

# AGENDA

## Cabinet

Date: **Thursday 17 March 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:

**Sally Cole, Committee Manager Executive**

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If you would like help to understand this document, or would like it in another format or language, please call Sally Cole, Committee Manager Executive on (01432) 260249 or e-mail [scole@herefordshire.gov.uk](mailto:scole@herefordshire.gov.uk) in advance of the meeting.

# Agenda for the Meeting of the Cabinet

## Membership

Chairman                      Councillor RJ Phillips

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

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**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> To approve and sign the minutes of the meeting held on 17 February 2011.	1 - 6
<b>4. HEREFORDSHIRE PARTNERSHIP ENGAGEMENT FRAMEWORK</b> To present a draft engagement framework for Herefordshire for comment, consideration and approval, following its development through Herefordshire Partnership.	7 - 22
<b>5. LOCALITY STRATEGY FOR HEREFORDSHIRE</b> To approve the Locality Strategy for Herefordshire.	23 - 36
<b>6. INFORMATION AND ICT STRATEGY</b> To approve the Information & ICT Strategy.	37 - 62



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**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 17 February 2011 at 2.00 pm**

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

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

**In attendance:** Councillors WU Attfield WLS Bowen, PJ Edwards, TM James, RI Matthews, PM Morgan, WU Attfield and MAF Hubbard.

**86. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor JA Hyde, Cabinet Member Children's Services.

**87. DECLARATIONS OF INTEREST**

There were no declarations of interest made.

**88. MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 20 January 2011 be approved as a correct record and signed by the Chairman.

**89. SECTION 75 AGREEMENTS**

The Cabinet Member, Adult Social Care, Health and Wellbeing presented the report to Cabinet and advised Cabinet that the monitoring of the Section 75 agreements would be carried out by the director of resources.

The Acting Director of Adult Social Care informed Cabinet:

- That learning disability and community health staff would be transferred to the new mental health provider 2gether NHS Foundation Trust.
- The Section 75 Integrated Care Organisation document was being finalised for sign off by the Chief Executive and Director of Resources.
- There would be a clear written understanding of how the service would operate with effective partnership working and monitoring to ensure effective delivery.
- The new service would be a joined up service supporting staff delivering services in community hospitals and out in the community.
- Members were reminded that previously the service had not been fully integrated for health and social care, this had now been addressed and there would be a commission delivery board meeting quarterly monitoring the service.
- Organisational change would continue and it was important to ensure arrangements were in place to support staff delivery the service.
- Preparations are underway for when the GP Consortium comes into being.
- In response to a question on accountability, Cabinet was reminded that this was a new vision for adult social care and the new framework was currently being consulted

on. It was added that within the new framework there was a clear set of outcomes for monitoring, which included the number of readmissions to hospital. It was important to note that the accountability would be to the Health and Wellbeing Board, however there would continue to be external monitoring by the Care Quality Commission and other external regulators.

**RESOLVED 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 2gether 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.**

**90. LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN**

The Cabinet Member Highways and Transportation presented the report along with the Cabinet Member Environment and Strategic Housing. Cabinet was advised of the following points:

- The Local Transport Plan (LTP) is aligned to the Local Development Framework (LDF), both of which are budget and policy framework items requiring approval by Council.
- The Council is required to adopt the LTP by 1 April 2011. Due to additional research, the impact of the Localism Bill and the issue that the LTP is aligned to the LDF, it is proposed that the current LTP 2 is adopted as the interim LTP3 until planning issues are addressed and the LDF is finalised.
- That the Economic Development Strategy is considered by Council at the same time.
- Parish Councils to be consulted in July with a deadline date of October 2011 for comments.
- Noted that delegated authority has been given to the Leader of the Council and relevant Cabinet Member in order to take into consideration the views of the Overview and Scrutiny Committee without the calling of an additional Cabinet meeting.
- Significant consultative work on the proposals has already been carried out with local businesses and the Chamber of Commerce.
- Whilst the authority must, currently, comply with the Regional Strategy, it is due to be revoked by Act of Parliament later in 2011. This will allow flexibility, especially with regards to housing targets and distribution, in the LDF.
- In response to a question on house building, Cabinet was advised that the current rate of house building was currently low and that the level of growth in the county needed to be taken into account.
- There was concern by some Members that the report did not fully reflect the views of the public. It was noted however, that there had been a move towards consensus across a large part of the county.



**RESOLVED:**

**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 Plan<sup>3</sup> pending finalisation of the Local Development Framework submission; and**
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.

**91. INTEGRATED CORPORATE PERFORMANCE REPORT - QUARTER 3 2010-11**

The Cabinet Member Corporate and Customer Services and Human Resources presented the report and advised Cabinet that improvements with the targets set were being made, but directorates needed to ensure that policy objectives were being met.

The following points were noted in discussion:

- Of the targets sets two thirds were on or ahead of target. These included processing planning applications and reducing road traffic accidents.
- There were relatively few key projects behind schedule. The most common causes were continued uncertainty over funding or government policy.
- Greater emphasis was needed on assisting children to gain qualifications, both in the early years foundation stage and at key stage 1 and 2.
- Looked after children achieving level 4 in English and Maths had exceeded target showing improvement from previous years. However, greater emphasis was needed to increase those achieving 5 or more A\*-C GCSE's Members were concerned at the number of areas repeatedly not reaching targets. It was noted however, these were areas that the Overview and Scrutiny Committee could investigate..
- In relation to the growing number of 16-18 year olds not in education, employment or training; Cabinet was reminded that under the Edgar Street Grid proposals there were proposals for a Skills Academy for young people to gain qualifications in practical skills to enable them to work in the construction industry.
- In addition, the emphasis now was towards attracting technically based industries to the county, which could provide attractive employment opportunities for young people.

**RESOLVED: That Cabinet accepts the performance report to the end of December 2010 and the measures being taken to address areas of under performance.**

## **92. BUDGET MONITORING REPORT 2010/11**

The Cabinet Member Resources presented the Budget Monitoring Report 2010/11, which was the financial forecast position for both revenue and capital to the end of 31 March 2011. The Cabinet Member updated Cabinet on the following points:

- The figures were based on the position as at the end of December 2010.
- The report confirmed that the requirement for directors to deliver recovery plans was now proving effective, with the reduction in discretionary spend in order to find additional savings to support the Council's revenue position.
- There was a projected overspend of £2.2m on a revenue budget of £143m, however, plans that had been put in place were now taking effect.
- Services for Integrated Commissioning were still under pressure. Through government health bodies there is £800k of available funding in 2010/11, which was being actively pursued by the partnership to ensure maximum use of the funding.
- The capital programme at the end of December totalled £69.7m and is fully funded from a variety of places, including government grants of £39m.
- Treasury management activity showed that the budget for interest receivable would be exceeded by £100k.
- Due to the winter weather there had been additional pressure on the Sustainable Communities budget and the £500k winter weather reserve is required to ease the pressure.
- Cabinet noted that two directorates had not reduced their discretionary overspend significantly and it was requested that this was investigated further.
- Cabinet discussed the proposed waste disposal unit to be built in Worcester, which was a joint project between Worcestershire and Herefordshire Councils, and the amount of funding held in reserves for this project. Cabinet was reminded that this fund had been built into the reserves over a number of years and was part of the Council's financial plans. It was confirmed that this was a reserve against risk, if the planning application was successful when it went before Worcestershire Council's Planning Committee, then this funding would be built into the financial strategy.

**RESOLVED:**

**That Cabinet:**

- a) Noted the report and the forecast deficit position of £2.2m; and**
- b) Noted the Chief Executive's requirement that directors deliver recovery plans to ensure a balanced revenue budget.**

## **93. SHADOW HEALTH AND WELLBEING BOARD**

The Deputy Chief Executive presented the report to Cabinet and advised Cabinet on the following points:

- There was a requirement to establish the Health and Wellbeing Board and in so doing would progress the Council's status as an early implementer for the Department of Health.

- This would then put the responsibility for improving the health and wellbeing of residents in the county in the hands of the local authority, which would bring together all the partner organisations, with the local authority taking on the leadership role.
- The new Board would be able to look more broadly at the health and wellbeing of all residents and not just with regard to health and social care.
- It was noted that Herefordshire had already established a pathfinder GP Consortium.
- All of the GP practices in Herefordshire are to be represented on the GP Consortium.
- The terms of reference would be based upon those in the Health and Social Care Bill.
- Amendments to the Constitution would be put before Council in March in order to include the Health and Wellbeing Board.
- It was expected that there would be continuing updates for Members as issues arose and changed nationally.

**RESOLVED:**

**That it be recommended to Council that:**

- (a) **a Shadow Health and Wellbeing Board be created and chaired by a Cabinet Member;**
- (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.

The meeting ended at 3.30 pm

**CHAIRMAN**



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 MARCH 2011</b>
<b>TITLE OF REPORT:</b>	<b>HEREFORDSHIRE PARTNERSHIP ENGAGEMENT FRAMEWORK</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE &amp; CUSTOMER SERVICES AND HUMAN RESOURCES</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To present a draft engagement framework for Herefordshire for comment, consideration and approval, following its development through Herefordshire Partnership

### **Key Decision**

This is not a key decision

### **Recommendation**

**THAT Cabinet approves the draft engagement framework.**

### **Introduction and Background**

- Herefordshire Partnership agreed to develop an engagement framework in 2010 as part of its wider development plan.
- The framework proposed will deliver local outcomes for Herefordshire and achieve efficiency savings across the partnership.
- A joint approach to working with communities will support the delivery of the emerging locality strategy as well as implementing the streamlined Herefordshire Partnership structures.
- Organisational and management arrangements for implementing and monitoring the new framework will need to be developed as part of the work on organisational development, and transformational change programmes
- The framework will facilitate and enable a major shift towards community action and control and a move away from public sector dependency.

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Further information on the subject of this report is available from  
Julie Gethin, Head of Partnership Support on 01432 260610

## Key Considerations

- 1 There are a number of key strategic developments and reviews currently underway through Herefordshire Public Services and Herefordshire Partnership in relation to improving the methods of community engagement and making better use of resources.
- 2 Herefordshire Partnership commissioned a Local Improvement Adviser via the West Midlands Improvement and Efficiency Partnership in April 2010 to develop a partnership wide engagement framework that would offer platforms for sharing and aligning resources in localities.
- 3 The Interim Third Sector Strategic Board has recently completed a review of support services for the third sector in partnership with Herefordshire Public Services. This will lead to improved coverage of this support through greater collaboration between existing organisations and cutting out duplication.
- 4 Herefordshire Council is currently working with Parish and Town councils on the process for developing and implementing a charter setting out how the Councils in Herefordshire will work together to improve the system of local democracy, increase public participation and deliver improved services. This will include the devolution of functions reflecting the Budget Principle of Local Delivery.
- 5 The Communities First workstream of Herefordshire Public Services transformation programme “Rising to the Challenge” is developing a Locality Strategy to bring together it’s objectives of:
  - Better engagement
  - Localised services
  - Empowered communities
- 6 The recently published Localism Bill seeks to decentralise power to local communities. It aims to create a Big Society by giving new rights and powers to communities and introducing reforms to enable decisions to be taken locally. Work is taking place to develop Herefordshire’s “localism” plan through the new Locality Strategy. Community engagement is one of the key objectives within this.
- 7 The local vision for Herefordshire through the implementation of this framework is to work closely with Herefordshire people as partners to build empowered communities across the County who are able to take responsibility for their own well being and develop sustainable communities.
- 8 The draft framework details the organisational and policy implications in relation to current and future workforce, devolution of decisions, services and budgets, the role of elected Members and the shape of future partnership arrangements.
- 9 It is proposed to develop Reaching the Hearts of Herefordshire across the County and introduce 9 locality based partnerships. This will support the streamlined Herefordshire Partnership structures and also the emerging locality strategy. For this to work there will need to be:
  - An identified senior manager for each locality to act as a strategic lead and build relationships with key partners.

- Virtual teams to work in partnership with communities, develop local capacity (in individuals and groups) and support the delivery of local action (part of the developing locality teams).
  - A review of the Member development programme to ensure it is able to support the strengthened role of elected Members.
  - A consolidation of existing consultation and engagement resources through the newly integrated customer and communications service.
- 10 An approach tailored to each locality will be implemented, reflecting the different needs of each locality, building on what currently works in that area and connecting to existing mechanisms that reach the more vulnerable or hard to reach members of the community.
- 11 Commitment to the use of and support for community led planning as a key means to engaging and working with communities is a fundamental part of the engagement framework. Devolved budgets and/or extending participatory budgeting may be considered as a future development to empower local communities.
- 12 The proposed partnership approach assumes that current separate consultation and engagement processes will align to this framework to ensure consistency of approach and reduced duplication. The introduction of a shared intelligence and information function will assist in ensuring this happens. Consequently, delivery of the new framework will need to be one of the outcomes of the Organisational Design project.

## **Community Impact**

- 13 A collaborative approach to engagement will have a significant and positive impact on Herefordshire's communities – offering a range of local solutions relevant to the different identified communities for local people to have their say about what happens in their area.

## **Financial Implications**

- 14 There are efficiency savings that can be identified through the collaboration and joining up of approaches and resources both within HPS and with other partners. These will be identified and agreed utilising the processes available through the Rising to the Challenge transformation programmes.
- 15 The proposed identified senior managers and virtual teams will need to be drawn from existing resources in HPS and the wider partnership.

## **Risk Management**

- 16 Knowing and understanding our communities is a key to delivering services that our communities need in a timely and efficient way and relies on effective, reliable and continuous dialogue.

## **Legal Implications**

- 17 None at this stage. The development of a policy framework for devolution will require appropriate legal input and advice.

## **Alternative Options**

- 18 To continue with the present arrangements of unco-ordinated and unconnected approaches would not realise the efficiency savings needed, and also not achieve the aspirations and aims of the emerging locality strategy.

## **Consultees**

Herefordshire Partnership engagement task group  
HPS Joint Management Team,  
Herefordshire Partnership Board

## **Appendices**

- (a) Draft engagement framework

## **Background Papers**

None identified



# ENGAGEMENT FRAMEWORK

## IMPLEMENTING A PARTNERSHIP APPROACH IN HEREFORDSHIRE

### Introduction

A number of mechanisms currently exist in Herefordshire for local people to be involved in, or contribute to, decision making processes that influence the way the public sector delivers its services. These mechanisms have been considered in the development of a partnership engagement framework. They include, amongst others, community led planning, Reaching the Hearts of Herefordshire, PACTS, ward councillors, the Local Involvement Network (LINK), Parish Councils, children and young people's forums, scrutiny committees/councillor call for action and local regeneration partnerships.

This document sets out a proposed way forward for both Herefordshire Public Services (HPS) and the wider Herefordshire Partnership in pursuit of the County's long term aim of putting its communities first and at the heart of improving local service delivery. This forms part of the delivery plan for the new Locality Strategy.

### Background

It's important to have stronger, more resilient communities and a representative community engagement process, which can take community views to the different levels of the Partnership and feedback on progress and outcomes. The Partnership is striving for a vibrant and dynamic dialogue with communities (of interest and of place), where residents contribute to the decisions that are made about their neighbourhoods and involved in evaluating the success of local initiatives.

In April 2010 Herefordshire Partnership embarked on the development of an engagement framework with the intention of creating a real platform for collaboration and sharing resources in defined localities. The aim is to ensure local people receive information on what is happening that may affect them, what is available for them and how they can be involved in and have influence on future activities.

Taking forward the existing engagement strategies of both Herefordshire Partnership and Herefordshire Public Services and producing a collaborative document clearly setting out an agreed approach to engagement was a key action in the Partnership's development plan for 2010.

The Herefordshire Public Services (HPS) Steering Group approved a framework known as the HPS Community Engagement Strategy in December 2008. This document replaced Herefordshire Council's Community Involvement Strategy and Council/PCT Involving People Strategy. This strategy and its supporting action plan need to be reviewed and updated in light of recent government and organisational changes.

The HPS Customer Strategy puts citizens of the County at the heart of service improvement and efficiency and sets out the specific direction for the development of all opportunities for customer contact. The strategy

acknowledges the need to know and understand customers and what services they need or require as well as developing regular engagement and dialogue so that they are at the centre of customer-led service provision. It has 4 key aims – informed services, accessible services, listening services, and trusted services. The partnership framework reflects the aims and principles of this strategy.

A tiered approach to service delivery in 9 localities across the County has been established by HPS. The localities are based on the Civil Parish boundaries that form the secondary school catchment areas. These will form the basis for engagement for the wider partnership and provide the opportunity for public sector services to deliver joined-up customer access points for local people.

The Herefordshire Partnership engagement framework brings together existing and planned Council and NHS resources and strategic priorities detailed in the HPS engagement and customer strategies in support of the implementation of the wider partnership framework aligned to the 9 localities.

## **The Herefordshire context**

There are a number of key strategic developments and reviews currently underway through Herefordshire Public Services and Herefordshire Partnership in relation to improving the methods of community engagement and making better use of resources.

Within the overall context of delivering the strategic priorities of the Sustainable Community Strategy, Herefordshire Partnership has agreed that community engagement and empowerment is a key driver and measure of success that can produce:

- Stronger communities with resilient social networks and active citizens taking responsibility for their own well-being.
- Excellent services that are informed and influenced by communities so that they meet needs effectively and efficiently.
- Vibrant and representative democracy that is improved through active participation.

The Partnership commissioned a Local Improvement Adviser via the West Midlands Improvement and Efficiency Partnership between April and December 2010 to develop a partnership wide engagement framework that:

- Offers platforms for sharing and aligning resources in each of the 9 localities across the County to support the delivery of the engagement framework.
- Has clearly defined and understood mechanisms and tools of engagement relevant to and effective in each locality that build on successes to date.

Engagement from the Partnership's perspective is about developing and maintaining relationships between public agencies and the local communities they serve. Developing a dialogue - listening, talking, working together, learning and being seen to respond - so that people are involved in addressing the issues that impact on their lives and feel they are able to influence service providers and vice versa.

This dialogue should also include the private sector and voluntary and community organisations in the locality – taking a whole community approach to devising and delivering local solutions.

A review of support services for the third sector The Interim Third Sector Strategic Board has recently completed by Herefordshire Public Services in partnership with support organisations currently in receipt of funding. The outcomes from this review will be improved coverage of infrastructure support through greater collaboration between existing organisations and cutting out duplication.

Herefordshire Council is currently working with Parish and Town councils on the process for developing and implementing a charter setting out how the Councils in Herefordshire will work together to improve the system of local democracy, increase public participation and deliver improved services.

Herefordshire Public Services transformation programme “Rising to the Challenge” aims to deliver innovative projects and programmes through 5 workstreams. These seek to achieve greater integration of services and increased efficiency and productivity across Herefordshire Council and NHS Herefordshire.

Through joined up service delivery and locality working key objectives of Communities First, one of the 5 workstreams are:

- Better engagement
- Localised services
- Empowered communities

The intended benefits arising from this workstream and the wider partnership framework can jointly be summarised as:

- Communities being able to influence, shape and deliver services and a consequential improvement in commissioning.
- Reduced demand for higher cost interventions as a result of the improved co-ordination of services across all partners in all sectors.
- Developing stronger, more cohesive communities who are healthier and happier

## The National Picture

The Big Society aims to put the community at the heart of taking action in their area by encouraging volunteering and involvement in social action, making funds available for social projects through the Big Society Bank, giving communities a greater say over local planning and saving local services, piloting a new National Citizen Service for 16 year olds, creating trained community organisers and giving a general power of competence to local councils.

The recently published Localism Bill sets out a radical shift of power from central government to local communities with the intention of:

- Giving local authorities new freedoms and flexibilities,
- New rights and powers for communities
- Reform to make the planning system clearer, more democratic and effective,
- Reform to ensure that decisions about housing are taken locally

The essential actions (summarised above) aim to shift power away from central and local government, and move it back to people and communities

It will be essential for there to be local collaboration and conversations with communities to identify and agree the red tape which is considered to be costly, unnecessary and restricting local action. This will create the right environment and give the right messages about involving local people directly in what happens in their community.

One of the challenges will be around gaining consensus of all interested and democratically elected parties about what red tape should be removed. Another is about how these freedoms and flexibilities will be managed to ensure all voices are heard.

More decisions will be taken within communities about how public money is spent and raised. This will give people more choice and a better standard of service as the way public services are delivered changes. These actions are central to the government's plan to sustain the proposed decentralisation.

Information should be made available to local people about how money is being spent and used, and what difference it is making to them and the wider community. Local government will be held more accountable to its communities. This will give local people opportunities to take control of the process of decentralisation.

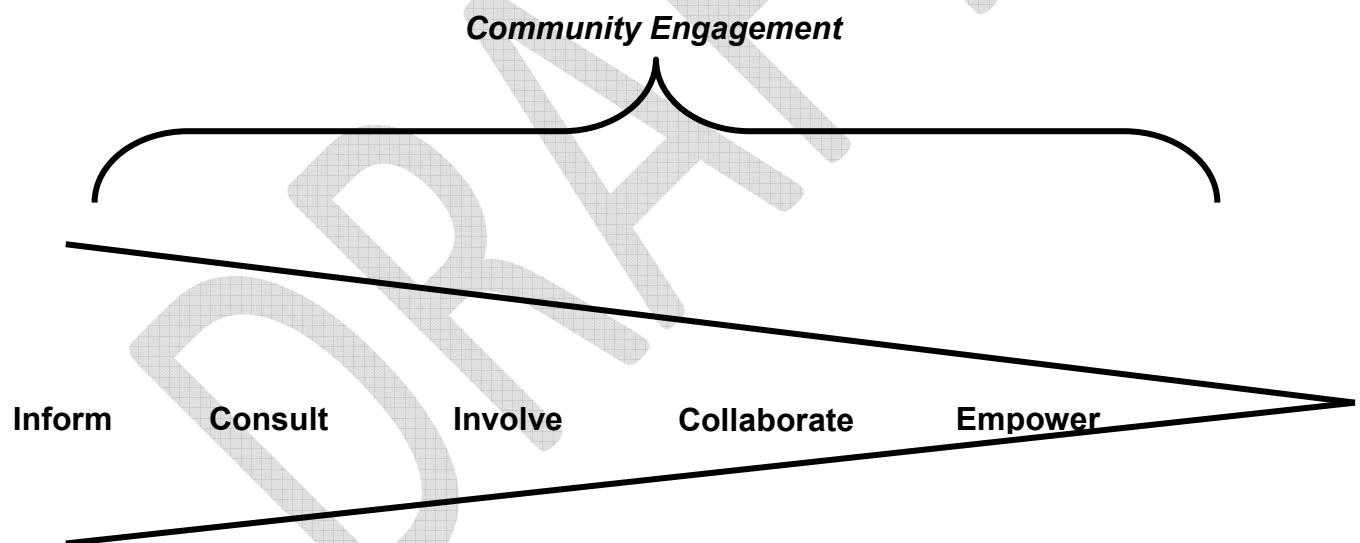
# A Partnership with Herefordshire People – “Beyond engagement”

## Community engagement – why do we do it?

- **Democracy:** participation is an aspect of democracy that complements the representative democratic process.
- **Design:** building in customer insight with local data and the knowledge of professionals, leads to more effectively designed services.
- **Development:** communities are given an opportunity to tap into their natural resources and become more self-reliant and sustainable.
- **Well-being:** involved and engaged communities are more satisfied with services which meet their needs.

## Community engagement – what do we mean?

Community engagement takes place across a spectrum, which is reflected in the diagram below. Moving from left to right across the spectrum, the level of intensity increases (and the numbers involved tend to decrease). Healthy engagement is able to demonstrate effective impact at every stage.



The following definitions (from the International Association for Public Participation) explain what is meant when engaging at the different levels shown on the spectrum above:

- *Inform:* to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and /or solutions.
- *Consult:* to obtain public feedback on analysis, alternatives and / or decisions. Feed back on the results of consultation.

- *Involve*: to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
- *Collaborate*: to partner with the public in each aspect of decision-making including the development of alternatives and identification of the preferred solution.
- *Empower*: to place final decision-making in the hands of the public.

## Beyond engagement in Herefordshire

Reflecting on the national context, local priorities and the revisions to the Sustainable Community Strategy (particularly in relation to stronger communities) the following offer is proposed to bring about a change in the way we work in partnership with and support Herefordshire's communities.

### Herefordshire's vision

To work closely with Herefordshire people as partners to build empowered communities across the County able to take responsibility for their own well being

### What are our objectives?

By taking a joint approach to engagement and working in partnership with Herefordshire's communities in the 9 localities the following will be achieved:

- 1 **More participation by local people...** in decision making as a resident or as a service user, and in local democratic processes
- 2 **More responsive services...** from greater participation, personalisation and choice, delivering services closer to communities.
- 3 **Better decisions by involving local people...** in locality based partnerships, and in town and parish councils through participatory budgeting
- 4 **Empowered communities...** taking advantage of opportunities presented through the Localism Bill, right to buy, neighbourhood planning
- 5 **Improved service quality...** localising service delivery reflecting community choice and need
- 6 **Stronger role for Elected Members....** as advocates, community leaders and co-ordinators of local action
- 7 **An increase in respect and understanding...** through more citizenship activities and volunteering
- 8 **Participation from all parts of the community...** supporting the seldom heard voices and focusing on vulnerable groups
- 9 **A change in the culture of the public sector workforce....** developing a 'no wrong person' culture across all front line staff.
- 10 **Improved well-being....**through an inclusive process that results in communities being more satisfied with services they receive

## What will be our outcomes?

### Local communication

- Choice of communication channels
- Strengthened role for elected members and town and parish councillors
- Single communication hub for all partners
- Single information point for communities

### Local involvement

- By residents, customers, and communities
- By elected members and town and parish councillors
- By local businesses
- By local voluntary and community groups

### Local engagement

- In 9 localities
- Building on what's already there
- Through a joint approach across all sectors
- Flexible approach reflecting local communities

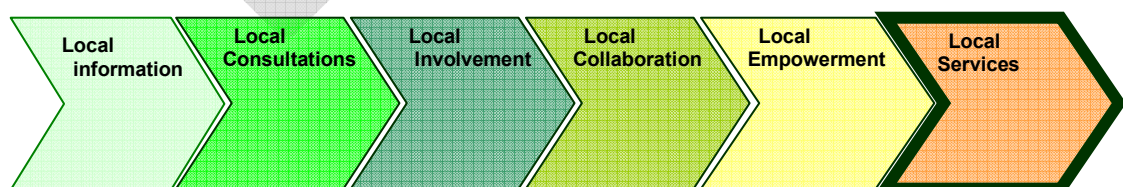
### Local empowerment

- More decisions taken by communities
- More people voting in elections
- Services, budgets and decisions devolved to communities

### Local services

- Co-design of services involving communities (residents, groups and businesses)
- Different delivery solutions commissioned by public sector
- More services delivered or organised by town and parish councils, local organisations and local businesses
- Using participatory budgeting to encourage communities to get involved

**stronger communities**



## **How will this change the way we work?**

### **As a partnership.....**

The review of Herefordshire Partnership is in part a response to the coalition government's spending review and departmental reforms. However, it also fundamentally reflects the desire locally to focus on people and places and move away from the performance management of national indicators.

The Board has agreed that it needs to focus on greater joint planning and simplify its governance structures. This can be achieved through the development of shared services around intelligence and commissioning and putting in place an effective, streamlined partnership structure that is able to work with communities (local people, groups, organisations and businesses) and parishes with higher levels of need.

Moving away from the traditional thematic approach to locality based partnerships in 9 areas, the revised structure will connect to the emerging statutory Health and Well Being Board and bring a locality dimension to revitalising the local economy.

### **As an organisation.....**

Organisational changes and the subsequently revised policy frameworks, planning processes and workforce requirements will need to consider the benefits of devolution (of decisions, services, budgets) and the vision of empowering Herefordshire's communities through working in partnership with them. Key to this is the change needed in what many consider to be their organisation's greatest asset – their workforce.

Creating a culture of 'no wrong person' by developing front line workers as facilitators will encourage communities to realise their natural strengths and start to move away from public sector dependency.

Local government in particular, and increasingly other public and private sector organisations potentially as the concept of community budgets develops, will need to strengthen the representational role of elected members and consider how they are supported in their development as community leaders, working with the grassroots elected parish and town councillors.

### **With the community.....**

Reaching the Hearts of Herefordshire gave a taste of the potential of local democracy married with the public sector focusing on a geographic area and getting the community involved and taking ownership of local issues. This will need to be broadened to engage with local businesses.

Locality based partnerships offer the opportunity to change the face of democracy, get local people and businesses involved and strengthen the role of town and parish councils as decision making mechanisms in their area.

It could be argued there is an assumption in government reforms such as the Localism Bill and ideals like The Big Society that the community will take ownership and responsibility by getting involved, having a say and taking action themselves. This will change the nature of the public, private and voluntary sector's relationship with communities. Support through third sector infrastructure organisations and utilising tools such as participatory budgeting and needs analysis will be needed to enable this change.

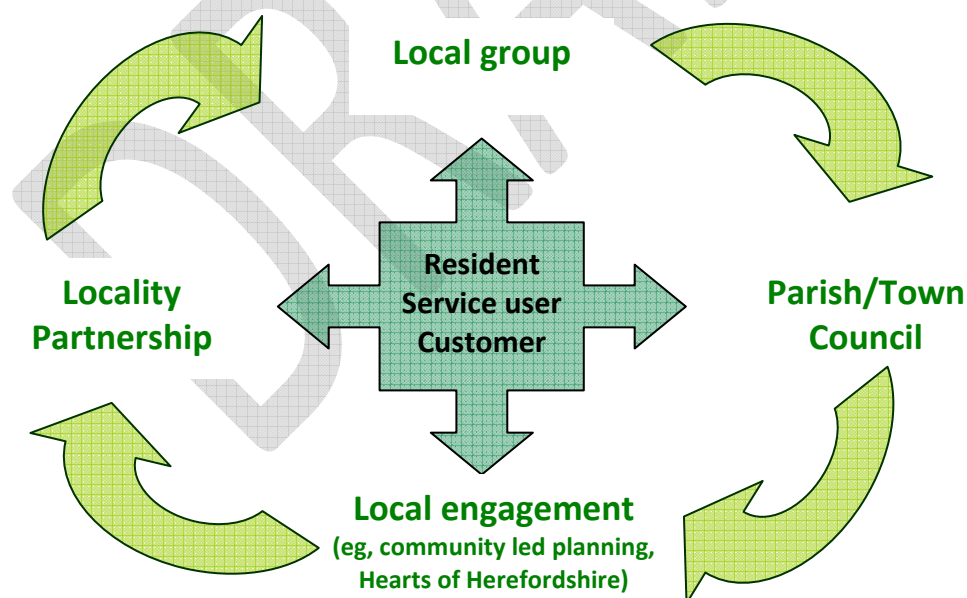


## What action will we take?

### As a partnership.....

Building on the success demonstrated through existing structures such as Parish and Town Councils and initiatives such as 'Reaching the Hearts of Herefordshire' and local regeneration partnerships, we will:

- Develop Reaching the Hearts of Herefordshire across the County as a model of engaging local leaders with service providers and the community.
- Implement 9 locality based partnerships to bring together key partners (such as GPs, Headteachers, local businesses, Police, Fire, third sector, HPS) with Elected Members, Parish/Town Councils and other community representatives.
- Promote and support the development and use of community led planning and participatory budgeting as key tools to enable community action and community influence.
- Facilitate the development and implementation of locality profiles and plans through the proposed shared intelligence function.
- Support the devolution of decisions, budgets and services through a partnership commissioning framework and plan that will influence and shape individual organisation's policy frameworks and associated strategies.



## County-wide partnership

## What action will we take?

### As organisations.....

Organisational development as part of the major change programmes underway (specifically in the public sector) to release the potential of all front line workers, including:

- Building time for partnership working into all job descriptions and induction processes
- Developing the engagement techniques and interpersonal skills of front line workers – resulting in a culture of ‘no wrong person’
- Developing front line workers as facilitators to encourage communities to realise their natural strengths and move away from public sector dependency
- Raising the profile of volunteering and the opportunities available in communities
- Raising the profile of Parish and Town councils as leaders of their communities
- Exploring the potential of rolling out Herefordshire Council’s volunteering policy

Identifying a senior manager for each locality to act as a strategic lead and build relationships with key partners.

Creating virtual teams to work in partnership with communities, develop local capacity (in individuals and groups) and support the delivery of local action.

## Our local measures of success

- Number of local solutions led by the community
- Number of Town and Parish Councils involved in Reaching the Hearts of Herefordshire
- Number of Town and Parish Councils involved in locality based partnerships
- Number of staff volunteering from the public sector
- % of community in a locality volunteering
- % of local residents involved with their Parish or Town Council
- % of local residents engaged with Reaching the Hearts of Herefordshire
- % of residents feeling they can influence decisions affecting them/their area
- Improved satisfaction rates
- Voter turnout at elections
- Number of times participatory budgeting has been used to engage residents and service users
- Number of Parish Plans produced/reviewed
- Locality plans and profiles produced
- Policy plans and frameworks produced that enable community empowerment through engagement

## Summary

This framework for Herefordshire goes beyond engagement. It will create the climate and offer the ability to empower our communities to take action in their communities. Changing the culture within communities and individual organisations will take time. The actions detailed in this document need to be implemented as part of wider change programmes being implemented across the County. By doing this, we will deliver sustainable change that realises the potential in our communities – residents, community and voluntary groups, elected members, town and parish councils.



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 MARCH 2011</b>
<b>TITLE OF REPORT:</b>	<b>LOCALITY STRATEGY FOR HEREFORDSHIRE</b>
<b>PORTFOLIO AREA:</b>	<b>ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To approve the Locality Strategy for Herefordshire.

### **Key Decision**

This is a not a Key Decision.

### **Recommendation(s)**

**THAT: Cabinet approves the Locality Strategy.**

### **Key Points Summary**

- Early in 2010, the following nine localities were identified within the county by Herefordshire Public Services: Hereford City, the five market towns and three rural areas (Weobley, Golden Valley and Mortimer). This tiered approach has been endorsed by the Herefordshire Partnership and a number of partners are actively working to shape how services can be delivered and communities engaged, on the basis of these nine areas.
- The Locality Strategy sets out our vision and objectives for locality working within the county. It is about developing local solutions and empowering and working in partnership with our communities.

### **Alternative Options**

- 1 Not implementing the Locality Strategy could result in a lack of a joined-up approach to service delivery and a lack of co-ordinated engagement at a locality level. If a uniform approach is taken to service delivery across the county, this may not necessarily reflect the needs of local communities.

### **Reasons for Recommendations**

- 2 The Locality Strategy and the identified nine areas give structure to a joint approach to service

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Further information on the subject of this report is available from  
Geoff Hughes, Sustainable Communities Director on (01432) 260695

delivery and seek to ensure that we are able to support as many valued local services as we can. Better engagement with communities will help to create opportunities that are relevant to them and their area.

## **Introduction and Background**

- 3 The Locality Strategy builds on the range of approaches that have already been tested in relation to improving delivery of services to communities and the role that local people play in this.
- 4 In line with national policy developments and the 'Big Society', the Locality Strategy promotes a tiered approach to devolving services or budgets. The Strategy will help us to understand how devolution (of decisions, budgets or services) could work and what this means in relation to local people and communities having a say about services that matter to them.
- 5 A similar report is being presented to the NHS Herefordshire Board on 30 March.

## **Key Considerations**

- 6 Localities form part of the Communities First work stream of the Rising to the Challenge Transformation Programme. This work stream provides and brings together key strands to deliver joined up working with communities and service providers at a local level. The outcomes intended to be delivered as part of the Communities First work stream include Localised Services, Better Engagement and Empowered Communities.
- 7 The Locality Strategy forms part of the Localised Services work and is based on the nine localities which are deemed to be key in meeting the aims set out in the HPS joint Customer Strategy. Locality Profiles for each of these areas are currently being developed to help inform the implementation of this Strategy. Such an approach is intended to help us to develop local solutions and enable us to empower and work in partnership with our communities.
- 8 The objectives of the Locality Strategy are.
  - Strengthened community leadership;
  - Services meeting the needs of communities;
  - Joined up local services; and
  - Working in partnership with empowered communities.
- 9 A review of the Herefordshire Partnership is currently underway and aims to not only streamline partnership structures and processes, but also integrate and share services in relation to intelligence, commissioning and engagement. It will also seek to establish Locality partnership arrangements. This tiered approach to devolving services or budgets through a corporate and partnership policy framework will be a key part of the Locality Strategy and to achieving its aims and objectives. A partnership approach to decisions being made at the closest possible point to communities will be instrumental in gaining an understanding of how devolution (of decisions, budgets or services) could work and what this means in relation to local people and communities having a say about services that matter most to them. This is captured in the draft engagement framework also being considered at Cabinet today.
- 10 The important role that Elected Members play in the localities agenda is recognised, not least as one of the key learning points from the Reaching the Hearts of Herefordshire pilots was the positive difference made through Elected Members working with their Parish and Town Councils. A further seminar is planned for Elected Members (Localities and Localism Bill) as part of the programme of training and support planned for May-December 2011. Further work

will also be undertaken in conjunction with Parish and Town Councils to ensure that they are also aware of and engaged in this work. Regular updates on the Localities work will be given to Senior Managers as part of the Leadership Forum.

## **Community Impact**

- 11 A collaborative approach to engagement will have a significant and positive impact on Herefordshire's communities – offering a range of local solutions relevant to the different identified communities for local people to have their say about what happens in their area. An approach for Herefordshire is articulated in the draft engagement framework.
- 12 The implementation of a Locality Strategy will help us to achieve greater connection with communities, as well as strengthening the role of citizens, enhancing local democracy and encouraging service providers to work better together, so that we achieve better outcomes for people and places together.

## **Financial Implications**

- 13 The adoption of the Locality Strategy will have no direct financial implications.

## **Legal Implications**

- 14 None identified.

## **Risk Management**

- 15 The risk is that we do not get sufficient commitment from key stakeholders and partners. The mitigation for this is that this work on localities has been built into the Communities First work stream and we have engaged with key stakeholders and partners.

## **Consultees**

- 16 Work on Localities has been developed through the Communities First work stream, as well as the Stronger Communities Policy & Delivery Group of the Herefordshire Partnership. A draft of the Locality Strategy was presented to the HPS Joint Management Team and the Herefordshire Partnership Board in February and following this, wider consultation was held with other key stakeholders. Where appropriate, comments received have been incorporated into this draft.

## **Appendices**

- 17 Locality Strategy for Herefordshire.

## **Background Papers**

- None identified.





# LOCALITY STRATEGY FOR HEREFORDSHIRE

## PREFACE

This document sets out our vision and objectives for locality working within Herefordshire. It is about developing local solutions and empowering and working in partnership with our communities.

### Local context

There are a number of key strategic developments and major change programmes currently underway through the public sector and the Herefordshire Partnership in relation to improving delivery of services to communities and the role local people play in this.

The implementation of the Shared Services Venture, the new Mental Health service and the Integrated Care Organisation are all changing the face of public sector services in the county. Furthermore, the implementation of the Herefordshire Pathfinder GP Consortia and the role of GPs as providers in their neighbourhoods are intended to bring a more local focus to decision-making on health priorities.

In addition, the comprehensive Rising to the Challenge transformation programme being undertaken by Herefordshire Public Services (HPS) has identified 'localities' as being key to one of its five transformation programme themes.

The review of the Herefordshire Partnership aims to not only streamline partnership structures and processes, but also integrate and share services in relation to intelligence, commissioning and engagement and future development of the county. Consideration will also need to be given to whether issues need to be addressed at a locality or a county level.

Early in 2010, nine localities were identified within the county to aid in the design and delivery of services to different parts of Herefordshire and to assist in the co-location of providers as we move towards achieving the most efficient uses of resources through maximum integration.

The following tiered approach was endorsed by the Herefordshire Partnership:

- Tier one – Rural areas (Weobley, Golden Valley and Mortimer - serving the needs of their immediate customers);

- Tier two – Market towns (serving the needs of their customers, as well as those of the rural areas surrounding them); and
- Tier three – Hereford City (providing a broad range of facilities and serving both the needs of its customers as well as those of the county).

A number of partners are actively working to shape how services can be delivered and communities engaged on the basis of these nine areas. For instance, locality working arrangements have been introduced for Children's Services and Health and Adult Social Care.

It is acknowledged that services are provided by organisations across public, voluntary & community and private sectors. The tiered approach being taken will reflect this. In addition, where communities are referred to, this includes the residential and business communities.

Enhancing the role of elected members has been tested through Reaching the Hearts of Herefordshire in five pilot areas (Bromyard, Kington, Golden Valley, Mortimer and Belmont). Local democracy continues to flourish with the local councils and their use of participatory budgeting, community led planning and increasing the number of robust action plans produced. One of the key learning points from the Hearts pilots was the positive difference made through members working with their parish councils.

A tiered approach to devolving services or budgets through a corporate and partnership policy framework will be a key to Herefordshire's locality strategy and to achieving its aims and objectives. Taking a partnership approach to decisions being made at the closest possible point to communities will be instrumental in gaining an understanding of how devolution (of decisions, budgets or services) could work, what this means in relation to local people and communities having a say about services that matter most to them and the location of future development both to support and in response to the new pattern of service provision.

## **National Context**

The Big Society aims to put the community at the heart of taking action in their area by encouraging volunteering and involvement in social action, making funds available for social projects through the Big Society Bank, giving communities a greater say over local

planning and saving local services, piloting a new National Citizen Service for 16 year olds, creating trained community organisers and giving a general power of competence to local councils.

The recently published Localism Bill sets out a radical shift of power from central government to local communities with the intention of:

- Giving local authorities new freedoms and flexibilities,
- New rights and powers for communities
- Reform to make the planning system clearer, more democratic and effective,
- Reform to ensure that decisions about housing are taken locally

The essential actions (summarised above) aim to shift power away from central and local government and move it back to people and communities - thus creating the Big Society.

It will be essential for local collaboration and conversations with communities to identify and agree the red tape which is costly, unnecessary and restricting local action. This will create the right environment and give the right messages about involving local people directly in what happens in their community. The challenge will be around gaining consensus of all interested and democratically elected parties about what red tape should be removed.

More decisions will be taken within communities about how public money is spent and raised. This will give people more choice and a better standard of service as the way public services are delivered changes. These actions are central to the government's plan to sustain the proposed decentralisation and recognised in such measures as the Community Infrastructure Levy.

Information should be made available to local people about how money is being spent and used, and what difference it is making to them and the wider community. Local government will be held more accountable to its communities. This will give local people opportunities to take control of the process of decentralisation.

The Sustainable Communities Act challenges local authorities to inspire involvement in local democracy by talking with their communities about new ideas on ways in which their area can be improved. Local authorities can ask central government to remove barriers that are stopping action being taken.

## **LOCALITY STRATEGY FOR HEREFORDSHIRE**

### **Our Vision**

**To strengthen communities by increasing choice and control over service delivery in their area, and enabling them to take responsibility for local issues.**

### **Our Approach**

We will do this through greater connection with communities, strengthening the role of citizens, enhancing local democracy and encouraging service providers to work better together, so that we achieve better outcomes for people and places together.

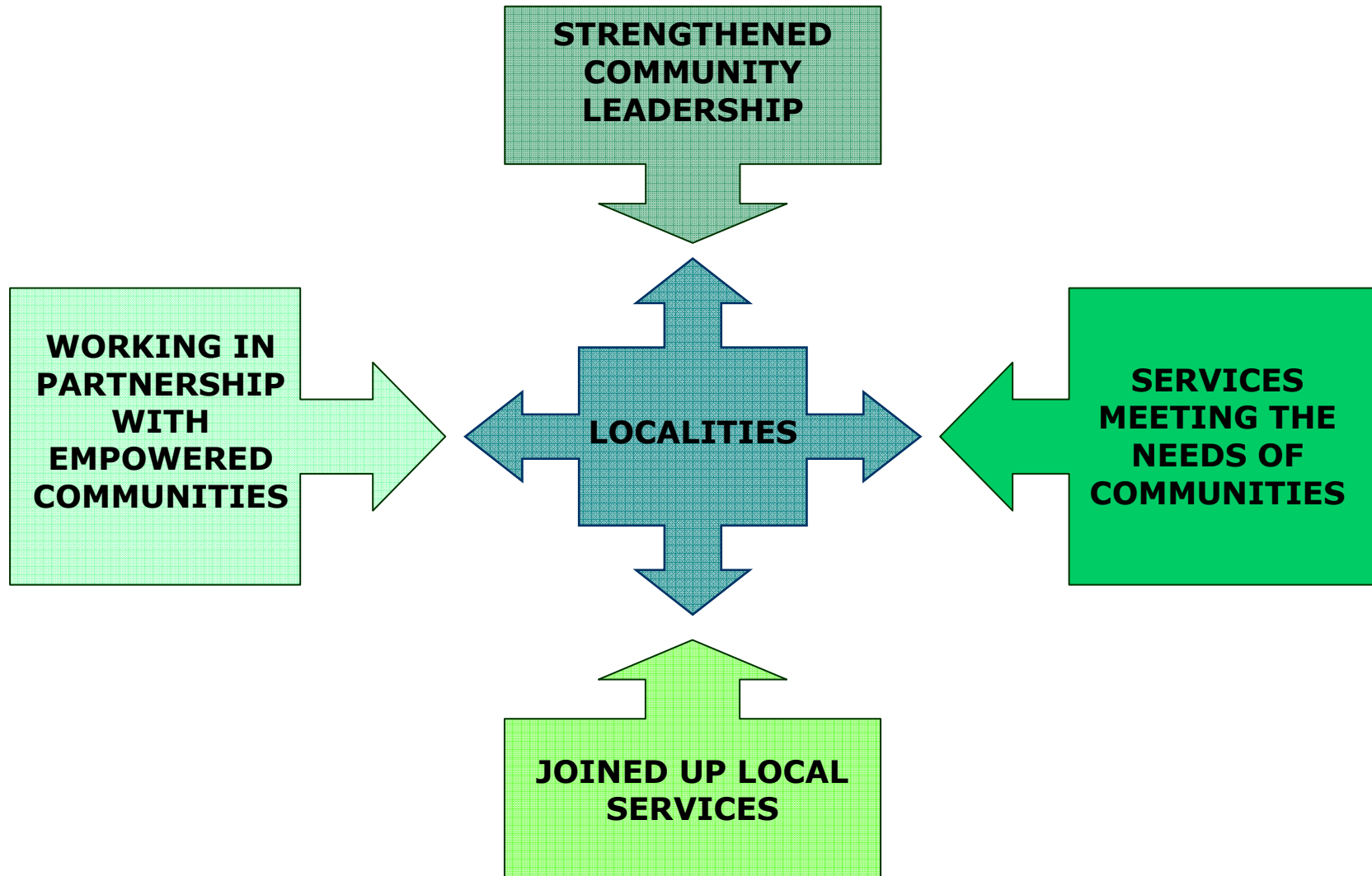
### **Our Objectives**

- Strengthened community leadership;
- Local service delivery meeting the needs of communities;
- Joined up local services; and
- Working in partnership with empowered communities.

### **By delivering our objectives we will achieve**

- Empowered local people who have influence over local decision making and who participate in and feel part of their community;
- Services delivered in each locality which reflect the needs and priorities of local communities;
- Better engagement with communities by working with them to create opportunities that are relevant to them and their area;
- More efficient use of resources through the maximum integration of services;
- A reduction in local bureaucracy by removing barriers and reducing the burdens that currently prevent community action; and
- Increased involvement of communities in local democratic processes.

# LOCALITY STRATEGY FOR HEREFORDSHIRE – OUR STRATEGIC OBJECTIVES



## **OBJECTIVE 1: STRENGTHENED COMMUNITY LEADERSHIP**

### **What we aim to achieve**

- Decision making at a local level;
- Elected members and town and parish councils working together with their communities; and
- Local community leaders working together for the benefit of their area.

### **How we aim to achieve this**

- Nine locality based partnerships established bringing together both tiers of local government, delivery partners and community representatives to discuss and agree local priorities;
- More residents participating in local democratic processes and more people engaging with their ward members and parish and town councils and standing for election;
- Identifying senior managers to support the nine locality based partnerships;
- Developing and implementing the 2011 Charter 'A Shared Community – working relationships in Local Government in Herefordshire';
- Improving the support and training for parish and town councillors and elected members; and
- Developing Reaching the Hearts of Herefordshire across the county to continue to strengthen the role of elected members as community leaders.

## **OBJECTIVE 2: SERVICES MEETING THE NEEDS OF COMMUNITIES**

### **What we aim to achieve**

- Services designed with the customer in mind;
- Town and parish councils and local organisations delivering local services;
- Local services reflecting local need as well as being offered more choice over how these services are delivered;
- Improved local access to services; and
- Improved 'ownership' of decisions by local communities.

### **How we aim to achieve this**

- Offering opportunities for town and parish councils and other local organisations to deliver services in their area and influence decisions affecting them;
- Producing nine locality profiles and plans;
- Ensuring that communities know how to access the services they need in their localities;
- Using community led planning, with the support and involvement of service providers leading to the production and implementation of town and parish plans;
- Community asset transfers; and
- Greater choice on how to access services through the provision of different service delivery channels.

## **OBJECTIVE 3: JOINED UP LOCAL SERVICES**

### **What we aim to achieve**

- Maximum integration of services in localities;
- Sharing of resources; and
- Community budgeting in localities.

### **How we aim to achieve this**

- Creating service delivery teams in localities with front line staff producing solutions together;
- Locality working arrangements introduced as appropriate;
- Completion of asset mapping and rationalisation exercise leading to the creation of co-location/integration service delivery hubs and shared customer contact centres;
- Commissioning appropriate services from the voluntary and community sector to support the localities strategy; and
- Service and financial planning in the public sector to be undertaken with the customer in mind. Services to be delivered in the locality, where appropriate.



## **OBJECTIVE 4: WORKING IN PARTNERSHIP WITH EMPOWERED COMMUNITIES**

### **What we aim to achieve**

- Better communication with our communities;
- More people actively involved in their community;
- Appropriate, accessible and co-ordinated community engagement;
- Local people involved in local decisions; and
- Services that are more responsive to local need.

### **How we aim to achieve this**

- Locality based partnership arrangements in place across the county;
- Giving people the opportunity to come together and discuss barriers that could be removed by local and central government to improve their area;
- Acting in partnership with local communities, whilst balancing the needs of the wider county;
- Encouraging partner organisations to come together to engage and consult with localities and then share the results as appropriate;
- Community led planning producing updated Parish Plans with all town and parish councils supported to produce and implement a local plan;
- Develop community led planning so that communities within localities have a say about where new houses, businesses and shops should go and what they should look like;
- Testing the use of participatory budgeting as a way of encouraging communities to get involved with their locality based partnerships;
- Develop and implement a tiered policy framework setting out how decisions can be taken at the most local level;
- Third sector support services review and implementation; and

- Implementing the engagement framework which will change the role of front line workers and the way in which they work within localities.

## **How will we know what difference we are making**

Our local measures of success that we will use to hold our ourselves accountable to Herefordshire's communities will be developed as part of an action plan.

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>17 MARCH 2011</b>
<b>TITLE OF REPORT:</b>	<b>INFORMATION AND ICT STRATEGY</b>
<b>PORTFOLIO AREA:</b>	<b>ICT, EDUCATION &amp; ACHIEVEMENT</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To approve the Information & ICT Strategy.

### **Key Decision**

This is not a key decision.

### **Recommendation(s)**

**THAT:**

- (a) **the importance of information and ICT as being critical to delivering the Council's objectives is acknowledged; and**
- (b) **the strategy be approved**

### **Key Points Summary**

- Information is a critically important organisational asset and, like other key assets (e.g. staff, finance, and property) needs proactive management to maximise its value for our customers and our organisations. Information is also unique in that the more it is used, shared and managed, the greater the benefits that can be leveraged from it. There are also increasing customer expectations and legislative drivers that we preserve and safeguard our information.
- This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.
- This strategy sets out a vision, objectives and principles for Information and ICT to be at the heart of driving and supporting transformational change across Herefordshire Public Services,

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Further information on the subject of this report is available from  
Zack Pandor, Joint Director ICT on (01432) 347611

working with our partners to enable achievement of the our objectives. It will be used to direct focus and effort to agreed priority areas of work.

- The strategy vision, high-level objectives and principles are summarised at the end of this paper, the full strategy document is an appendix.

## **Alternative Options**

- 1 The absence of a strategy would leave Herefordshire Public Services without a corporate framework within which the use of information and ICT can be directed to better support achievement of organisational objectives.

## **Reasons for Recommendations**

- 2 The Herefordshire Council and NHS Herefordshire do not have a current Information and ICT Strategy, that reflects the nature of partnership working across the public sector to serve the needs of our communities and customers.

## **Introduction and Background**

- 3 The partnership between Herefordshire Council and NHS Herefordshire, jointly commissioning and providing a range of public services has enabled the development of a shared vision, values and priorities.
- 4 A number of joint strategies now provide a cohesive and consistent view of how, in partnership between ourselves and with others, we will implement our priorities in serving the needs of our communities and customers. This strategy seeks to provide additional clarity and detail on how we will use Information and ICT to do this.
- 5 Whilst the focus of our efforts remain on serving our communities and customers, significant organisational changes as a result of our unique local circumstance and national policy direction needs to be accounted for. The move towards a primarily commissioning based organisation, working with a range of partners necessitates we take an outward facing approach to our strategies and seek to influence and be influenced by our partners' strategies.
- 6 This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.

## **Key Considerations**

- 7 The vision for the strategy is "To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery, and improve the experience of our service users, working in partnership with others."
- 8 There are five high-level objectives:

<p>Enabling a Digital County</p>	<p>Investing in a digital Herefordshire to service, engage with and support our communities and businesses and learning opportunities.</p>
<p>Better Information &amp; Knowledge Management</p>	<p>Extracting value out of the information assets of the organisation, creating knowledge, keeping the information valuable.</p>
<p>Equipping the digital workforce</p>	<p>Developing an appropriately skilled workforce, where information is used intelligently and technology is used naturally</p>
<p>Driving efficient processes</p>	<p>Adopting lean ways of working, continuously improving our processes, and exploiting technology to automate tasks.</p>
<p>Information and Technology for service delivery</p>	<p>Using information and technology to deliver efficient services, maximising the investment already made in technology, developing connected solutions across our partnerships and adopting new technology when the business case is sound.</p>

## Community Impact

- 9 This strategy supports the delivery of organisational objectives and other key strategies, including the customer services, engagement framework and localities strategies.

## Financial Implications

- 10 There are no specific implications arising from this report.
- 11 Revenue budgets are provisioned for delivery of the ICT Strategy, business cases will need to be developed and agreed to access these.
- 12 Organisational strategies with ICT requirements have budgets to implement these requirements.

## Legal Implications

- 13 There is legislation concerning the management and disclosure of information, and the strategy has regard to ensuring any such requirements may be fulfilled.

## Risk Management

- 14 The major risks of not having an approved Information and ICT Strategy are:
- a. not using an appropriate evidence base for decision taking whilst commissioning and delivering services

- b. not aligning investment in ICT with organisational priorities
- c. poor information safeguarding practices leading to legal challenge, reputational damage and financial liabilities.

## **Consultees**

- 15 The following have contributed to and have been consulted in the development of the strategy
- Joint Management Team and senior managers
  - Cabinet Member for ICT, Education & Achievement
  - ICT staff

## **Appendices**

- 16 Appendix 1 is a summary of the strategy
- 17 Appendix 2 is the full copy of the strategy

## **Background Papers**

None

## Appendix 1 – Strategy Summary

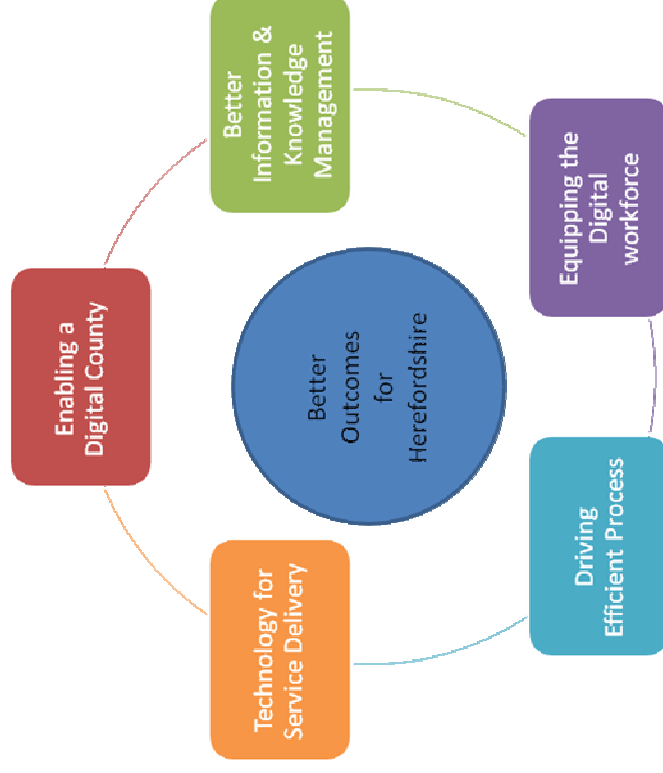
### Vision:

To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery improve the experience of our service users, working in partnership with others

#### Principles – Information:

- Better information use results in better decisions and better services
- Information is a valuable shared organisational asset – capture once, use many times
- Information requires consistent and proactive management from creators and users to extract maximum value from it
- Information needs to be kept valuable (Confidentiality, Integrity, Availability)
- Information literacy is an essential requirement for all staff
- Information expectations are explicitly built into provider agreements' from whom we commission services

#### Objectives:



#### Principles – Technology:

- Use of existing technology assets will be maximised
- Have a defined (and limited) range of technology standards will be adopted to maximise efficiency, enable interoperability and consistency of user experience
- Development of new technologies/applications will be balanced alongside sustainability of existing
- IT literacy is an essential requirement for our staff
- Technology expectations are explicitly built into provider agreements' from whom we commission services





# **Herefordshire Public Services Information and ICT Strategy 2011-2015**

## Contents:

1.0	Introduction .....	2
2.0	Scope of Strategy .....	3
3.0	Strategy Summary.....	4
4.0	Vision.....	5
5.0	High-Level Objectives.....	5
6.0	Detailed Objectives .....	6
7.0	Principles.....	11
8.0	Linkages with other Strategies / Transformation Programmes.....	12
9.0	Other Supporting strategies.....	16
10.0	Strategy Governance.....	16
11.0	Implementation .....	17
12.0	Glossary:.....	18

## 1.0 Introduction

Information is a critically important organisational asset and, like other key assets (e.g. staff, finance, and property) needs proactive management to maximise its value for our customers and our organisations. Information is also unique in that the more it is used, shared and managed, the greater the benefits that can be leveraged from it. There are also increasing customer expectations and legislative drivers that we preserve and safeguard our information.

Information, Communications and Technology (ICT) is now becoming increasingly ubiquitous and used in almost every aspect of our lives. Examples abound across commercial and public sector organisations; of how IT has transformed the efficiency of operations, increased availability, speed, convenience, choice and satisfaction of providing services and how communities and individuals have used IT to engage, communicate and enhance the quality of their lives.

This Information and ICT strategy seeks to set out objectives and principles, aligned with other key strategies (e.g. Localities, Engagement, Customer Services) and transformational programmes (e.g. Rising to the Challenge) to provide a corporate framework for using Information and ICT to support organisational objectives and drive benefits to our communities and customers.

### Background

The partnership between Herefordshire Council and NHS Herefordshire, jointly commissioning and providing a range of public services has enabled the development of a shared vision, values and priorities.

A number of joint strategies now provide a cohesive and consistent view of how, in partnership between ourselves and with others, we will implement our priorities in serving the needs of our communities and customers. This strategy seeks to provide additional clarity and detail on how we will use Information and ICT to do this.

Whilst the focus of our efforts remain on serving our communities and customers, significant organisational changes as a result of our unique local circumstance and national policy direction needs to be accounted for. The move towards a primarily commissioning based organisation, working with a range of partners necessitates we take an outward facing approach to our strategies and seek to influence and be influenced by our partners' strategies.

### Context of Herefordshire

Herefordshire has many attributes to be justly proud of, however, in developing this strategy we need to take account of its older demographic profile, access to services in many parts of the county and availability of choice and infrastructure (e.g. broadband penetration)

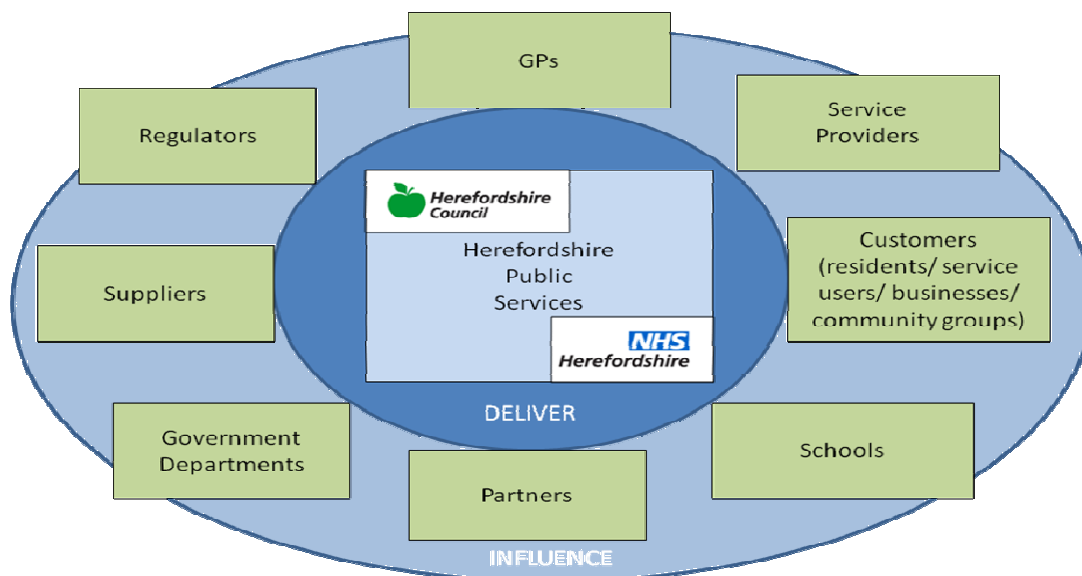
These pose challenges for public services, but also generate opportunities to do things to suit our own local context.

## 2.0 Scope of Strategy

This strategy sets out a vision, objectives and principles for Information and ICT to be at the heart of driving and supporting transformational change across Herefordshire Public Services, working with our partners to enable achievement of the our objectives. It will be used to direct focus and effort to agreed priority areas of work.

### Organisational scope

The strategy has a sphere of delivery covering Herefordshire Council and NHS Herefordshire, and a sphere of influence covering customers, partners, providers, regulators, suppliers.



### Functional scope

The strategy encompasses Information, Knowledge Management and Information Technology. In the context of this the organisations and this strategy, the following definitions are used for these terms.

Information	the raw and aggregated data that we create and use and share
Knowledge Management	the application of information to commissioning and provision of services
Information Technology	the tools used (applications and IT) that are used to process information and knowledge

### Timescale scope

This strategy covers the five year period from 2011-2015.

This strategy should be reviewed annually or as a result of major policy developments or shift in organisational priorities.

**Vision:**  
**To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery  
 improve the experience of our service users, working in partnership with others**

- Principles – Information:**
- Better information use results in better decisions and better services
  - Information is a valuable shared organisational asset – capture once, use many times
  - Information requires consistent and proactive management from creators and users to extract maximum value from it
  - Information needs to be kept valuable (Confidentiality, Integrity, Availability)
  - Information literacy is an essential requirement for all staff
  - Information expectations are explicitly built into provider agreements’ from whom we commission services

47



- Principles – Technology:**
- Use of existing technology assets will be maximised
  - Have a defined (and limited) range of technology standards will be adopted to maximise efficiency, enable interoperability and consistency of user experience
  - Development of new technologies/applications will be balanced alongside sustainability of existing
  - IT literacy is an essential requirement for our staff
  - Technology expectations are explicitly built into provider agreements’ from whom we commission services

## 4.0 Vision

The vision of the HPS information and ICT strategy is:

To use information and technology to improve outcomes for our communities, drive excellence and efficiency in service delivery, and improve the experience of our service users, working in partnership with others.

## 5.0 High-Level Objectives

There are five Strategic Objectives, each to support the central organisational objective of 'Better Outcomes for Herefordshire'.

### Organisational Objective:

#### Outcomes for Herefordshire:

Supporting the delivery of outcomes for the people, communities and places of Herefordshire

These are further expounded in the Joint Corporate Plan as sub-outcomes:

1. Creating a thriving economy
2. Improving health and social care
3. Raise standards for children and young people
4. Promote self reliant communities
5. Create a resilient Herefordshire
6. Commission the right services

### Strategic Objectives:

Enabling a Digital County	Investing in a digital Herefordshire to service, engage with and support our communities and businesses and learning opportunities.
Better Information & Knowledge Management	Extracting value out of the information assets of the organisation, creating knowledge, keeping the information valuable.
Equipping the digital workforce	Developing an appropriately skilled workforce, where information is used intelligently and technology is used naturally
Driving efficient processes	Adopting lean ways of working, continuously improving our processes, and exploiting technology to automate tasks.
Information and Technology for service delivery	Using information and technology to deliver efficient services, maximising the investment already made in technology, developing connected solutions across our partnerships and adopting new technology when the business case is sound.

## 6.0 Detailed Objectives

Each strategic Objective is broken down into a number of supporting detailed objectives

Strategic objective:

Enabling a  
Digital County

Detailed objectives:

1. Digital Service Delivery
  - Use Information and Technology to deliver services for our customers
  - Proactively support self-service for our citizens and customers
  - Encourage channel shift to more efficient on-line methods alongside traditional methods
  - Engagement and empowerment using digital channels, integrated with traditional channels
  - Work with partners to deliver seamless services
2. Improve broadband infrastructure
  - Work with a range of partners to improve the broadband infrastructure for the county:
    - Public Sector
    - Private Sector
    - Communities
  - Exploit the public sector as a provider, consumer and enabler of ensuring achievement of our broadband ambitions
3. Encourage business use of information and technology
  - Encourage businesses to re-use our publicly available data to enhance services, products and information to our customers
  - Encourage businesses to transact with us and others using on-line methods
4. Encourage communities' use of information and technology
  - Empower our communities to engage with us using digital alongside traditional methods
  - Encourage our communities to use available information to better understand and support their needs and build sustainable communities
5. Enhance the learning experience and opportunities
  - Use technology to enable access to and enhance the delivery of education and learning for all our young people
  - Use technology to provide for lifelong learning opportunities

Strategic objective:

Better Information &  
Knowledge  
Management

Detailed objectives:

6. Data Quality
  - One version of the truth – not many
  - Ensure data is accurate, reliable, timely, complete, relevant and valid.
7. Information Management
  - Information is managed from creation to disposal in line with best practice information lifecycle management techniques
  - The organisation can account for its information assets
8. Information Use
  - Information is consciously used for
    - Informing customers, staff and partners
    - Empowering
    - Transparency and public accountability
    - Evidenced –based decision making
    - Commissioning services
    - Planning services
    - Delivering services
    - Monitoring services – assurance and risk management
9. Information Sharing & flow
  - Developing and promoting an information sharing culture and having appropriate policies and procedures that promotes the safe sharing of data and information across the organisation, with our customers and partners.
10. Information Assurance
  - Establishing and preserving the confidentiality, integrity and availability of information



Strategic objective:

Equipping the  
digital workforce

Detailed objectives:

#### 11. Culture

- Promoting the value of using information and having an evidence-based approach to service commissioning and delivery
- Better customer outcomes are able to be delivered through the improved use and sharing of information and technology
- Staff collaborate across organisational and service boundaries using technology

#### 12. Self-service

- Staff are able to commission / provide services using information and technology to maximise customers use of self-service
- Staff able to self-serve for their own work within the organisation
- Staff are able to use self-service to maximising learning opportunities

#### 13. Awareness and Training

- Developing awareness and training programmes to develop the skills and confidence of staff to use information intelligently and technology comfortably and as an integral and natural part of their role.

#### 14. Empowerment and Accountability

- Empowering staff with the ability to use information and technology to improve services
- Holding staff to account for the information they create and use and placing expectations that available technology is used – link to performance management

#### 15. Agile workforce

- Staff are agile in the way they are able to accomplish their work, with a flexible range of working practices that suit the employee and the service supported by technology.
- Better work-life balance is achieved through the use of technology
- Modern technology is used to maximise the effectiveness of the time our elected members and Non-Executive Director provide to our council and NHS.

Strategic objective:

Driving efficient  
processes

Detailed objectives:

16. Lean & Standardised processes

- Processes are designed to:
  - provide value to the customer
  - eliminate steps which do not add value – reduction in ‘waste’
  - have a smooth flow between steps
- Processes are standardised so variability in outcome is minimised

17. Continuous improvement

- Processes should be continuously reviewed and improved, more efficient, less wasteful ways of achieving customer outcomes are sought

18. Automation with technology

- Where technology can automate processes or deliver self-service, the use of such technology should be fully exploited

19. Align process across between programmes/projects

- Ensure process changes from different programmes and projects are aligned
- Adopt consistent and standardised business analysis and change methods across programmes and projects

Strategic objective:

Information and  
Technology for  
service delivery

Detailed objectives:

#### 20. Integrated solutions

- Applications should be integrated to meet business requirements, reduce data duplication, and provide a consistent view of the information.
- Technology should integrate across the different vendors and platforms used to provide a 'seamless' experience to our users and customers
- Where services are commissioned across other providers, systems will be integrated, wherever possible, to support joined-up delivery
- Work with partner organisations to integrate information and systems to enable joined-up commissioning and delivery of services.

#### 21. Availability & Accessibility

- Technology should be available to users when and where required and support agile working
- Resilience should be built into systems
- Technology solutions should not restrict our any users from the opportunities it present

#### 22. Value for Money technology

- Share the infrastructure across all partners to reduce cost
- Standardise on infrastructure to maximise usage
- Move to hosted/cloud-based services where business case is sound
- Where investment has been made in technology and applications , this should be fully maximised, the capabilities of the systems should be fully used
- Where new business requirements are identified, the re-use of existing systems will be considered prior to buying/building new systems

#### 23. Sustainable support

- Sustainable support models for technology and applications will be implemented, maximising efficiency by
  - Sharing services with partners
  - Adopting a multi-sourcing approach working with other public providers and private sector vendors
  - Business ownership of the systems
- Appropriate governance mechanisms will be used to manage information and technology developments and operations.

## 7.0 Principles

These are the two sets of principles for the strategy; each set provides a different focus

Information Focus:

- Better information use results in better decisions and better services
- Information is a valuable shared organisational asset – capture once use many times
- Information requires consistent and proactive management from creators and users to extract maximum value from it
- Information needs to be kept valuable (Confidentiality, Integrity, Availability)
- Information literacy is an essential requirement for all staff
- Information expectations are explicitly built into provider agreements' from whom we commission services

Technology Focus:

- Use of existing technology assets will be maximised
- Have a defined (and limited) range of technology standards will be adopted to maximise efficiency, enable interoperability and consistency of user experience
- Development of new technologies/applications will be balanced alongside sustainability of existing
- IT literacy is an essential requirement for our staff
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## 8.0 Linkages with other Strategies / Transformation Programmes

The HPS Information and ICT strategy supports other key organisational strategies. This section provides cross-references to these. Regular reviews of the strategy can ensure that any future organisational strategies can be reflected in this strategy.

### Customer Services Strategy

The HPS Customer Services strategy has 4 key aims:

<b>Aim</b>	<b>Relevance and links to Information and ICT Strategy</b>
Informed Services	Using the information and intelligence we have to understand the needs of our customers  Commission effectively across providers by having information quality and Value for Money of service provision  Joined-up picture of our customers – through appropriate sharing of information across partners.
Accessible Services	Encourage easy access including shift self-service,  Make it easy to find and discover information.  Service provided is seamless regardless of provider – commissioner to ensure information for hand-off points and interactions between providers are managed.  This may include technical integration of different providers' systems
Listening Services	Interaction with customers through variety of traditional and new media channels, joined-up, not separate. Able to pick-up customer feedback from multiple internal and external channels.
Trusted Services	Need to assure and evidence we can safeguard customer data.

## Locality Strategy for Herefordshire

The locality strategy has 4 objectives:

<b>Objective/ sub-objective</b>	<b>Relevance and links to Information and ICT Strategy</b>
1: STRENGTHENED COMMUNITY LEADERSHIP	Decision making at local level will need information at local level and services mapped to localities
2: SERVICES MEETING THE NEEDS OF COMMUNITIES	Improved local access to services – will need information about what services are available locally and how to access via multiple and joined up access channels
3: JOINED UP LOCAL SERVICES <ul style="list-style-type: none"> <li>• Maximum integration of services in localities through sharing of resources.</li> </ul>	Will need to integrate sharing of information resources, and across providers to ensure seamless service provision.
4: WORKING IN PARTNERSHIP WITH EMPOWERED COMMUNITIES <ul style="list-style-type: none"> <li>• Better communication with our communities;</li> <li>• More people actively involved in their community;</li> <li>• Appropriate and accessible community engagement;</li> <li>• Local people involved in local decisions</li> </ul>	Facilitating digital engagement across physical and virtual communities, providing information at the local level

## Engagement framework

The engagement framework has 6 objectives:

<b>Objective/ sub-objective</b>	<b>Relevance and links to Information and ICT Strategy</b>
<b>More participation by local people...</b> in decision making as a resident or as a service user, and in local democratic processes	Opening up our information to enable local participation
<b>More responsive public services...</b> from greater participation, personalisation and choice, delivering services closer to communities.	Greater access to participate through multiple channels Having systems able to support personalisation Delivering services in multiple channels
<b>Better decisions by involving local people...</b> in locality based partnerships, and in town and parish councils through participatory budgeting	Budgetary information at local level, joining-up finance (and other) information at local level
<b>Empowered communities...</b> taking advantage of opportunities presented through the Localism Bill, right to buy, neighbourhood planning	Greater ability to understand need at a local level, easier to understand what is happening at a local level, link-up local opportunities
<b>Improved service quality...</b> localising service delivery reflecting community choice and need	Provide performance information on service quality, at a local level, providers able to provide and join-up services at a local level (systems integration)
<b>Participation from all parts of the community...</b> supporting the seldom heard voices and focusing on vulnerable groups	Using traditional and new media to enable maximum participation

## Rising to the Challenge Programme

Customer Focus	Customer Organisation:	CRM project
	Channel Shift Strategy	Web Services
	Signposting Phase 1:	Information services, e-referrals
	Reputational Management Strategy	Reputation in new media
	Tell Us Once	Information sharing, lean processes, Systems integration
	Website Development	Website development
	Intranet Development	Intranet development
Communities First	Co-Location	Joint network
	Primary Capital Strategy	
	Localities Strategy	Information by locality
	Community Asset Audit	GIS mapping
	Ledbury Centre	ICT infrastructure and connectivity
Streamlining The Business	Organisational Design - Phase 1	Collaborative Working
	Commercial Strategy	
	Shared Services	Agresso, intranet
	IERS - Civica	Civica
	EDRMS	EDRMS
	ISS - Agresso	Agresso
	ISCS - Frameworki	Framework-i
	Accommodation Programme	Agile and collaborative working technologies
Better Services	Health & Social Care Commissioning Strategy	Digital Service Delivery
	Health & Social Care Commissioning Programme	Digital Service Delivery
	Service Integration Programme (Integrate Care Organisation)	ICT Strategy for Wye Valley Trust
	Partnership Commissioning Framework	
	Mental Health Procurement	ICT transition plan
	Putting People First (PPF) Programme	
	Market Development	
	GP Consortium	
	QIPP (quality, innovation, productivity, prevention)	Telecare
People and Performance	Organisation Development Strategy	Intranet, self service, agresso/ESR, AT-learning
	P+ Improvement Project	P+
	Flexible Working (HR and ICT)	Agile working
	Leadership Development Pathways	Intranet, self service, elearning portal, WM360
	Common Appraisal Process	Intranet, self service, agresso/ESR, AT-learning,
	"Why?" Initiative	Intranet, self service
	Project and Programme Development	Shared Services, development of transformation function
	ICT enablement	ICT Infrastructure
	Information & Intelligence	Intelligent Efficiency review



## 9.0 Other Supporting strategies

A number of other documents will support this strategy:

- Digital Channel Strategy
  - Digital channels have their part to play in transforming the way we choose to deliver our services and can alter our relationship with those we serve. This strategy sets out a framework for the strategic development of the Herefordshire Public Services digital channel to deliver against the key objectives in the customer services strategy. The web can support a cohesive presentation of services to the public and staff across different digital services. Whichever service channel people choose to use, the customer experience should be positive, coherent and efficient.
- Technology blueprint
  - The technology blueprint details the information technology roadmap that will be followed to deliver the objectives in this strategy. It will outline the technology platforms and vendor solutions.
- Information Governance Strategy
  - The Information Governance strategy will underline the importance keeping information safe and valuable and define the framework that will be used to do this.
- Research and Intelligence Strategy
  - This strategy will focus on the effective use of research and intelligence to determine the needs of our communities using an evidence-based approach and ensuring we maximise the use of qualitative and quantitative information to our decision making, commissioning and monitoring processes.

## 10.0 Strategy Governance

The people and performance workstream of the 'Rising to the Challenge' transformation programme will be the governance body responsible for reviewing, monitoring, revising and setting the strategic priorities for this strategy.

Proposals are being developed to have 'design authority' to provide assurance that solutions fit within the agreed business and information and technology frameworks.

## 11.0 Implementation

A number of projects are already in progress and these will be aligned to this strategy. A final implementation plan will be developed alongside the 2011/12 service planning process. The implementation plan will be kept under review to ensure alignment with the strategy and organisational objectives.

### Funding for strategy:

Herefordshire Council:

Revenue budgets are provisioned for delivery of the ICT Strategy, business cases will need to be developed and agreed to access these.

Organisational strategies with ICT requirements have budgets to implement these requirements.

NHS Herefordshire:

Business cases will need to be developed and agreed to demonstrate affordability and value for money for delivery of the strategy.

Partners:

Where services are commissioned by HPS, providers will have certain Information and Technology expectations set which providers will be expected to meet.

Funding for projects in collaboration with other partners will be dealt with on a case-by-case basis.

## 12.0 Glossary:

<b>Term</b>	<b>Definition</b>
Agile working	A flexible way of working that allows access to data from any location and allows work to be completed from any locations (within reason)
Broadband	Internet speeds of greater than 2MBS (Mega Bits per Second), dial-up broadband using a telephone line provides speeds of 56k (Kilo Bits per Second)
Channel shift	Proactive encouragement to use digital channels
Channels	The mechanisms through which services are provided
Digital channels	Services provided through Web & internet based services, digital TV, mobile phone etc
Digital Engagement	Engaging with communities and customers through digital channels
GIS	Geographic Information Systems – systems which allow representation of spatial data
ICT	Information Communication and Technology
Information	the raw and aggregated data that we create and use and share
Information Governance/Assurance	The strategies and policies by which information is kept secure
Information Lifecycle Management	The proactive management of information from creation, usage, storage and disposal
Information Technology	the tools used (applications and IT) that are used to process information and knowledge.
Knowledge Management	the application of information to commissioning and provision of services
Lean	A process improvement methodology that seeks to eliminate ‘waste’, i.e. steps which do not add any value to the end customer
New Media	Communications through On-line, mobile, channels as opposed to traditional media (newspapers etc)
Self Service	The ability for customers/staff to do access information and services direct, without the need for active intermediaries, e.g. applying for a course through the internet
Social Media	On-line tools such as social networking (e.g. facebook), blogging, mirco-blogging (e.g. Twitter) etc
Telecare	Technologies that allow remote monitoring of service users (e.g. blood pressure, falls etc) and allow a greater degree of independent living
Traditional channels	Services provided through telephone and face-to-face contact etc

