserves of £14.2 million at 31<sup>st</sup> March 2010.

	<b>31.03.09</b>	<b>Transfer to/(from)</b>	<b>31.3.10</b>
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	0	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	0	869
Economic Development	346	(80)	266
Herefordshire Safeguarding Children Board	21	0	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
	<b>16,064</b>	<b>(1,828)</b>	<b>14,236</b>

## INTEGRATED COMMISSIONING DIRECTORATE

£'000	Annual Budget	Under / (Over) spend
Learning Disabilities	12,370	(443)
Mental Health	7,442	(952)
Older People	13,469	(1,498)
Physical Disabilities / Sensory Impairment	4,659	(926)
Section 75 Arrangements	936	(22)
Commissioning Directorate	1,620	0
Other Services	6,000	27
<b>Total</b>	<b>46,496</b>	<b>(3,814)</b>

### Overview

12. 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 only recently been given to providers. This gives a realistic target to the service areas, but clearly demonstrates the deficit starting position that has to be recovered.
13. The forecast is a net overspend of £3.8m. This is based on existing commitments projected forward in combination with a realistic forecast of the remaining recovery measures of £0.9m.
14. The cost improvement plan shows delivery of £1.1m of recovery action achieved year to date leaving a further £0.9m to be delivered by 31<sup>st</sup> March 2011 to enable achievement of £2m recovery action. It is assumed the £2m will be realised. Business cases are being prepared for the remainder of the schemes including invest to save bids. The Directorate is also adhering to the Chief Executive's 'freeze on all discretionary spend' which is being monitored and reported to officers in the directorate.
15. There is potentially over £800k government funding to support Social Care, to be used in 2010/11. As yet the figures below have not been factored into the forecast. Further funding for 2011-12 has also been published.
  - £291k - To work with local authorities to develop local re-ablement capacity, according to local plans submitted to SHAs in December 2010
  - £592k - Funding must be transferred to local authorities, to spend on social care services, which also benefits health. PCTs and local authorities should jointly agree how the funding should be spent and the outcomes to be achieved
16. The Area Based Grant of £2,415k has been received to match year to date expenditure.

### Major Budget Exceptions

17. Learning Disabilities - Forecast over spend £443k.
18. The full year anticipated over spend relates to increased costs in:
  - Residential/Nursing. The Budget for residential and nursing care includes increases in the cost of packages where there are 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 along with the assumption that there will be 1 additional package from CYPD. There were 2 high value packages approved costing £192k and 3 smaller packages totalling £46k. The full year projection is now predicting an overspend of £74k.

- Domiciliary Care packages have increased year to date and resulted in an increase to the forecast.
- Personal Budgets and direct payment are predicted to under spend by £134k. The number of packages is currently 78, 19 above budget. More than anticipated Supporting People (SP) Grant money has been transferred £229k and is included in the income projection aiding the underspend 3 Direct Payment packages have been transferred to Personal Budgets and have created a saving with the Direct Payments budget. The extra packages anticipate additional costs of £192k, but there have also been surpluses refunded, £17k year to date.

19. Mental Health - Forecast over spend £952k.

- The full year impact of the increase in standard rates for residential homes has the effect of £327k within Mental Health. The payments were backdated to the 1<sup>st</sup> April 2010, affecting the projected outturn.
- The projected outturn for the year within residential and nursing has been increased by £177k due to the increase in respite. The budget assumed a reduction in the number of clients, 29 year to date, based on previous year trends. The number of clients up until September had reduced by 14 to 195 but has recently increased to 208, thus the forecast has been adjusted to reflect this £272k. Some client contributions have been increased after assessments, amounting to extra income of £12k.
- There has been an increase in domiciliary care packages. The intensive 'action4housing' packages are projected to have an impact of £202k for the year. Additional packages are anticipated to increase spend by a further £61k.
- It was assumed when the original Budget was set, that Personal Budgets would increase by 12 during 2010/11. There has actually been no change and the number remains at 7, thus the forecast has been reduced by £68k to take account of the lack of growth. Direct Payments have increased by 6, which has increased the overspend forecast by £35k.
- The cost of agency staff has increased due to the increase in workload relating to the number of safeguarding cases. Anticipated impact of £43k if agency costs continues for the full year.

20. Older People - Forecast over spend £1,498k.

- Residential and nursing care packages continue to rise along with more expensive package requirements. Last financial year resulted in an over spend of £221k. It is anticipated that due to demographics the number of older people requiring care will rise and built into the budget is a 3% increase in the number of packages. At the start of year there were 242 packages, this rose to 255 in July and is currently 258 packages. Predicted over spend in addition to the brought forward deficit is £347k.
- Domiciliary care was over spent by £1m last financial year. The current budget assumes a 5% rise on the actual spend last year. Year to date there is an overspend on the budgeted figure of £210k. The predicted outturn has been increased to reflect this giving a rise of £452k.
- The number of Personal budgets was expected to grow in order to achieve NI130

(supporting clients to live at home with a personal budget). The budget includes growth of 84 packages during the year. 3 new packages have been approved year to date and the forecast has been reduced by £726k to reflect this.

21. Physical Disabilities Forecast over spend £926k.

- The budget for 2010/11 assumes that the number of care packages reduces by 3. Year to date 2 packages have ended. The actual activity is slightly behind budget increasing the projection by £31k.
- Domiciliary Care over spent in 2009/10 by £108k. The full year projection for 2010/11 is based on year to date activity and an over spend of £392k is predicted.
- In 2009/10 there was an overspend of £562k on Personal Budgets. 2010/11 budget assumed there would be a rise by a further 26 during the year. Year to date this has increased by 15 and the projected outturn has thus been reduced by £90k.

22. Section 75 agreements. Forecast overspend £22k.

23. There is an anticipated over spend within the Community Equipment Store of £101k. This will be met 50:50 with the PCT and is due to the high demand for (in particular) specialist equipment. We will use capital grant to mitigate the impact on council budgets

24. Hillside is predicting an overspend of £125k with the Council's contribution to this being £36k. The year end forecast is based on current pressures of agency, physiotherapy cover, utilities and unachieved efficiency savings

## **Recovery Plan**

25. All directorates projecting a overspend are required to submit a recovery plan. The Recovery Plan actions for Integrated Commissioning are now being developed into business cases and implemented where possible, they include

- review of all legacy homecare and residential packages
- review of Out of County Placements for all client groups
- increase reablement on hospital discharge
- higher use of Telecare
- decommissioning of Norfolk House
- 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 and Rose gardens
- 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

## CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE (CYPD)

£'000	Annual Budget	Under / (Over) Spend
Improvement & Inclusion	4,891	16
Safeguarding and Assessment	12,257	(1,018)
Planning, Performance & Development (PP&D)	6,966	487
Community Operations	301	148
Central Directorate - ABG	28	(298)
<b>Total</b>	<b>24,443</b>	<b>(665)</b>

### Overview

26. Although the pressures on Safeguarding continue with further increases in the number of children needing to be looked after, other savings have been identified which have helped to reduce the predicted overspend to £665k.
27. Additional savings through utilisation of current unringfenced grant funding and capitalisations are also being explored.
28. As a result of the recent settlement and cuts in grant funding for 2011/12 it is likely that a number of posts within the CYPD restructure will remain vacant (previously assumed to be filled in quarter 4) which is likely to deliver additional savings. The impact has not yet been quantified but will be included in the next report.

### Major Budget Exceptions

29. The key changes reflected in the forecast are:

#### Central Costs

30. It is assumed that £100k of the Common Assessment Framework PCT funds can be contributed to the savings target and this is built into the central costs forecast.

#### Improvement & Inclusion (I&I)

31. Savings have been made within Improvement and Inclusion management as a result of agreeing to allocate 25% of Assistant Director's salary to additional savings identified in Learning Skills Council (LSC)/Connexions (ABG) and reduced forecasts for recruitment and conference expenditure. Total saving £50k.
32. Additional savings have been taken within early years Local Authority budgets by funding from the Surestart grant under spend, these comprise the nursery education officer post £20k and Homestart contract £10k.
33. In addition a proportion of the 11-19 head of service salary has also been charged against the

additional savings identified within LSC/Connexions £16k.

34. Additional income generated through the ICT Service Level Agreement (SLA) with schools has enabled a contribution of £45k towards the salary of the school improvement team IT/security advisor.

### **Safeguarding**

35. The forecast for residential and agency foster placements has increased by £199k since October as a result of additional children being taken into care and changes/extensions in residential placements.
36. The savings have been partially offset through funding the advocacy costs through the Connexions budget and utilising additional Think Family grant savings (£76k) to offset part of the costs of the Action for Children contract (relating to intensive family support).

### **Schools**

37. The forecast overspend on central DSG is £50k. This may be mitigated by use of underspend on Surestart Grant at year. The overspend relates to SEN banded funding and SEN complex needs, but offset by underspends on SEN support staff and early years support. SEN is a cost pressures in 2011-12.
38. Latest estimates based on expenditure to the end of December forecast 7 schools in deficit, totalling £350k.

### **Action Plan / Savings Update**

39. The action plan has been updated with the feedback received from DLT and is circulated for information and includes the additional savings identified and included in the revised forecast.
40. Key amendments include
41. Allocating £100k of the CAF funds to the savings target.
42. Allocating £76k of additional Think Family grants to offset Action for Children contract costs
43. Using part of additional savings identified in LSC / Connexions to offset salaries costs for I&I (£41k) and costs for advocacy team (£38k)
44. Savings of £25k for conference / room hire within I&I management
45. Additional income from ICT SLA mostly funding 3<sup>rd</sup> ICT support post (£45k)

### **Other Developments**

46. CYPD is progressing with three work streams, Looked After Children (LAC), Edge of Care and Complex Needs Solutions (CNS) to develop solutions to the increasing pressures in terms of numbers of children requiring LAC / CNS services with high costs per child. The approach focuses on reducing current contract costs, developing alternative service options (e.g. increasing numbers of own in house foster carers) and early intervention to reduce numbers coming into the system requiring high cost support.
47. Two schools became academies at the beginning of January with more schools now considering applications. As more schools move to academy status this will increase pressures on DSG funded services such as Additional Needs due to the top slice of funds.

## DEPUTY CHIEF EXECUTIVE DIRECTORATE

£'000	Annual Budget	Under / (Over) Forecast
Legal & Democratic Services	3,024	(230)
Communications	372	0
Director and Administration	374	45
Policy & Performance	707	15
Herefordshire Partnership	249	15
Customer Services	1,547	0
ICT	6,181	50
Human Resources	1,612	265
Corporate Programmes	(5)	20
<b>Total</b>	<b>14,061</b>	<b>180</b>

### Major Budget Exceptions

52. 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. The impact to income is estimated at £70k.
- The cost of interim management posts in Legal & Democratic Services is £50k; this is now addressed with a permanent recruitment. Locums in Legal Services are expected to cost £100k above budget; the Shared Services Structure will remove the need for Locums.

### Recovery Plan Actions Instigated

53. In addition to the current under spend the Directorate is looking to achieve an additional £60k under spend across all services to contribute towards the corporate position.

### Other Risks

54. An impact assessment is currently underway covering changes to land charges income

### Major Virements Completed

55. The costs and the budget of £65k relating to the Licences for Ordnance Survey have been transferred from Democratic Reporting and Management in Central Services to the GIS team in the Deputy Chief Executive Directorate.
56. ABG allocation of £95k was distributed to Corporate Training, Human Resources to match costs.

## SUSTAINABLE COMMUNITIES

£'000	Annual Budget	Under / (Over) Forecast
Highways, Transport & Community Services	11,577	(1,537)
Environment, Planning & Waste	13,383	170
Homes & Communities	2,859	30
Economy & Culture	7,068	0
Directorate Management & Support	460	0
Savings	266	345
<b>Total</b>	<b>35,613</b>	<b>(992)</b>

### Major Budget Exceptions

57. There is an overspend of £1.582m in relation to Winter Maintenance; this reflects the impact of a heavy winter thus far. As at 31st December 2010, 7053 tonnes of salt had been used compared with 1800 tonnes used for the same period last year. Up to the end of December 2010 the gritting teams carried out 65 priority runs, 12 secondary ones and 11 part treatments, compared to the period up to December 2009 when there were 36 priority runs, 4 secondary runs and 4 part treatments.
58. Transportation is forecasting an under spend of £45k due to the recent bad weather resulting in reduced costs for concessionary fares.
59. The latest estimates of the joint Waste Disposal PFI contract costs for 2010/11 predicts an underspend of £170k for Herefordshire. The outturn estimate reflects a one-off Landfill Tax credit £613k, of which £113k has been received to date, and reduced costs for Energy for Waste.
60. There is an underspend of £30k in relation to staff vacancy savings in the Private Sector Housing team.
61. There is currently a saving of £345k identified by the Directorate in response to the Chief Executive's discretionary spend edict to help mitigate the council's overall budget overspend position in October. This is derived from various one off savings across the Directorate including surplus planning fee income of £155k and utilisation of Housing and Planning Delivery Grant received in previous years.

### Recovery Plan Actions Instigated

62. There is a winter reserve of £500k has been assumed to be required in the overall figures on page 1, it is needed to mitigate the pressure caused by the severe winter conditions.
63. The Directorate is also adhering to the Chief Executive's 'freeze on all discretionary spend' which is being monitored and reported.

### Other Risks

64. Planning income has fallen during December and based on previous years trends there is a risk that if planning income continues to fall short of budgeted target income then the service is

likely to over spend. These income targets will be closely monitored over the coming weeks and any continued deterioration reported.

### **Major Virements Instigated**

65. There is additional budget of £1,037k in relation to the allocation of Area Based Grant funding to match costs incurred to 31<sup>st</sup> October 2010.

## PUBLIC HEALTH

£'000	Annual Budget	Under / (Over) Forecast
Environmental Health & Trading Standards	1,967	0
Emergency Planning	152	0
Public Health Support Team	16	0
<b>Total</b>	<b>2,135</b>	<b>0</b>

### Major Budget Exceptions

66. In the development of the Joint Emergency Planning Unit, staffing costs for the Emergency Planning team are expected to exceed budget by £15k however this will be met by additional contributions from the Primary Care Trust and Hereford Hospital Trust.

### Recovery Plan Actions Instigated

67. Annual savings of £189k have been identified through expected vacancy management savings.
68. The Directorate is also adhering to the Chief Executive's 'freeze on all discretionary spend' which is being monitored and reported. There is an overall target of £49k savings allocated to the directorate and this is expected to be met in the coming months through additional licensing and pest control income along with the reduction in discretionary spend.



## CENTRAL SERVICES BUDGETS

<b>£000's</b>	<b>Annual Budget</b>	<b>Under / (Over) Forecast</b>
Chief Executive	393	0
Director of Public Health	296	0
Director of Clinical Leadership & Quality	55	0
Other Central	963	0
Corporate Management	1,127	0
<b>Total</b>	<b>2,834</b>	<b>0</b>

### Major Budget Exceptions

69. There are no expected variations to the budget.

### Major Virements Completed

70. The Costs and the Budget of £65k relating to the Licences for Ordnance Survey have been transferred from Democratic Reporting and Management in Central Services to the GIS team in the Deputy Chief Executive Directorate.

## RESOURCES DIRECTORATE

£'000	Annual Budget	Under / (Over) Forecast
Asset Management & Property Services	3,137	156
Financial Services	1,759	88
Audit Services	426	10
Benefits and Exchequer Services	1,511	419
Central Budgets	181	(68)
<b>Total</b>	<b>7,014</b>	<b>605</b>

### Current Position

71. Overall the Directorate is predicted to underspend by £605k.

### Major Budget Exceptions

72. Asset management and property services underspend assumes full contribution from the NHSH in respect of office accommodation. Additional income is also expected in respect of maintenance works ongoing at learning disability establishments that were transferred in March 2010. A mitigating effect is that the recent cold weather is likely to cause an overspend on property maintenance.
73. Financial services underspend includes £40k unallocated budget which may be required for property valuation work necessary in implementing International Financial Reporting Standards. Service level income from schools buying in the finance service is £28k higher than budgeted.
74. Audit underspend results from training income and staff cost savings.
75. Historically the authority has received higher benefits subsidy than the actual costs of payments to claimants. This is due to efficiencies (low level of local authority error), that attract higher subsidy. Latest estimates show this continuing in the current year with an anticipated surplus of £315k which more than offsets unavoidable overspends in the central budget. In benefits and exchequer potential overspends on archiving, software and bailiff costs are being offset by holding staff vacancies.
76. The overspend within central budgets relates to project management costs.

## Capital Monitoring Summary

1. The capital forecast outturn for 2010/11 now totals £69.7m, a summary by directorate and funding source is provided in Table A below.

**Table A – Funding of 2010/11 Capital**

Directorate	2010/11 Forecast £'000	SCE(R) £'000	Prudential Borrowing £'000	Grant £'000	Revenue Contributi on £'000	Capital Receipts Reserves £'000
Children's Services	31,459	915	480	29,671	65	328
Resources	2,828	-	1,926	33	-	869
Deputy Chief Executive	3,214	-	3,064	150	-	-
Adult Social Care	304	-	-	283	-	21
Sustainable Communities	31,722	12,315	3,634	8,608	149	7,016
Public Health	200	-	50	117	-	33
<b>Total</b>	<b>69,727</b>	<b>13,230</b>	<b>9,154</b>	<b>38,862</b>	<b>214</b>	<b>8,267</b>

2. Various changes to the capital forecast have been identified recognising the programming of spend and confirmation of funding announcements. Forecast changes, exceeding £150k, that have been vired are detailed below:-
- The corporate accommodation forecast expenditure this year has slipped by £2m into 2011/12 representing 2010/11 scheme revisions following the appointment of a project manager and identification of schemes to be completed this financial year.
  - The forecast expenditure on strategic housing has reduced by £1m representing expected slippage in cash expenditure on committed schemes where the timing of completion monies is dependant on solicitors.
  - The forecast on Grange Court has slipped by £500k following cashflow revisions post scheme sign off.
  - The forecast capital expenditure on Herefordshire Connects has slipped by £444k, this represents a cashflow review and no changes in the milestones have been made.
  - Forecast expenditure on adult social care mental health and community equipment capital items has slipped by £670k into the next financial year.
  - The golf driving range capital scheme at Hereford leisure centre will not be completed this year resulting in £347k slippage into 2011-12.
  - Playbuilder capital funding has reduced by £220k following central government reductions. The schemes will be delivered within this revised funding envelope.
  - £154k of childcare quality and access funding has been vired to fund anticipated children centre costs.

3. Details of capital schemes with a forecast spend in 2010/11 exceeding £500k are provided in Table B below.

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

<b>Scheme</b>	<b>2010/11 Forecast £'000</b>	<b>Spend to end period 9 £'000</b>	<b>Comments</b>
<b>Children's Services</b>			
Hereford Academy	13,256	8,684	Work in progress scheme on schedule both time and budget
Earl Mortimer Replacement School	4,171	3,624	Work in progress scheme on schedule both time and budget
Co-location	3,328	1,152	Seven schemes are progressing at various locations with the Leominster scheme starting in the next two weeks.
Devolved Capital Programme	1,900	1,369	Devolved allocation of capital funding to schools
Intervention Centres	1,823	1,005	14 schemes at high schools are progressing
Primary Grant	1,500	358	This grant is to fund the amalgamation of Leominster's junior and infants school
TCF Standards and Diversity	675	76	Rural funding towards plant and equipment costs
Childcare / QuAc	508	512	Various schemes to complete in 2010/11
Condition property works	600	571	Annual programme of works at various sites committed on a highest need first basis, budget under pressure due to decreased funding allocation this year
Childrens Centres	717	255	Springfield children's centre completes soon, Conningsby is scheduled to complete this year
<b>Resources</b>			
Corporate accommodation	1,000	566	This years scheme to proceed in the near future
Smallholdings	723	593	Regulatory works at various sites
Hereford Leisure Pool	600	-	Essential refurbishment works to commence shortly
<b>Deputy Chief Executive</b>			
Herefordshire Connects	2,336	1,057	HR and finance system to go live April 2011
<b>Sustainable Communities</b>			
Road, Bridge & Footway Maintenance	11,769	8,944	Annual programme of Amey works
Livestock Market	5,200	3,241	Work underway to complete in Spring
Rural Enterprise Grant	1,667	1,275	Various grant funded schemes
Grange Court	1,000	241	Refurbishment works now commenced
Mandatory Disabled Facilities Grant	1,230	630	Various schemes are referred and committed before expenditure is recorded this may delay actual spend

Extreme winter highway damage	1,017	738	Bulk of works completed
Hereford City Centre Enhancements	891	950	Improvement works completed
Credenhill flood alleviation scheme	750	483	Grant funded alleviation works in association with Hereford Futures
Rotherwas Futures Estate Development Work	718	168	Work progressing on the northern access road
Private Sector Housing	697	331	Only emergency schemes are being progressed due to final year of government funding allocation and will support vulnerable households as a priority.
Access to new livestock market	600	22	Work to be completed by Amey
Sustrans Connect 2	558	286	Cycle scheme linking Hereford to Holme Lacy
<b>Sub Total</b>	<b>59,234</b>	<b>37,131</b>	
<b>Schemes with a budget &lt;£500k in 2010/11</b>	<b>10,493</b>	<b>5,645</b>	
<b>Total</b>	<b>69,727</b>	<b>42,776</b>	

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	1,136	
		5,925
Less: Slippage into future years	(14,628)	
No longer required	(744)	
		(15,372)
Expected use of Prudential Borrowing in 2010/11		9,154

6. The bulk of slippage into future years relates to the accommodation strategy (which has a forecast spend of £1m this year) and Ledbury library, which is under review.
7. The delay in PB has delivered an additional one off underspend in the revenue budgets of £258k.

### Capital Receipts Reserve

8. The capital receipts reserve totalled £13.3m as at 1<sup>ST</sup> April 2010; £8.3m of this is expected to fund the 2010/11 capital programme as detailed above. Future year commitments include funding the provision of a livestock market and improvements to smallholdings and total £4.2m. This year capital receipts have been received from the sale of Elmhurst.



The quarterly report ensures the council is embracing best practice in accordance with CIPFA's recommendations, by informing members of Treasury Management activity. The last quarterly report actually covered the period to 15 October 2010 (and included October borrowing transactions) and so this report covers the remaining period to the end of 2010.

## 1. The Economy

### 1.1. Recent economic statistics show the following:

- The Bank Base Rate remaining unchanged at 0.50%.
- Inflation remaining well above target, with the January VAT increase and rise in fuel duty adding additional pressure.
- GDP for the fourth quarter is still awaited but it is expected to show that the economy continued to grow at a slower rate than the 0.7% growth achieved in the third quarter.
- Early indications point to a strengthening manufacturing sector but performance in the service sector is weaker, raising concerns about the sustainability of the recovery.
- House prices remain stagnant. Statistics from Nationwide show that modest rises in the first half of 2010 were reversed in the second half with the average UK house price ending on £162,763 compared to £162,103 at the beginning of the year.
- The number of unemployed people increased by 35,000 in the quarter to October 2010 to reach 2.5 million or 7.9% (up 0.1% on the previous quarter). Of these 839,000 had been unemployed for over 12 months, the highest figure since February 1997.

1.2 Both the domestic economy and the global outlook remain finely balanced. The implication for interest rates is that they will remain at their current levels and in all probability they will remain there for some time to come.

## 2. The Council's Investments

### 2.1 As at 31 December 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%	5.13	
Royal Bank of Scotland	N/A	N/A	1.10%	2.50	
Santander	N/A	N/A	0.80%	5.00	12.63
15 day notice account:					
Clydesdale	N/A	N/A	0.75%	5.00	5.00
Instant access Money Market Funds:					
Prime Rate	N/A	N/A	0.81%	5.00	
Ignis	N/A	N/A	0.68%	4.39	9.39
Rolling monthly programme of £1 million one year term deposits:					
Lloyds	364 days	27/07/11	1.95%	1.00	
Lloyds	364 days	19/08/11	1.95%	1.00	
Barclays	364 days	16/09/11	1.46%	1.00	
Nationwide	334 days	25/10/11	1.25%	1.00	
Nationwide	364 days	24/11/11	1.33%	1.00	5.00

Other fixed term deposits:						
Bank of Scotland	364 days	27/01/11	1.82%	5.00		
Barclays	213 days	25/02/11	1.04%	2.00		
Barclays	241 days	25/03/11	1.12%	2.00		9.00
<b>Total</b>						<b>41.02</b>

- 2.3 There has been no change in the bank base rate during the quarter and the council's treasury adviser has provided the following forecast of the bank base rate (forecast provided December 2010):

Bank Rate	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
<b>Upside risk</b>		+0.25	+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
<b>Central case</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>1.00</b>	<b>1.25</b>	<b>1.50</b>	<b>2.00</b>	<b>2.50</b>	<b>2.75</b>
<b>Downside risk</b>				-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

- 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
August 2010	41.4	1.01%	£35,136
September 2010	47.6	1.09%	£38,175
October 2010	48.8	0.97%	£40,386
November 2010	44.4	1.04%	£37,763
December 2010	42.7	1.16%	£39,623
<b>Total</b>			<b>£300,103</b>

- 2.6 The 2010/11 budget for interest receivable is £249k. Whilst the above figures are before deducting interest paid out to third parties (such as schools and trust funds), and although balances fall sharply in the last few months of the year, the current projection is for investment income to exceed budget by around £100k. The actual surplus will depend upon borrowing activity in the last few months of the financial year.

### 3. The Council's Borrowing

- 3.1 The council's borrowing transactions in the period to 15 October 2010 were detailed in the last quarterly report. No loans (including short-term) were taken out in the subsequent period to 31 December 2010.
- 3.2 Year to date the council has taken out net new PWLB borrowing of £12 million (new loans of £27 million less £15 million repaid). Based on the capital programme for 2010-11, and after deducting slippage, it is estimated that the council will need to take out additional new borrowing of £3 - £4 million to fund capital expenditure. In addition, short-term borrowing may be needed to cover day to day liquidity requirements around the year end.



- 3.3 The extent of the underspend against budget will depend on the timing of loans taken out and whether it is decided to take out short-term loans from the market or a longer term PWLB loan. Depending upon which option is chosen, the projected underspend is in the region of £1.04 to £1.09 million.



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 FEBRUARY 2011</b>
<b>TITLE OF REPORT:</b>	<b>SHADOW HEALTH AND WELLBEING BOARD</b>
<b>PORTFOLIO AREA:</b>	<b>ADULT SOCIAL CARE, HEALTH AND WELLBEING</b>

**CLASSIFICATION:** Open

## Wards Affected

All Wards

## Purpose

To advise Members of the proposed requirement to establish a Health and Wellbeing Board (HWBB) and to progress the Council's status as an Early Implementer for the Department of Health (DoH) by creating a shadow board.

## Key Decision

This is not a Key Decision.

## Recommendations

### IT BE RECOMMENDED TO COUNCIL THAT:

- (a) a Shadow Health and Wellbeing Board be created;
- (b) the powers and duties of the Shadow Board shall be:
  - (i) for the purpose of advancing the health and wellbeing of the people in Herefordshire, to encourage persons who arrange for the provision of any health or social care services in that area to work in an integrated manner; and
  - (ii) to provide such advice, assistance or other support as it thinks appropriate for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of such services; and
  - (iii) to encourage persons who arrange for the provision of health-related services in Herefordshire to work closely with the Health and Wellbeing Board; and

- (iv) to encourage persons who arrange for the provision of any health or social care services in Herefordshire and persons who arrange for the provision of any health-related services in Herefordshire to work closely together; and
  - (v) to advise on how the functions of the Council and its partner commissioning consortia under sections 116 and 116A of the Local Government and Public Involvement in Health Act 2007 (“the 2007 Act”) are to be exercised; and
  - (vi) to give to the Council its opinion on whether the Council is discharging its duty under section 116B of the 2007 Act;
- (c) the membership of the Shadow Board shall include:
- those executive members of the Cabinet whose current areas of responsibility are encompassed by the powers and duties of the Shadow Board
  - the Chief Executive
  - those officers whose jobs include the roles of Director of Adult Social Services, Director of Children’s Services and Director of Public Health (as defined in clause 26 of the Health and Social Care Bill of 2011).
  - a representative of LINK (Local Improvement Network)
  - a representative of the Herefordshire Primary Care Trust
  - a representative of Hereford Hospitals Trust or (from 1st April 2011) the new Integrated Care Organisation for Herefordshire
  - a representative of the Herefordshire GP Consortium
  - a representative of the voluntary and community sector in Herefordshire
  - a representative of the business community in Herefordshire
- PROVIDED THAT** the Shadow Board may at its discretion include such further representatives as it shall determine;
- (d) the Shadow Board shall comply with the Standing Orders of Herefordshire Council in so far as executive members may make decisions at its meetings; and
  - (e) the Monitoring Officer report further on appropriate delegations and other constitutional requirements for a formal Health and Wellbeing Board once the Health and Social Care Bill has been enacted and the relevant implementation date is known.

## **Key Points Summary**

- The Council’s status as an Early Implementer of HWBBs requires a shadow board if we

are to meet our aspirations of early implementation and the DoH's timetable

- The Bill envisages that the HWBB will be set up by the Council and have certain statutory functions. The Bill specifies the membership that will be required. Currently these functions lie elsewhere – notably with the Cabinet and PCT – and the membership of the shadow board reflects this. It also reflects the fact that the proposed HealthWatch, which will have statutory membership of any formal HWBB in future has not yet been created: LINK will have membership of the shadow board instead at this stage.
- No new powers or delegations can be given to the shadow board at this stage. However, its terms of reference mirror those in the Bill and it has been structured in a way that allows executive members, directors, GP consortia and the PCT to act in concert to achieve similar outcomes.
- The Monitoring Officer will report back once the legal framework is more clear and a permanent board with appropriate powers can be created.

## **Alternative Options**

1. The purpose of the shadow board is to explore alternative ways of working to inform the creation of formal boards to be created in due course.

## **Reasons for Recommendations**

2. To fulfil the Council's aspirations for early implementation and obligations as an Early Implementer working with the DoH and as a statement of this Council's commitment to joint working to achieve outcomes in public health.

## **Introduction and Background**

### **Proposed Role of Health and Wellbeing Boards**

3. In December 2010, the Government published a document entitled "Legislative Framework and Next Steps", which sets out the response to the consultation responses to the July 2010 Health White Paper (including "Local Democratic Legitimacy in Health").
4. The key points relating to HWBBs are as follows:

#### **(1) Statutory Basis:**

- (a) The requirement for a HWBB has been included in the Health and Social Care Bill; the HWBB will be a statutory Committee of the Local Authority
- (b) Local Authorities (LAs) will be able to delegate other functions to the HWBB
- (c) GP Consortia (CPC) will be able to delegate inherited PCT functions to the LA or HWBB
- (d) There will be flexibility about geographical scope for HWBB, allowing cross border or more local variants
- (e) The HWBB will not be the commissioning body – LA and GPC will be responsible for commissioning

## **(2) Membership:**

- (a) The core membership requirements (in the Bill) will be:
  - Elected Councillors
  - Relevant GP Consortia
  - Directors for Adult Social Care, Children's Services and Public Health
  - Representative of HealthWatch
- (b) Other members will be for local determination

## **(3) Joint Strategic Needs Assessment (JSNA):**

- (a) Local Authority and GP Consortia (GPC) will be jointly responsible for the JSNA (and the Pharmaceutical Needs Assessment), working through the HWBB
- (b) There will be a legal obligation on the LA/GPC to have regard to the JSNA in exercising commissioning functions

## **(4) Joint Health and Well Being Strategy:**

- (a) There will be a requirement for the LA/GPC (working through the HWBB) to develop a high level Joint Health and Wellbeing Strategy having regard to the National Commissioning Board mandate (but no central approval will be required)
- (b) There will be a legal obligation on the LA/GPC to have regard to the Strategy in exercising commissioning functions

## **(5) Joint Working:**

- (a) HWBB will be able to look at the totality of resources in the local area for health and well being and how to achieve better value
- (b) There will be a statutory duty on GPC and LA to consider how best to use flexibilities (e.g. pooled budgets)

## **(6) Scrutiny:**

- (a) The Bill will confer health Overview and Scrutiny functions on the local authority itself – with greater flexibility to decide how these are exercised
- (b) Scrutiny powers will be extended to any provider (NHS funded) and to GPC functions

## **Early Implementers**

5. The DoH has established a network of Early Implementers for HWBBs, to work on a number of related policy issues. Early implementers will not have a special status, but will receive DoH support in return for co-producing guidance on HWBBs. The Early Implementer network will be informal and largely web based.
6. Herefordshire Council is an Early Implementer for HWBBs. This will provide the opportunity for both influencing the eventual Government guidance about HWBBs and to operate this element of the White Paper reforms in parallel with the development of the Herefordshire GP Consortium. The PCT Board and GPC will clearly be closely involved in this work as part of

the partnership between NHS and Herefordshire Council.

7. The DoH has run two workshops for Early Implementers and a further workshop is planned on 10 February 2011. In practice most of the learning and cross sector discussion will be virtual and will focus on particular areas of geographical or thematic interest.
8. Key points for the development of HWBBs from these sessions so far are as follows:
  - (1) Localities start from different points – HWBBs will need to be different in different areas
  - (2) National guidance should be advisory, not prescriptive
  - (3) HWBBs should focus on trying to achieve transformation, not simply fulfilling a requirement to have one
  - (4) How do we balance achieving change and at the same time keeping the best of the current system eg: knowledge and people?
  - (5) How do we build new relationships between local authorities and GPs?
  - (6) How can we ensure accountability and transparency under the new arrangements?
  - (7) How will HWBB and local partners manage cross boundary issues and locality working?

### **Developing Health and Wellbeing in Herefordshire**

9. It is clearly vital that we develop an approach to the HWBB which reflects the needs of Herefordshire, within the prescribed national framework. Establishing a shadow board will enable us to work through key questions such as:
  - (1) **Role of the HWBB:** in addition to the statutory requirements, what expectations should we have for the Herefordshire HWBB; what are the priorities and what are the challenges?
  - (2) **The JSNA:** will be the key planning document for the HWBB, leading to the development of the HWB Strategy. What should be the scope and purpose of the JSNA and how will it be different from now?
  - (3) **The HWB Strategy:** what will a HWB Strategy look like and what will it achieve?
  - (4) **Links with the Herefordshire Partnership:** the HWBB will be different from the Herefordshire Partnership Health and Wellbeing Partnership Board, but there will be a transitional aspect and the need for close links
  - (5) **Cross Border and Locality Working**
  - (6) **Pooling Budgets:** there are clear potential benefits to pooling commissioning budgets (alongside place based budgets) across the Council and the GPC:
  - (7) **Delivery:** there is little point in joining up needs analysis and planning if commissioning and delivery are not also joined up.
  - (8) **Public Accountability and Engagement:** there is a real opportunity to raise the profile of health and well being with Herefordshire residents, community groups, parish councils, local businesses etc and to get genuine engagement:

(A diagram setting out a high level view of a HWBB for Herefordshire is appended).

- 10 Stakeholder workshops will take place in February to work through these and other questions, linked to the reforms proposed in the Public Health White Paper.

## **Key Considerations**

11. Health and Wellbeing Boards (HWBB) will be established by local authorities as part of the Health White Paper proposals. The consultation document "*Local Democratic Legitimacy in Health*" proposed statutory responsibilities for HWBBs to lead Joint Strategic Needs Assessment (JSNA) and support joint commissioning and integration.
12. The proposal for HWBBs is closely linked to the transfer of public health responsibilities from 2013, which are set out in the Public Health White Paper published on 30 November 2010.

## **Community Impact**

13. The Health and Wellbeing agenda impacts on the entire community.

## **Financial Implications**

14. None specific to this proposal. Allocation of budgets to a formal board may be considered in due course. Existing budgets will be used in the work of the shadow HWBB.

## **Legal Implications**

15. The requirements for a Health and Wellbeing Board are contained in the recently published Health and Social Care Bill. The Shadow Board will draw on existing powers to explore ways of working which will inform the implementation of such boards nationally.

## **Risk Management**

16. Failure to set up a Shadow HWBB and fulfil the Council's ambitions as an Early Implementer could result in solutions being imposed which are not suited to Herefordshire.

## **Consultees**

17. There has been no specific consultation on this proposal. However, Early Implementers are developing the HWBB option as part of the Government's wider health proposals, which are subject to extensive consultation nationally. Stakeholder workshops will take place in February to develop thinking about the role of the HWBB. The PCT Board and GP Consortium will be central to this process.

## **Appendices**

- Diagrammatic representation of how a Health and Wellbeing Board might work.

## **Background Papers**

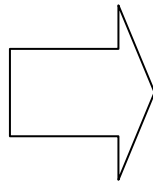
- Equity and Excellence – Liberating the NHS
- Local Democratic Legitimacy in Health
- Equity and Excellence – Legislative Framework and Next Steps



**HEREFORDSHIRE HEALTH AND WELL BEING BOARD  
ILLUSTRATIVE OUTLINE MODEL**

**PURPOSE**

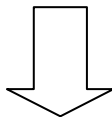
- Agree the JSNA
- Approve a Joint HWB Strategy
- Set Joint Commissioning
- Outcomes
- Align/pool budgets
- Hold partners to account
- Focus on wider determinants of health



**OUTCOMES**

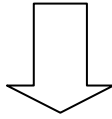
- Joined Up Services and Solutions
- Local health being improvement
- Better quality of care
- Improved local well being
- Prevention
- Better value for money/use of resources
- Collaborative Leadership

**HEALTH AND WELL BEING BOARD FOR  
HEREFORDSHIRE**



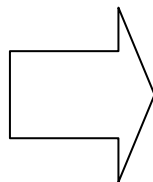
**MEMBERSHIP**

- Councillors
- GPs
- NEDs
- DPH
- DASS
- DCS
- HealthWatch
- Voluntary Sector
- HHT
- Others



**JOINT HEALTH AND WELL BEING  
COMMISSIONING TEAM**

GP	Social Care	Public Health	Housing etc
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**LINKS**

- Cabinet
- GP Consortium
- Health OSC
- Locality Forums
- Cross Border
- Herefordshire Partnership
- Local Children Safeguarding Board

