

AGENDA

Overview and Scrutiny Committee

Date: **Friday 2 July 2010**

Time: **9.30 am**

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

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

For any further information please contact:

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Agenda for the Meeting of the Overview and Scrutiny Committee

Membership

Chairman	Councillor PJ Edwards
Vice-Chairman	Councillor WLS Bowen
	Councillor PA Andrews
	Councillor ME Cooper
	Councillor AE Gray
	Councillor KG Grumbley
	Councillor TM James
	Councillor RI Matthews
	Councillor PM Morgan
	Councillor AT Oliver
	Councillor PJ Watts

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AGENDA

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PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

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

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

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

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

PUBLIC INFORMATION

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1. Identifying Areas for Scrutiny

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

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

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

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

Statutory functions for adult social services and Strategic Housing.

Children's Services

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

Community Services Scrutiny Committee

Cultural Services, Community Safety (including Crime and Disorder), Economic Development and Youth Services.

Health

Scrutiny of the planning, provision and operation of health services affecting the area.

Environment

*Environmental Issues
Highways and Transportation*

Overview and Scrutiny Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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HEREFORDSHIRE COUNCIL

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Overview and Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday 21 May 2010 at 10.00 am

Present: Councillor PJ Edwards (Chairman)
Councillor WLS Bowen (Vice Chairman)

Councillors: AE Gray, KG Grumbley, TM James, RI Matthews, PM Morgan, AT Oliver and PJ Watts

In attendance: Councillors JP French (Cabinet Member Corporate and Customer Services and Human Resources, JG Jarvis (Cabinet Member-- Environment and Strategic Housing), PD Price (Cabinet Member - ICT, Education and Achievement and DB Wilcox (Cabinet Member- Highways and Transportation).

24. APOLOGIES FOR ABSENCE

Apologies were received from Councillors PA Andrews and ME Cooper.

25. DECLARATIONS OF INTEREST

There were none.

26. MINUTES

RESOLVED: That the Minutes of the meeting held on 15 March 2010 be confirmed as a correct record and signed by the Chairman.

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

There were none.

28. SCRUTINY REVIEW OF THE IMPACT OF THE WINTER WEATHER AND THE RESPONSE TO IT

The Committee met to gather evidence as part of its review of the impact of the winter weather in 2009/10 and the response by the Council, Partners and others to the problems it posed.

The Committee had sought and received written evidence from a range of sources. The meeting focused on how the winter weather had affected a number of selected service areas, to help identify further matters that should form the basis of a report to Cabinet to help inform future winter planning.

The following officers attended the meeting to assist the Committee:

Children and Young People's Directorate (CYPD)

C Baird – Assistant Director, Planning, Performance and Development (ADPPD)

Adult Social Care

S Keetley – Head of Service – Adult Social Care

G Taylor – Assistant Director – Provider Services

Highways

C Hall – Highway Network Manager (HNM)

R Ball - Assistant Director

S Burgess – Transportation Manager

Representatives from Amey: J Maddy, C Howell, R Kinsella, M Thomas.

Information, Communication and Technology Services (ICT)

Z Pandor – Joint Director of ICT,
E Pawley, Knowledge and Web Services Manager.

Communications

R Blower - Head of Communications

Emergency Planning

Dr A Ali – Director of Public Health
P Nicholas– Assistant Director
E Hermon – Emergency Planning Manager

Resources

D Powell – Director of Resources

The Chairman remarked on the substantial impact the weather had had on the community, with both rural and urban areas experiencing considerable disruption, making this a county-wide issue worthy of the Committee's consideration.

He explained how he proposed to conduct the meeting and thanked both those who had already made written submissions and those who had made themselves available at the meeting to assist the Committee with its enquiries.

He complimented officers on the considerable efforts that had been made in response to the winter problems, observing that the Committee was seeking to identify the scope for improvement where that was possible.

It had been decided to try to make efficient use of officer time by, as far as was practicable, focusing on services provided by the Children and Young People's Directorate and Adult Social Care as discrete issues, with some specific separate consideration also of highway issues. However, it was considered that a number of other issues including ICT, communication and emergency planning together with highways services overlapped to such an extent that they could not be segregated.

Considerations Relating Primarily to the Children and Young People's Directorate

The following principal points were made:

Communicating school closures

Members suggested that it was vital to simplify communication to parents and staff.

The Assistant Director, Planning, Performance and Development (ADPPD) acknowledged that there were improvements that could be made to ensure that information was communicated via a variety of means to inform the public and staff of weather conditions and school closures.

The ICT service agreed that there were clearly improvements that could be made to communication and timeliness of that communication.

The proposed development of an automated web based system to provide information on school opening and closures, as described in the written submission by CYDP, would both improve timeliness and reduce the scope for confusion inherent in the current system which involved various parties relaying information from one to the other.

There was also the opportunity to explore a variety of other methods of communication including use of social media, subscription services and a corporate SMS system, already trialled by the waste management service.

It was noted that 60 responses to the online Socitm Insight Website take up service in January had related to the winter weather. Most had related to waste, others to schools and highways.

There was clearly scope to improve updating of information on service web pages. Services needed to work with ICT on this issue. Members suggested a winter weather front page with links to services from that page would make information more accessible to the public.

The Highways Network Manager (HNM) commented on the importance of: pre-planning and preparedness, explaining what is intended to happen, to help inform people's decision making; being realistic in the light of conditions that are then actually experienced; and explaining the overall circumstances and how it was planned to work through them. Whilst attention had been paid to these issues, he thought communication could be enhanced.

Where the decision to close a school should be taken – centrally or by individual schools

It was noted that schools in one part of the County often faced very different conditions to those in another part. A blanket decision taken centrally to close schools would not generally be helpful. The Directorate had provided information about weather conditions, transport routes and school transport to schools to assist them in their decision making, the decision on closure usually being taken by the governing body in consultation with the Headteacher. Apart from one day, a significant number of schools had been open.

It was evident that school closures had a wide community impact. Many people relied on schools being open. Members considered that the onus should therefore be on schools to try to open, perhaps with clear reasons for closure having to be given, and that consideration needed to be given to what the Council could do to facilitate schools being kept open and to encourage local resilience.

In relation to the payment of salaries to teachers who did not attend work the ADPPD said they were paid, provided reasonable steps had been taken to attempt to get to work.

Travel to School/Gritting of access routes to schools

Some schools were situated relatively short distances off main roads. It was suggested that more schools might have been able to remain open if access routes to those schools had been gritted.

The HNM acknowledged the submissions made on this point and that this would be considered. Normally secondary routes would have been gritted and this would have addressed this issue. However, the national shortage of salt had meant that through Silver Group, set up to co-ordinate the response, the focus had had to be on maintaining the priority routes.

Members suggested there was scope to review priority routes.

Clearance of School sites and playgrounds

The ADPPD commented that the clearance of school sites was delegated under a schools grounds maintenance contract. Some schools with large sites had additional contractual arrangements. Property Services wrote to schools every October asking how much grit they required. Deliveries were made in December.

A number of schools had run out of grit. It was noted that supplies could be obtained from Amey, subject to availability. However, there had been a national shortage.

The ADPPD commented that there were no provisions in the schools grounds maintenance contract covering such exceptional circumstances but Property Services had tried to make more grit available where possible.

Members suggested that there was potential for guidance to be issued to schools or for more help to be provided.

The ADPPD noted that safe access to schools for both pupils and teachers was fundamental.

The potential for teachers not able to work at their employing school to work at another school

The ADPPD reported that teachers were governed by the terms and conditions of the Burgundy Book. Although it could be argued it was out of date, this did still contain a provision that teachers should seek to work in the school nearest to them if unable to work at their normal school. This was a general principle but not one that was promoted. It was not custom and practice for teachers to seek to work at alternative schools. The provision did not take account of the different types of school now in existence, with the local authority not necessarily the direct employer and different conditions of employment applying. A number of teachers also had their own children to care for in severe weather conditions making them unable to attend work.

School Attendance Records

There was a suggestion that if schools opened but there was limited attendance because of the weather this would affect the attendance statistics and invite criticism from OFSTED. In contrast it was believed that a total closure did not affect the statistics. This seemingly created a perverse incentive for schools to close.

The ADPPD categorically refuted this as a myth, reporting that the Directorate had issued guidance to schools from the then Department of Children Schools and Families informing them of the provisions for recording absence in such circumstances.

Impact on children's education

The ADPPD reported that a number of schools had arranged homework clubs over the Easter holidays and this had helped to make up for the loss of school days.

School Transport

The ADPPD said that efforts had been made to draw together the available information on accessibility including gritting plans and early morning reports of ice. Safety of children was a paramount consideration. A number of routes involved small lanes. He noted that if school buses did not run the contracts with the Council did mean that the Council was charged a much smaller amount. This created an incentive for the bus companies to provide a service, but it was essential that the companies operated safely.

Staff had made themselves available from early in the morning and at the weekend and had tried to provide as much relevant information as they could to Headteachers about conditions.

School Opening Times

It was reported that some schools had opened later in the day, conditions having eased somewhat by that time. However, communication of revised times could be problematic and it could be difficult for parents to respond to changes.

Similarly, some schools had not been able to open if they could not provide lunch. Again there was a communication issue in alerting parents to provide a packed lunch.

It was acknowledged that the timeliness of school closures was also an issue, with closures resulting in an increase in traffic volumes and impeding treatment of the roads.

The operation of the surge information line and its intended replacement by a new system operated through customer services was noted. It was considered that the link between children's services and emergency planning, who managed the line, had worked well.

Considerations Relating Primarily To Adult Social Care

The Head of Social Care outlined the respective roles of commissioners of care and Council and Primary Care Trust providers.

The business continuity plan provided that in the case of severe weather non-urgent services were stopped and priority given to delivering urgent services and in particular maintaining services to the most vulnerable.

Co-location of a lot of staff in the service had helped. Liaison with emergency planning and the police had been good.

There had been many examples of service providers going beyond the call of duty to provide services, with staff walking long distances, and of providers offering additional capacity.

However, some providers had not made visits as planned and had not been prompt in informing the Service. This meant the Service had been unable to see if other providers had the capacity to make good this shortfall in care.

The hindrance providers had faced as a result of pavements not being cleared was noted.

The importance of the role of the 4x4 volunteer service was emphasised.

Social workers had made use of formal and informal networks to try to ensure care reached service users. Where day centres had closed staff at those centres had been redeployed.

She considered the Service had by and large served the County well.

She noted that the first two days of any spell of bad weather were not so significant but when the bad weather extended beyond that point it became more problematic. Vulnerable people may often face financial constraints and might face a shortage of supplies after that point.

The role of the community itself had been important and the Communications Unit had been involved in raising awareness of the need to support the vulnerable.

The lack of gritting on the route to headquarters at Belmont Abbey was not considered important, compared to the need to enable social workers to travel.

Where specific places of high risk had been identified and a request made to Silver Group, gritting resources had been provided.

It was noted that computer systems permitted information held by adult social care to be overlaid onto maps to identify areas of need.

It was suggested that the development of the emergency co-ordinator scheme in parishes would improve community resilience.

It was noted that information from GPs and District Nurses was fed into the system.

It was acknowledged that there was no formal network designed to draw on Local Members, but information was supplied both by them and by Parish Councils.

Concerns over the performance of smart phones issued to adult social care staff were noted. The Joint Head of ICT's advice that the procurement policy could accommodate the requirements of adult social care staff and that he would review the issue in conjunction with the Head of Adult Social Care was noted.

The Assistant Director of Provider Services agreed that some people had not been able to attend appointments at GP surgeries. Urgent cases would have been dealt with. He was not aware of there having been any substantial pressures on GP and out of hours services and no complaints had been received.

The Director of Public Health acknowledged that it had been a difficult time for the primary care service and the acute service and there would be specific instances where the service had not been optimal. Meetings had already taken place regionally on the scope for improvement.

Considerations Relating Principally to Highways Services

The HNM stated that the Highways Authority had discharged its statutory duties during the winter weather. The Authority was required to take such steps as were “reasonably practical” in carrying out the duty to ensure safe passage along a highway was not endangered by snow or ice.

He noted that a parliamentary review of the transport industry’s response to winter weather was underway and this should identify areas of good practice from which lessons could be learned.

Gritting

The HNM confirmed that there was liaison with Parish Councils throughout the year and their views on gritting routes were taken into account in the annual review of the Winter Service Plan (WSP). The prioritisation of routes was set having regard to the duty, so far as was reasonably practicable, to ensure that safe passage along a highway was not endangered by snow and ice.

The prioritisation of routes was discussed, noting for example that whilst the A465 had been relatively clear, the South Wye area, containing some one third of the City population had virtually been cut off, with pavements impassable and buses not operating on routes off the main roads.

The HNM commented that the national salt supply problem had meant that the treatment of secondary routes and some footways provided for in the WSP had not been possible. The Government had required authorities to conserve salt supplies with reduction in usage of 25% of normal levels, subsequently reduced further to 50% of normal levels. Inspections had been carried out to avoid unnecessary gritting and conserve supplies. There had been selective treatment and spread rates had been varied.

There had been plans in place to restrict gritting further if necessary but it had proved possible to resist this step.

Commenting on the scope to extend gritting routes, for example to some school accesses, the HNM said that routes would be reviewed as part of the annual review of the WSP. However, whilst it might be possible to accommodate some additional routes, beyond a certain point there would be significant step changes in the cost of service delivery. An additional gritter, for example, would cost £85,000,

Self-help

In terms of community resilience and the scope for Parish Councils to carry out more works there was a question as to how far it was practicable to extend schemes such as the lengthsman scheme, which did not currently include gritting, and how much resource was available to support such an extension.

Provision of grit bins was one way of enabling communities to help themselves mitigate the conditions. In the severe weather it had been difficult to obtain salt and restock without compromising resilience. Attention was drawn to the need to secure bins against vandalism.

Schools and businesses could purchase salt from Amey provided there was sufficient stock.

Preventative action

The HNM acknowledged work to improve drainage of highways, to prevent water running onto roads creating a hazard, could be improved. There were regular highway inspections and some key sites that would receive particular attention.

It was confirmed that there were inspections to ensure footways too were kept clear of overhanging trees and hedges.

Resources

It was noted that Amey was included within Silver Group and Amey's resources, including 4x4 vehicles, would have been made available if required, although the vehicles were being used by Amey to deliver its services. Amey had had 8 4x4 vehicles available – these were normally shared between highways and grounds maintenance duties.

It was noted that, with finite resources, allocating additional monies to winter maintenance would be at the expense of other services. The Director of Resources commented that provision for winter maintenance was made in the base budget (£2m in 2009/10) based on an analysis of expenditure over a five year period. A winter maintenance reserve of £0.5m was also included in the budget given the unpredictable nature of the weather.

Salt Supply

The resilience of the national salt supply was discussed, noting that the Highways Service had explored a number of options to secure supply. It was reported that the provision of some regional resilience was under consideration.

The Committee noted that there might appear to be a temptation to reduce salt storage to save money. However, mindful of the pressures on supply, there was unanimity that the stock level should be maintained at no less than 6,500 tonnes at the start of each winter season.

A Member commented that by comparison with some previous winters the disruption had in fact lasted a relatively short time. There had been more severe and longer lasting winters. The HNM acknowledged this and that establishment of resilience at regional level might prove to be the solution. However, had the winter been more prolonged the Authority had had plans in place to secure additional supply.

The national salt supply was one parameter. Finance was another. The HNM considered that the Authority's policy had proved to be a prudent one allowing the WSP to be delivered. This compared favourably with a number of authorities.

Communication

Communication of the Council's plans was essential.

The importance of communicating what the Council could realistically achieve, trying to ensure the Community was listening and understood this and encouraging a self-help attitude in the Community was emphasised. It was suggested that the production of a handy guide to be kept in cars and Hertfordshire County Council's ready for anything campaign were ideas worth exploring further.

Members commented on the need to ensure that material on website was up to date and that out of date material was removed. It was noted that some information on the Council website regarding gritting routes had been out of date and that people had been unaware of some of the changes to routes that had been made.

It was also important to draw on local knowledge. An example was given of a dangerous junction left ungritted, that had previously been included on the gritting route.

The HNM commented that the main gritting routes had been updated as part of the WSP process. Some work with Amey on the website was planned. Any errors would be addressed.

Arrangements with Farmers and Contractors

The arrangements with farmers and other contractors for undertaking snow clearance work were noted.

The Emergency Planning Manager commented that the story that farmers could not engage in clearance work with Red Diesel in their tanks had been refuted by the Revenue and Customs Service.

Members congratulated the Highways Network Manager and Amey for their response to the winter weather.

Consideration of Issues Relating Primarily to ICT, Communication and Emergency Planning

The large amount of information to be gathered, the cumbersome nature of some broadcasts of school closures and the co-ordination of them was noted. It was suggested that the development of the proposed web based system for notifying school closures would help.

Concern was expressed about the robustness of the proposed development of the community based Emergency Co-ordinator scheme with Town and Parish Councils. It was noted that there had been a limited take up to date. It was hoped that as work with those who had volunteered got underway others would join in.

It was stated that the role of Emergency Planning was that of co-ordinator. Individual services had to be responsible for the management and delivery of their services.

It was noted that the facility for officers to work at home was increasing. The development of the virtual learning environment and video conferencing provided opportunities for delivering education in times of disruption to transport.

Whilst there was information on the website about school closures and waste collection arrangements there was a lack of information on the website about disruption to other services, including services for older people such as meals on wheels and day care centres.

The need for information about school closures to be available very early in the morning to be of any value to parents was reinforced and, linked to this, the importance of putting information on the web a day beforehand about what the Authority's plans were for the next day.

The Committee was advised that arrangements were in place to avoid duplication of services.

The Chairman thanked those who had attended the meeting for their contribution.

RESOLVED:

- That**
- (a) the findings arising from the meeting be used to inform the Committee's report and recommendations to Cabinet; and**
 - (b) the Chairman, Vice-Chairman and Councillor PJ Watts, be authorised to work as a Review Group to seek such clarification and further information as they considered necessary to enable the review report to be finalised.**

The meeting ended at 12.50 pm

CHAIRMAN



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	PRESENTATION BY CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES)

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.

Introduction and Background

1. It is customary for Cabinet Members to make an annual report on their area of responsibility to the relevant Scrutiny Committee. A report is attached.

Background Papers

- None identified.

Report for Cabinet Member for ICT, Education and Achievement ICT services.

1.0 Review of 2009-10

The Herefordshire Council ICT Service provides essential Information Technology and Communications support across council, schools and other partner organisation. The department is an integrated support service with NHS Herefordshire's ICT Services, the only such type of shared services arrangement anywhere in the UK. In January 2010, the service was shortlisted as a finalist in the 'Government Computing 2010' awards, for its unique collaborative working with the NHS.

Major highlights from 2009-10 include:

- Operational support and maintenance:
A significant aspect of the work of the department is supporting the ICT needs of staff and the estate of ICT assets, from its two major data centres (Plough Lane and Thorn) to several thousand individual devices (PCs, mobiles etc).

This year saw an increase in the number of support calls from approximately 24,000 in 2008-09 to 29,000 during 2009-10. Despite the increase in calls, service levels have improved with 93% of requests solved within SLA in 2009-10, as compared with 87% the previous year.

- Retendering of the Community Network Contract:
This was a major procurement for the council both in terms of financial value (the previous 5 year contract with Siemens was worth over £7million) and in terms of reputation as the previous contract had drawn some criticism. The contract was thoroughly and successfully re-tendered and in doing so has resulted in a net saving of over £1million over its three year term. A recent internal audit of the procurement concluded a 'good' audit opinion.
- Upgrade of the Thorn Data Centre and ownership of Plough Lane Data Centre (as part of overall site purchase).
A capital expenditure of just under £400,000 was invested in the Council's backup data centre at Thorn. This investment replaced a previous planned scheme to build a new data centre at a cost of £1.9 million. This Thorn upgrade included essential works to install:
 - regulation-compliant fire detection and suppressant systems,
 - advanced and more energy-efficient air cooling systems,
 - intelligent building management systems,
 - replacement of the Uninterruptable Power Supplies (UPS) and
 - provision of additional desk space within the same office area

The refurbished facility is now safer and easier to manage. To ensure the investment is well protected, a revised seven-year lease has been secured for the Thorn Site.

The purchase of Plough Lane has also secured the ownership of the Council's main data centre. Had the site not been secured, the replacement costs of re-provisioning this data centre would amount to approximately half the cost of the purchase of the whole of the Plough Lane site (circa £2m).

- Development of a joint network across Herefordshire Council and NHS Herefordshire:
To support partnership working with NHS Herefordshire, the two respective networks have been opened up to each other to allow staff working in integrated teams to access applications. Though this not complex from a technical perspective, there are significant security and information governance approvals that national authorities have to sign off. Some of the benefits of this joint network now mean that, for example, over 130 Mental Health staff have better access to social care information when providing services to vulnerable adults and children.

- Providing support to Herefordshire Schools and education services:
The working relationship and ICT support provided to schools continues to improve. There is an active 'ICT in Schools Forum' that has recently benefitted from member representation and as a result of its work programme and success has double the number of times it meets each year once a term to once every half term. Some of the work of the group has been:
 - Helping schools work with extended school partners via a template MoU (Memorandum of Understanding) and provision of expert ICT advice
 - Working with schools to improve the web filtering experience of students and staff
 - Looking at school requirements for SMS
 - Developing a schools ICT roadmap and strategy
 - Piloting a desktop to desktop video conferencing solution and discussing wider school requirements for collaborative working
 - Highlighted the need for an e-safety sub-group to report into the safeguarding board.
 - Help and advice on completing the schools workforce return

As part of the 'Connexions' service moving from the Herefordshire and Worcestershire based service to being one being provided by the Council; ICT supported the transfer of networks, IT hardware, applications, web services,

telephony and mobile phone services to meet the end of year deadlines that had been set for the transfer.

ICT Services were also involved in the supporting the new build at Riverside School, the headmaster sent a special note of thanks to the service for their efforts.

- ICT support to Council directorates:
ICT services pro-actively engage with council directorates supporting them in their requirements. ICT services facilitated workshops with each of the business areas during the planning cycle to help with determining and prioritising ICT requirements. The following are some of the systems that ICT services have implemented for directorates:
 - HR e-learning implementation - (Deputy Chief Executive) An online learning tool that can be utilised alongside other forms of learning i.e. classroom to provide a blended learning experience. Content available for all staff 24/7.
 - Centralised Door Access - (Resources) - Consolidation of numerous door access databases into one centrally managed by facilities management. Incorporation of door access chip into staff ID cards. Cost saving and improved security benefits.
 - PC Booking and Print Management - (Environment and Culture) Introduction of self service PC booking and print management system in libraries and for public access PC's throughout the authority. Free's up staff time for other duties and helps in GEM targets for reduction in wasted print jobs.
 - SMS Pilot for Waste Management - (Environment & Culture) - Implementation of an SMS service for members of the public to subscribe for reminders of recycling collections. This coincided with the launch of the kerbside wheeled bin bi-weekly recycling service. New communication channel open for members of the public and helps with NI14.
 - Asset Management Software - (Resources) - Implementation of proprietary software to replace a number of disparate databases previously utilised by property services and finance. Efficiency gains throughout multiple departments.

ICT services have also sought to build on existing and to develop new relationships with staff and partners. A number of initiatives have been implemented in this regard:

- ICT question and answer sessions held at different locations throughout the year - reaches all levels of staff;
- Participation at Schools ICT Coordinators conferences in partnership with the council;

- Development and establishment of software/technology focused user groups and workshops;
 - Regular attendance at SMT (Service Management Team) and DMT (Directorate Management Team) meetings;
 - ICT customer satisfaction survey held jointly across HC, HHT and PCT, with action plans to improve areas of concern;
 - School Technical SLA - additional services at a reduced cost for 10/11.
- Knowledge Management and Web Service:

Development of the Councils (and partners) Internet services include:

- Common Applications Process (CAPS) & Youthzone redesign was completed.
- Children's Safeguarding Website was completed.
- Herefordshire Biodiversity Partnership website redesigned and launched
- Facts and Figures (Local intelligence website) launched
- "Find Election Information for Your Area" postcode search includes map showing location of nearest polling station and relevant local democracy information.
- Historic Environment Records Heritage Gateway link
- Museum online catalogue
- Joint branding and styling of HC & PCT websites including a shared A-Z, shared search results.

The implementation and further development of systems as part of the Herefordshire Connects programme continued during 2009-10.

- Social Care System - Framework-i

The Frameworki system was implemented in November 2008 for both Adult Social Care and Children Services. The main drivers for installing the system were:

To date the progress and benefits delivered by Frameworki have been:

- Ready access to case files and file availability (not reliant on paper)
- Service users enquiries are dealt with more efficiency and consistent information provided
- Better response to emergencies due to quick access to client information out of hours

- Better management of workload
- Providers benefits from quicker service with care plans
- Now meeting the requirements Electronic Social Care Record (ESCR) requirements set out by the Department of Health
- Social workers owning the work
- Panel process is more efficient
- Drill down available to more basic information

A survey of users indicated the following

- ✓ 50% of users agreed that “It takes me less time to complete tasks in Frameworki than previously”
- ✓ 55% agreed “Frameworki facilitates cross team working between my teams and other teams”
- ✓ 65% agrees “Using Frameworki has encouraged me to enter more accurate and complete data that with Clix” (The old systems)
- ✓ Over 80% agreed “Having consistent forms across teams in Frameworki is beneficial.”
- ✓ 65% agreed “Frameworki has enabled team workload to be monitored and work assigned more efficiently”

- Public Protection Systems – Civica APP

The APP system (Authority Public Protection) supplied by Civica was implemented for the authority in September 2009. The system has been implemented for the following business areas:

- Forward Planning
- Development Management
- Building Control
- Conservation
- Trading Standards
- Environmental Health
- Private Sector Housing
- Environmental Protection and Pollution
- Licensing
- Anti Social Behaviour
- Travellers Services

The intention of the system is to enable joint working between the sections and to reduce the necessity to re-key data between sections. To date there has only been a partial success with joint team working due to the way the system has been configured. The project team are working with ICT, Civica and the users to resolve these issues so that cross team working is as efficient as possible as part of the next project phase. The system is fully supported by ICT and has been built to the specifications from the users.

The impact to clients of this system will be that the different business areas can retrieve information much more quickly as it is stored in a single system, rather than the myriad of systems that were previously in place

- Maintaining and Improving Standards, e.g.
 - Ongoing implementation of the ICT Scrutiny Report by members of Overview and Scrutiny and regular reporting of progress.
 - Successful revalidation of ISO27001 (Information Security) across ICT and Modern Records Service.
 - Maintenance of the top performing West Midlands local authority websites in the Sitemorse independent benchmarking league table in all but one month with an average ranking of 16th across 430 local authorities.
 - Implementation and monitoring of recommendations following internal and external audit reports.

2.0 Priorities for 2010-11

A significant amount of organisational change is expected during 2010-11.

- Establishment of a Joint Venture Company (JVCo) for support services. Following development of a business case for shared services it is likely that a number of support services will be shared across Herefordshire Council, NHS Herefordshire and Hereford Hospitals Trust and transferred to a JVCo. This new organisation will require to be established with its own set of (ICT) support systems and will have its own set of ongoing support and development requirements. ICT services will itself be a part of the new organisation.
- Establishment of an 'Integrated Care Organisation', across acute, community and adult social care. This new organisation will radically change the way care is co-ordinated and delivered across the county and will require to be setup with its own set of systems.

- The complete integration of Herefordshire Council ICT Services and the NHS IT Services will be concluded this year. The new merged department will need to focus on improving its internal processes and increasing efficiency.

To support the changes, the current ICT Strategy, (which was published in 2008) will need to be refreshed. Some of the developments that are likely to feature in the new strategy include:

- ICT support for flexible models of working, as part of the corporate accommodation strategy;
- Improved provision of service for customers via the web site and other digital channels (e.g. SMS) and encouraging customer adoption of these channels;
- Renewal of major contracts with Microsoft and Orange (for mobile telephones);
- Upgrade of (older) databases and applications where vendor support will expire (e.g. oracle databases).

In May 2010, a fire at the Plough Lane facility which houses the UPS, caused outage of services over a weekend whilst repairs were being carried out¹. Whilst at the time of writing the Emergency Planning department are finalising an incident report, a key part of the ICT strategy is likely to focus on resilience of ICT systems and plans to enable essential services (e.g. Social Care Systems, Info by Phone) to continue in the event of the main data centre being unavailable. Given the importance of this, some work has already commenced to increase resilience (e.g. Framework-i, the social care system continued to be accessible from a backup system operating out of Thorn, whilst Plough Lane was unavailable over the weekend of 18-19 June 2010).

The connects programme has now been subsumed into the Shared Services work programme and the implementation of the 'Agresso' system will be a significant enabler of shared services.

The scope of the Agresso project includes:

- HR
- Payroll
- Finance
- Procurement
- Asset Management
- Project Costing and Billing

¹ Despite the disruption to the organisation, no data was lost and recovery was relatively quick as it took engineers less than 6 hours to bring all systems back online once electricity feed to the building was restored.

Some of the benefits that will be delivered by the Agresso project are:

- Integrated HR & Payroll processes
- Integrated Payroll and Finance
- Integrated Procurement & Finance
- System built to the needs of the organisation(s)
- Reduction in time of interfacing between systems
- Reduction in number of invoices received and processing time
- Employee Self Service for HR & Payroll issues
- Removal of duplicate data between HR & Payroll

The implementation of the Electronic Document & Records Management System (EDRMS) will take place this year, a priority area will be Planning where currently documents are sent to Scotland for scanning, this will be replaced by a more responsive and significantly cheaper in-house service.

Further roll-out of the Civica APP is planned in the following areas:

- Markets & Fairs
- Waste Management
- Land Charges

3.0 Items likely to be put to Cabinet in 2010-11 for information, approval or decisions.

- Refreshed ICT Strategy
- Refreshed Web Strategy (in conjunction with Customer Services)
- Decisions on major procurements, e.g. mobile phone contract, assuming contract values require cabinet decision making.

4.0 Areas for Overview and Scrutiny attention.

A very comprehensive review was carried out on a wide range of ICT issues in November 2008 and six monthly updates have been provided.

Scrutiny may wish to review aspects of the planned work for 2010-11.



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	PRESENTATION BY CABINET MEMBER (RESOURCES)

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.

Introduction and Background

1. It is customary for Cabinet Members to make an annual report on their area of responsibility to the relevant Scrutiny Committee. A report is attached.

Background Papers

- None identified.

Report from Cllr Bramer – Cabinet Member (Resources)

Introduction and Background

What we do

The Resources Directorate plans, manages and supports the use of financial and property assets to meet Herefordshire's corporate objectives and hence our customers' needs. The Resources Directorate also provides assurance that Herefordshire Council conducts its business in a way that supports and enhances local democracy.

We provide these services to ensure that:

- Use of resources and Value for Money is maximised for the benefit of everyone who lives, works or visits Herefordshire.
- Corporate and service planning is done in the context of available cash and property resources.
- Cash and property resources are allocated in line with Herefordshire's priorities.

1. Directorate Organisation & Management

1.1 The Directorate consists of approximately 268 staff divided into four key areas of activity:

- a. Asset Management & Property Services (AMPS).
- b. Audit Services (AS).
- c. Benefit & Exchequer Services (BES).
- d. Financial Services (FS).

1.2 The Resources Leadership team (RLT) consists of the following members of staff:

- a. Director (David Powell).
- b. Head of Asset Management & Property Services (Malcolm MacAskill).
- c. Audit Services Manager (Tony Ford).
- d. Head of Benefit & Exchequer Services (Mike Toney).
- e. Head of Financial Services (Anne Phillips).

1.3 The Leadership Team meets twice a month, once formally to agree internal policy and set the directorate's direction and once informally to discuss cross service information. Whilst meetings scheduled for the beginning of the month (the formal RLT), support the delivery of the corporate Team Talk briefing RLT also covers other key issues with particular emphasis on:

- a. Progress achieving key priorities.
- b. Sharing key messages from Joint Management Team
- c. Performance management including budgets
- d. Review of the directorate risk register.
- e. Forward Planning

1.4 The Director keeps the Cabinet Member (Resources) briefed on key issues on a weekly basis.

- 1.5 Performance to date against the directorate and service plans for 2010/11 is as expected at the end of the first quarter.
- 1.6 Performance objectives have been agreed between the Director of Resources and the Chief Executive and these are linked through to the Head of Service objectives, service plans and performance appraisals.

2. Service Planning And Performance Management Arrangements

- 2.1 The directorate and service priorities supports the following theme in the council's Corporate Plan.

Priority	Action
Children & Young People	Administering free school meals
	Financial Systems Team makes payments to foster carers and monitors direct payments in respect of children with disabilities
Health & Well-being	We make direct payments which enable people to choose their own care arrangements
	Paying housing and council tax benefit to those on low incomes to help them meet their rent and council tax liabilities
Older People	Direct payments to users to help with care services
	Working with the council's Joint Team to promote benefit take-up
Economic Development & Enterprise	Raising awareness of rate reliefs for small and rural businesses
Organisational Improvement and Greater Efficiency	Improved performance management and data quality resulting in increased benefit subsidy
	Contributing to the use of resources assessment through effective income collection and debt management
	Providing local payment facilities through Post Offices and Payzone outlets
	Introduction of online access for customers to council tax and benefit records

- 2.2 The directorate has three key priorities in support of the Corporate Plan theme and priority as follows:
- a. Better Outcomes
 - b. Delivering Value for Money.
 - c. Improving Customer Experience

- 2.3 These priorities form the basis of the business plans for each of the four services.
- 2.4 One key improvement for this year is that the directorate and service plans for Resources have all been approved and placed on Performance Plus with national and local indicators linked directly to the corporate plan.
- 2.5 The directorate and service plans have been used to establish and agree personal objectives for the year for staff in the directorate. Individual priorities are therefore linked to Corporate Plan priorities for 2010/11.
- 2.6 Since July 2009 there has been a consistent performance management reporting system for the directorate. The current system helps track progress at team, service and directorate level. The system is now under review to ensure it dovetails with the new corporate approach to performance management that is more exception based rather than being based on the collection of significant amounts of data. Alignment with the new Performance Plus system has been achieved.

3. Key Achievements For 2009/10

3.1 Asset Management & Property Services

- In December 2009 we completed the purchase of the Plough lane site including additional land. At £4m this was lower than previously anticipated
- The new Livestock market is now proceeding on plan and the sod cutting ceremony takes place this Friday, 25th June. Willmott Dixon are the main contractors.
- Earl Mortimer College (formerly Minster School) continues on plan.
- Work has started on Hereford Academy – Willmott Dixon are the main contractors and are actively promoting community involvement.
- Tendered for co-locality funding however this is dependent on new coalition government funding.
- Regular meetings with Halo regarding day-to-day management issues as well as wider strategic proposals.
- We have seconded David Carmichael from Gloucestershire Council to assist in the rent reviews for smallholdings ; these have now been completed and implemented
- Riverside Primary School – School was handed over in December and is now in use
- The Joint Corporate Property Strategy was passed by cabinet; this document incorporates a disposal policy, a community asset transfer policy, a maintenance strategy and strategies for operational and non-operational properties.
- Savings of £95,000 per annum have been achieved through successful rating appeals for school premises.
- The Head of AMPS is a Member of the Technical Assessment Team providing advice to the ESG (Edgar Street Grid) Board and the Council on the preferred developer for the Retail Quarter development and on the preferred Strategic partner for the Urban Village development.

3.2 BES

Workload & Performance

- Improvements in processing times despite the increase in benefit caseload increased of 10.1% (from 13,799 to 15,193 achieved) between January 2009 and March 2010.
- Other performance indicators were as follows:

	2009/10	2008/9
Average time to pay for purchases (creditors)	14.99 days	17.54 days
Percentage of Council tax	98.54%	98.57%
Percentage of Business rates collected	98.9%	98.57%

- Continuing low level of benefit error meant that we maintained our level of increased subsidy income.
- Increased number of council tax payments made by direct debit (70.1% in 2009/10 and 68.7% in 2008/9)
- Increase of 10.5% in the number of applications for small business rate relief (2523 properties receive relief), 34.5% of all business properties now receiving this relief.

Service Improvements

- Contract with Allpay for processing payments offers a wider choice of payment locations, twenty-four hour telephone payment option and a lower cost per payment than payments through cash offices
- Electronic change of address form for council tax – developed with electoral registration
- Closer working with customer staff through our staff located in Garrick House
- Cabinet Member vision agreed for benefits service including take up strategy that targets hard to reach groups in rural communities.
- Data matching through the National Fraud Initiative for council tax sole occupancy discount
- Reduced service costs to deliver better value for money. Council tax cost per property for 2009/10 was £10.39 compared to a benchmarking average of £16.34

Planned actions in 2010/11

Customer Consultation to:

- Provide greater awareness of customer need
- Focus on closer working with other organisations to address the needs of the 'hard to reach' groups.
- Enable us to target better our benefit take up campaigns.
- Electronic benefit claims
- Improving working with Customer service
- Further improvement in value for money

3.3 Financial Services

Anne Phillips joined us as Head of Financial Services in October 2009. Anne joins us from Powys County Council and whilst her most recent experience was in local government prior to that she spent a considerable amount of time in the NHS working for Trust and Health Authorities.

We delivered an underspend in 2009/10 of £68k. This was due to the continuing performance of Benefit Services and their impact on our subsidy claim.

- Final Accounts approved by statutory deadlines: Statement of Accounts approved by Audit and Corporate Governance Committee on 19th June 2009. The accounts were unqualified.
- Prepared and planned for implementation of international Financial Reporting Standards (IFRS):
 - Impact assessment was carried out with Hereford and Worcester Financial Managers Group on 6th March.
 - Sub groups were set up to review key changes.
 - Key Changes identified at meeting on 6th March.
 - Key finance, property and HR staff have been identified.
 - Key finance staff attended CIPFA/PWC training.
 - CIPFA in house training for finance and property held in December.
- Development of corporate framework for identifying and recording value for money
- Introduction of a standard budget monitoring pack for Financial Services to be sent monthly : Automated reporting to all budget holders.
- Increase level of financial support to school: Staff role is now to visit schools and provide regular support and advice. Governor training is being provided regularly
- Work with external agencies to identify areas for improvement, such as West Midlands Regional Improvement and Efficiency Programme (WMRIEP), Stenmore Procurement has worked with us to improve spend analysis and identify areas for tendering and PA Consulting identified further opportunities. Working with the WMRIEP on specific projects like Transport has helped in developing new procurement processes.
- CIPFA benchmarking Accountancy Services undertaken, survey completed and results published.
- Continued to provide financial training appropriate to specific staff groups: 4 - Level 1 courses held to date, 4 - Level 2 courses held to date, 1 - Level 3 courses held to date
- Expanded SLA for schools finance distributed to schools for 2010/11 offering a choice of a basic service or an enhanced support service.
- Supported directorates deliver overall balanced revenue position.

4. What's Changing in 2010-2013

- Due to the launch of the Shared Services initiative by HPS, Connects has merged with this into the Transformation Project. Staff could be transferred into the new organisation late in 2010, with reconfiguration and amalgamation commencing in 2011. The Finance Ledger will go live on 1st April 2011.
- Procurement management has been transferred to the Deputy Chief Executives' Office, Procurement is expected to deliver £600k savings towards the £1m target for 2010-11.
- European Energy Directive – Enhanced Display Energy Certificates to be shown in our buildings.
- Carbon Reduction Commitment – with Property Services supporting delivery of the enhanced target.
- Create integration with NHS Herefordshire such as the joint Integrated Finance team.
- Total Place and Place Shaping will be delivered via the Localities project.
- Joint Value for Money Strategy to be in place this year.
- Joint Medium term Financial Plan to be in place.
- Accommodation Strategy delivery following agreement of strategy by Cabinet in December 2009.
- Transfer of learning disabilities properties from PCT to Council ownership – This took place from 1st April 2010 and AMPS will assist in the delivery of outcomes.
- West Midlands Construction Framework - Working in conjunction with Worcestershire County Council, West Mercia Police and a number of public authorities, the Council is participating in a new West Midlands Framework Agreement. This will provide an alternative method of procuring large building schemes between £1m-£10m using a framework contractual arrangement.
- Delivery of re-organised and downsized Audit function after an external review carried out in May 2010.
- The Resources Directorate played a central role co-ordinating Use of resources and informed feedback from the Audit Commission was positive. However, the abolition of Comprehensive Area Assessment means the results will not be announced.

5 What do our employees think of our performance?

The Leadership Team set up an Improvement Group to help us deliver improvements coming out of the employee survey. It has successfully delivered improvement to the Resources Directorate over the past two years and continues to focus on key areas raised by staff.. There are 24 statements where the service area results are significantly better than the Council.

- Herefordshire Council is good to work for.
- Senior management is visible.

- Senior management is approachable
- Opportunities for development within the council are good.
- There is good understanding and co-operation between different directorates/ departments
- I am kept informed about the council's plans, priorities and Performance.
- I understand the vision that the council and primary care trust are working towards together.
- I know what the new shared values for the council and primary care trust are.
- I am given enough information to understand why changes need to happen in the council.
- I feel my views on changes affecting my area of work are valued.
- I receive Team Talk verbally each month.
- I believe that Team Talk is relevant and helpful to me
- Usually, I have the resources to do my job properly
- The targets / standards set in my work area are achievable.
- I have confidence that senior management's decision making is fair.
- Relations between senior management and employees are good.
- My appraisal (SRD) was a worthwhile discussion.
- I have adequate training and development for the work I do
- I have control over planning and doing my work.
- Employees are treated equally and fairly whatever their position in the organisation.
- I can meet the requirements of my job without working excessive hours
- I am able to do my job to a standard I am personally pleased with
- I am confident that my manager responds to health and safety matters.
- I am satisfied with my physical work environment.

There are 8 statements where the service area results are significantly worse than the council.

- I believe that action will be taken on problems identified in this survey.
- I am kept informed about how the council and the primary care trust are working together.
- My manager communicates effectively when changes are happening in the council.
- My service area works with the communications team to ensure we secure positive recognition for the work we do.
- I am kept informed about my service area's plans, priorities and performance.
- I am encouraged to learn from things that don't work and share learning and best practice.
- I am satisfied with my current terms and conditions of employment
- Opportunities for flexibility in my hours / job help me to avoid having problems in meeting home / work commitments.

There are 36 statements where this year's result is significantly better than previous years.

- Herefordshire Council is good to work for.
- The council is open, honest and accountable to all its customers.
- Opportunities for development within the council are good.
- I believe that action will be taken on problems identified in this survey.
- There is good understanding and cooperation between different directorates /departments.
- I am kept informed about the council's plans, priorities and performance.
- Herefordshire Council is good to work for.
- The council is open, honest and accountable to all its customers.
- Opportunities for development within the council are good.
- I believe that action will be taken on problems identified in this survey.
- There is good understanding and cooperation between different directorates.
- I am kept informed about the council's plans, priorities and performance.
- I get recognition for a job well done.
- Morale within my work area is generally good.

- Usually, I have the resources to do my job properly.
- The targets / standards set in my work area are achievable.
- Communications within my service area work well.
- I have a say in setting my service area's direction and priorities departments.
- I feel valued by my immediate line manager / supervisor.
- I get feedback on how I'm doing from my immediate line manager / supervisor.
- I have a clear understanding of my job priorities and objectives.
- I have confidence that my immediate line manager / supervisor's decision making is fair.
- I have confidence that senior management's decision making is fair.
- Relations between senior management and employees are good.
- I have adequate training and development for the work I do.
- Employees are treated equally and fairly whatever their: Religion/Race/Sexual orientation/Disability Status/Age/position in the organisation.
- I sometimes feel bullied/harassed by: Customers / clients / service users.
- I can meet the requirements of my job without working excessive hours.
- I am confident that my manager responds to health and safety matters.
- I am satisfied with my physical work environment.
- I understand the impact of my work upon the environment.

There are 20 statements where this year's results are significantly worse than previous years.

- The council is open, honest and accountable to all its customers.
- The council takes into account the views and diverse needs of its customers.
- Generally, plans, policies and processes are understandable.
- Opportunities for development within the council are good.
- I intend still to be working for Herefordshire Council in 12 months' time.
- I believe that action will be taken on problems identified in this survey.
- I get recognition for a job well done.
- I am kept informed about my service area's plans, priorities and performance.
- I am encouraged to learn from things that don't work and share learning and best practice.
- I feel valued by my immediate line manager / supervisor.
- I have confidence that my immediate line manager / supervisor's decision making is fair.
- Senior management is visible.
- My appraisal (SRD) was a worthwhile discussion.
- Employees are treated equally and fairly whatever their: Religion/Race/Disability status.
- I sometimes feel bullied/ harassed by Managers.
- I sometimes feel bullied/ harassed by: Colleagues.
- I am satisfied with my current terms and conditions of employment.
- Opportunities for flexibility in my hours/ job help me to avoid having problems in meeting home / work commitments.

6 CONCLUSIONS

The Resources Directorate continues to direct all its efforts into supporting corporate priorities through effective management of resources.



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	PRESENTATION BY CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES)

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To receive a presentation reviewing past performance, identifying key issues and commenting on future plans.

Introduction and Background

1. It is customary for Cabinet Members to make an annual report on their area of responsibility to the relevant Scrutiny Committee. A report is attached.

Background Papers

- None identified.

Cabinet Member for Corporate, Customer Services and Human Resources and Deputy Leaders Annual Report – Overview & Scrutiny July 2nd 2010

Introduction

I'm going to describe the performance highlights and planned actions for my portfolio - Corporate and Customer Services and Human Resources. This covers the Directorate of the Deputy Chief Executive (DCX) excluding Information and Communications Technology and Information. Many of the services provided by my Portfolio cover NHS Herefordshire as well as the Council as part of Herefordshire Public Services (HPS). The Annual Report on the Smallholding Estate will be presented to Cabinet in September

1 Budgets

The budget for the whole of the DCX directorate in 2009-10 was under-spent by £98k, a creditable performance particularly considering the in year pressures in areas like Legal & Democratic services.

The budget for 2010-11 is summarised in Appendix 1.

2 Performance against indicators

I have given the details in Appendix 2 but overall performance was disappointing with only one of the seven indicators – average sickness absence achieving ahead of target. We will need to do better and this year performance improvement will be a key focus within my area and across the Council.

3 Feedback from surveys, customers & stakeholders and key points from self assessments, inspections etc

We should never forget that our services exist to support the frontline and in a number of cases are actually the first point of contact between the Council and the public. Thus satisfaction ratings are of great importance to us. Highlights from last year include:

- The corporate programmes team continuing to achieve 80% satisfaction ratings from its customers
- Overall performance for customer services centres against the one stop shop Bench- marking group was relatively high. However, we do less well in the following areas:
 - 'Convenience and accessibility'
 - 'How your enquiry is dealt with',
 - Length of waiting time' and
 - 'Professionalism of staff'

I expect these issues to be addressed through performance management and the Customer Relationship Management (CRM) review.

Note: data on customer service centre performance can be found at Appendix 3.

- Achieving the Customer Service Excellence Award again in January 2010. There are improvements to be made in just 4 key areas out of the overall 54. The assessors were particularly impressed with the new Customer Insight Unit and the Business Improvement Technique NVQ projects that have been taking place throughout the year.
- The Council scored 3 out of 4 (improving well) for the first time in the *Managing Performance* category under the now abolished Comprehensive Area Assessment (CAA)

- Surveys of the Research Teams customers, once again shows high levels of satisfaction
- The majority of those who attend the Diversity teams training courses describe them as either as 'excellent' or 'good'.
- Herefordshire Council and NHS Herefordshire released around 1,000 press releases and generated around 4,000 press reports and articles. Over 90% of which are positive or neutral in tone. Herefordshire is well into the top quartile of comparators for the generation of media output.
- Praise from West Mercia Police for the Joint Emergency Planning Unit for facilitating and administering a cohesive and coordinated response to the bad weather this winter
- The DCX's Directorate is more positive or equal to the Council on all but six of the Employee Opinion Survey (EOS) scores.
- Key findings from the annual Employee Opinion Survey (EOS) indicate corporate areas for improvement across HPS to be appraisals, communications and staff engagement
 - 65% of employees say they are kept informed about the council's plans priorities and performance (compared with the local government average of 60 per cent).
 - 62% of employees feel that they are kept informed about how the Council and NHS Herefordshire work together.
 - 55% understanding the vision and 48% knowing the shared values.

4 Key Changes and Achievements April 2009–March 2010

There were significant changes throughout the year and we know that there is more to come not least through shared services that will have a major impact on my portfolio and across HPS as a whole. So it is particularly good to record the following achievements.

- The joint communications unit reduced costs by 7% in the last financial year while supporting a wide range of change & engagement programmes and social marketing campaigns. These included:
 - the Shaping Our Place consultation (that secured over 5,000 participants);
 - the recycling and waste management strategy (that achieved a three fold recycling rate in the first few weeks),
 - the shared services programme,
 - the 'Better Roads' campaign to improve the county's highways,
 - the Change4Life, Measles Mumps Rubella vaccine, quit smoking and sexual health campaigns,
 - World Class Commissioning and
 - the anti social behaviour communications and marketing strategy.
- The CAA area assessment was very positive with no 'red flags'.
- Good progress continues to be made in delivering key outcomes in the Sustainable Community Strategy
- The Local Area Agreement (LAA) was successfully re-negotiated in early 2010. Some targets were amended to reflect the economic downturn, in particular the impact on people receiving benefits and the supply of affordable homes.
- The successful delivery of a number of major projects by corporate programmes including a new Waste Management Contract and a new 'Out of Hours Service'.
- The progression of the shared services programme with the formal acceptance by Cabinet and NHS Herefordshire's Board of the business case and the preferred model of a joint public/public joint venture company.
- Agreement of the HPS Customer Strategy
- Establishment of the Customer Insight Unit, to provide a single channel through which the views of front-line customers' on services and how they can be improved will feed across HPS.
- The successful incorporation of Highways and Transportation into Customer Services front office.

Note – performance data for Customer services can be found at Appendix 3

- The Comprehensive Equality Policy, Race Equality, Disability Equality and Gender Equality schemes have all been reviewed and approved on time.
- The Herefordshire 100 has been established to help understand the needs and wishes of minority groups.
- The statutory Place Survey has been completed on time, by the Research team.
- A joint Corporate Plan for the Council and NHS Herefordshire has been created.
- The Research Teams launched a new website in January 2010 called *Facts and Figures about Herefordshire* (www.herefordshire.gov.uk/factsandfigures) bringing together information from both the Herefordshire Council and Partnership websites.
- Developing and publishing a new Constitution for the Council. The clarity of functions and greater delegation to officers has been welcomed. Members can now focus on strategic priorities
- Agenda management and forward planning arrangements have been strengthened. A new comprehensive forward planning tool is now in operation.
- The roles of scrutiny are now clearly set out, the recommendations of the recent scrutiny review have now been implemented and scrutiny work programmes now include policy development, performance management and reviews.
- The format of Council and Cabinet meetings have been changed to allow greater transparency of decision making and debate of issues critical to Herefordshire.
- I am pleased with the work of the constitutional review working group and that we were able to reach a cross party consensus on the changes
- The oversight and management of General Election May 2010
- Recruitment of additional solicitors to meet increased workload caused by changes to safeguarding arrangements for children
- The introduction of a single recruitment toolkit and framework which allows the same documentation & processes to be used across the Council and NHS Herefordshire.
- All policy based corporate training, e.g. Recruitment and Selection, Performance Improvement and Change Management, can now accredited through the Institute of Leadership and Management (ILM).
- Adult safeguarding training has been further developed in association with the newly created Adult Safeguarding Team.
- The *Leadership Academy* series has highlighted key themes of importance to senior managers across HPS such as Climate change, the Joint Corporate Plan, Citizen Engagement and Public Sector Partnerships
- The *Masterclass* series for all Heads of Service and Service Heads focussed on identifying opportunities for joint working in the achievement of Total Place.
- 100 colleagues in NHS Herefordshire and Council took part in the *Change Champions Transformation Programme* 2009.

5 Issues to address in 2010-11

The current year will bring additional challenges for my Portfolio, both as a provider of corporate support services and also as a key driver of organisational change. The new Deputy Chief Executive is assessing the overall priorities for his Directorate, which will include leadership of the HPS Transformation Programme. This will bring together a range of projects that are crucial to moving forward the integration of HPS, increasing productivity and achieving efficiencies. This will help us to protect frontline services.

Across my Portfolio as a whole we will need to reduce costs by a minimum of 5% while delivering at least the same quality services and volumes. Against this background the directorate will continue to seek to improve performance whilst delivering value for money services. There are likely to be reductions in staffing numbers.

While my portfolio covers what might be termed support services so we listen to our customers we should not forget that many functions are key to the effective governance of the Council and increasingly NHS Herefordshire. For instance pressures on Legal and

Democratic budgets are being caused by additional demands and workloads as a result of changes to the Safeguarding Agenda.

A key change, and part of the Transformation Programme, will be the creation of a new common framework for Organisational Redesign led by the Deputy Chief Executive. This will enable a consistent approach to organisational structures across HPS and the creation of centres of expertise where they are appropriate.

Against this background of fundamental, far reaching change we will ensure that following particular issues are addressed:

- Internal communications will be overhauled with more support for managers to implement team briefs & the electronic newsletter- *First Press* -to become more interactive
- We will continue to self evaluate performance and evidence outcomes and achievements whilst keeping bureaucracy to a minimum. We will also implement any new assessment procedures as they are formulated by Government – hopefully a lighter touch regime attuned to localities.
- The Sustainable Community Strategy will be reshaped in 2010 to reflect the priorities and issues of Herefordshire’s communities, places as well as themes.
- We will also ensure that efficiency targets are secured and that work will proceed with the fundamental re-design of corporate back office services underpinned by the investment in the new *Agresso* system for Human Resources, Payroll and Finance.
- The establishment of the Joint Venture Company (JV Co) owned by the Council and its health partners subject to formal decision through Cabinet and the Trust Boards and the transfer of in-scope services from the Directorate into the JV Co will begin.
- As identified in the HPS Customer Strategy, we will develop a clear picture of the different groups of Herefordshire citizens, businesses and visitors in order to .design services that better meet their particular needs
- There will also be a review of Customer Services to include:
 - Info by Phone capacity and service improvements
 - Customer Service Centre further front office integration
 - Avoidable contact levels
 - Satisfaction levels with service quality, convenience and choice
 - Value for money across all front office service areas.
- We will strive to improve the levels of citizen satisfaction with the Council overall
- There will be the development of Ross and Ledbury Integrated front office facilities
- We need to review and rationalise the way in which we engage with the public and partners across HPS.
- Further work is required to improve the Employee Opinion Survey results. Much work started in respect to this in the autumn of 2009, there is still a way to go.
- We will ensure the continuing development and delivery of Performance Plus (P+) and ensure a sufficient budget to pay for staff, ICT support etc.
- Prepare for the 2011 Census of Population.
- Major surveys will continue including a health and well being survey of Herefordshire residents in conjunction with NHS Herefordshire. However the future of the national biennial “Place Survey” for the Audit Commission is in doubt.
- The Council Occupational Health Team will continue to support Directorates by providing a range of services during times of change and seeking external accreditation via the Faculty of Occupational Medicine.
- The Joint Emergency Planning Unit (JEPU) will be integrated into the new Public Health Directorate, develop Community Emergency Plans and support national planning exercises like “*Watermark*” scheduled for March 2011.
- We will continue to work on partnership governance issues through the HPS steering group

Budgets

The Budget for each service area for 2010-2011 is:	(£,000)
Central directorate costs	202
Communications	362
Partnership	246
Customer Services	1,507
Policy and Performance	707
Legal and democratic	3,009
Human Resources and organisational development	1,517
Sub total	7,550
<i>ICT [includes; ICT Services, Corporate ICT projects & Community network, Information Services]</i>	6,257
Overall total for whole directorate	13,807
Smallholdings	(172)
Overall Total	13,635

The above includes an additional budget of £1,100,000 for the Community Network

Performance Indicators 2009-10 performance at year-end

Indicator	Tolerance	2009-10 Target	Latest Performance	Judgement	Direction of Travel
Local - customer satisfaction	Bigger is better	83%	72.10%	1	▼
Ni 14 – avoidable contact	Smaller is better	24%	37.75%	1	▼
Local – average sickness (full-time equivalent)	Smaller is better	5%	4%	4	n/a
Local - number of vacant posts as a proportion of the approved establishment	Smaller is better	4.50%		1	n/a
Local - % of key performance indicators improving on last year	Bigger is better	60%	45%	1	▼
Local – the % of Local Authority employees with a disability	Bigger is better	4%	1%	1	n/a
Local - the % of Local Authority employees from ethnic minority communities	Bigger is better	3%	0.71%	1	n/a

Key

PERFORMANCE AGAINST TARGETS AND ACTION PLANS	
4	Overall, performance is significantly better than target(s)
3	On track to achieve target(s)
2	Slightly behind target(s)
1	Significantly behind target(s)

DIRECTION OF TRAVEL	
▲	Overall, performance is better than for the same period last year
◀▶	Overall, performance is the same as for this period last year
▼	Overall, performance is behind that for the same period last year

Customer Services benchmarking data

i) Customer Service Centres

Local Government 'One Stop Shop' Benchmarking Group	Herefordshire (2009-2010)	Top Quartile Average
The convenience and accessibility of our location	86%	92%
The level of comfort and facilities in our waiting area	88%	91%
How your enquiry is dealt with	92%	95%
The length of time you waited	88%	93%
Our opening times	93%	93%
The information provided	96%	96%
The professionalism of our staff	95%	97%
The knowledge of our staff	96%	97%
The attitude of staff	96%	97%

The overall performance in relation to the one stop shop benchmarking group is relatively high, with marginal differences between the top quartile average and Herefordshire's performance. (Exceptions to this are: 'Convenience and accessibility' and 'How your enquiry is dealt with' and 'Professionalism of staff'). These issues are being addressed through performance management and the customer relationship management (CRM) review business case process.

ii) Customer Contact Centre

Name of authority	Calls offered	% answered	Answered within 15/20 seconds	Average wait for answer	Average talk time per call	Call handling time	Staffing	Calls answered per staff	Talk time per staff (mins)	Call handling time per staff (mins)
Herefordshire	68,706	72	39	142	244	544	15	3,277	13,328	29,714
Top quartile	98,484	95	83	111*	225*	288*	46	3,276	8,452*	13,397*
Mid quartile	48,188	91*	72*	34	170	233	23	2,274	5,878	9,147

The overall performance in relation to Contact Centre is a more complex issue. This is because of the large variations in services delivered within each authority. As a consequence, some care is required regarding comparison between quartiles. Overall, however, Herefordshire appears to be disadvantaged due to staffing levels. Whilst it appears Herefordshire's contact centre is comparable in relation to the overall level of calls offered and calls answered per full time equivalent, the limitations of such a small staff group are reflected in the other performance measures.

These issues are being addressed through a limited Customer Services reorganisation and the CRM review business case process.

Please note: * relates to targets for 10-11.

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	SHARED SERVICES UPDATE
REPORT BY:	DEPUTY CHIEF EXECUTIVE

CLASSIFICATION: Open

Purpose

To advise the Overview and Scrutiny Committee of the progress and status of the Shared Services business transformation activity.

Recommendation(s)

THAT the Overview and Scrutiny Committee:

- (a) **Note progress made on shared services; and**
- (b) **Note that a further report seeking a formal decision to agree terms of the council's participation in the JVCo to be presented to Cabinet in September.**

Key Points Summary

This report outlines progress made on Shared Services.

- A joint Programme Board with membership from Herefordshire Council (HC), NHS Herefordshire (NHSH) and Herefordshire Hospitals NHS Trust (HHT) was formed in May 2008 to review potential approaches to and opportunities for the greater sharing of common support services. This would build on integrated services that had been established between HC and NHSH including; Human Resources, Communications, Emergency Planning and ICT;
- The Programme Board recommended an approach for the development of a shared services strategy for the wider partnership of HC, NHSH and HHT and that a specialist independent advisor be secured to support this work;
- PA Consulting were selected through a West Midland Improvement & Efficiency Partnership (WMIEP) framework procurement process in April 2009. WMIEP have also provided financial support for the review;
- The work commenced in May 2009 and was completed over a three month period delivering the key outputs of an option assessment, business case and action plan;
- The Business Transformation Board ratified the recommendations made in the business case in August 2009;

Further information on the subject of this report is available from
Dean Taylor, Deputy Chief Executive on (01432) 260037

- The business case for Shared Services and its recommendations have been accepted by the Joint Management Team (JMT) in September 2009, Cabinet and the NHS Herefordshire Board in February 2010. The Herefordshire Hospital Trust (HHT) accepted the PA business case in principle at the Trust Board meeting in Dec 2009.
- A number of recommendations in this business case have been implemented, including; establishment of a unified programme board (Business Transformation Board) bringing together the work of the Herefordshire Connects and Shared Services Programmes, conducting a soft market sounding exercise, establishment of a transformation team and development of a standard and quantifiable approach to benefits management and realisation, renegotiation of some procurement contracts;
- In order to determine the optimal model for implementing shared services, initial legal advice was sought from external expert legal advisers.
- This advice led to three models being explored in more detail. Each option has its relative strengths and weaknesses. The models considered were:
 - 1 A lead commissioner provider model, whereby one of the three partners takes over the relevant support functions including staff. The Lead then provides (or commissions) services on behalf of the other two.
 - 2 Transfer of part or all of the services to a Private sector partner. The three partner organisations conduct a procurement exercise to appoint a private sector strategic partner to deliver the in-scope support services on behalf of the partners.
 - 3 Establish a public/public shared services entity. This would entail the three partner organisations setting up a joint venture company. This public/public venture will be wholly owned (in agreed proportions) by the partners and controlled as determined by the partners. This Joint Venture would have its own legal entity with a remit to both provide and commission services and to employ staff.
- The Business Transformation Board concluded, following a scored evaluation of the models, that the partners should establish a publically owned joint venture company (“JVCo”) which it is proposed will be the delivery vehicle for the provision and/or commissioning of some of the shared services;
- The JVCo would provide the vehicle to progress the procurement of and partnership with a private sector strategic partner jointly with its NHT and HHT partners if required;
- The business case made it clear that the strategic partner model is likely to be the most advantageous to secure benefits in the long term. However, the procurement process required to appoint a strategic partner(s) would take between 12 to 18 months following agreement of all partners. With a consequent delay in benefits realisation of 24 – 30 months;
- The Business Transformation Board recommended a two stage process; (1) the establishment of a public/public JVCo to deliver short to medium term benefits and (2) the further consideration of the strategic private sector partner option for the longer term;
- These recommendations were presented to Cabinet and NHS Herefordshire Board in March 2010 and were accepted;
- HHT remain fully committed to the principle of shared services in Herefordshire but the Trust Board has not adopted the JVCo model at this stage and have established a sub-committee to progress work in this area;

- Work is progressing in a number of areas:
 - a. Refinement of the Business case cost/benefits in line with the preferred option of setting up of JVCo;
 - b. The appointment of legal advisors to assist in understanding the legal requirements/ issues around the setup and operation of a JVCo, particularly around the powers (vires) of each partner to participate in the JV, the governance arrangements between the partners, HR / TUPE consideration and procurement issues
 - c. Appointment of Service Change Managers to continue work on the development of the organisation blueprint for the new operating model for the in-scope shared services. The establishment of a network of service change managers within the services, that will work with the Shared Services Transition Team will be completed during August;
 - d. Development of a Joint Procurement Strategy, including consideration of the required delivery structure e.g. establishing a Procurement Centre of Excellence.

Alternative Options

- 1 Alternative options have been evaluated as part of the options appraisal.

Reasons for Recommendations

- 2 To enable work on Shared Services to progress and to enable the projected benefits and cost savings for 2010-11 financial year to be delivered.

Introduction and Background

- 3 The scope of this work is the implementation of the shared services strategy for the Council, NHS Herefordshire (the PCT) and Herefordshire Hospital Trust (HHT) which collectively form the Hereford Shared Services Partnership (HSSP).

Key Considerations

Context

- 4 A number of key public service drivers underpin the Shared Services and Herefordshire Connects work, these include:
 - i. Making local public services more joined up, customer focused and responsive, so that they are easier to understand and access
 - ii. Maintaining a strong sense of place and sustainability for Public Services in Herefordshire
 - iii. Consideration the likely outcomes of the Public Sector Finance review and need to secure efficiencies and provide value for money
 - iv. Increasing the quality of service with against a background of increasing demand for many front line services.

Background

- 5 Since May 2009, with support from PA Consulting, Herefordshire Shared Services Partnership (HSSP) has been assessing the viability of sharing corporate support services across Herefordshire Council, NHS Herefordshire and Herefordshire Hospitals NHS Trust. The work of the Shared Services Review has resulted in a credible case in support of making the

change.

- 6 The shared services study identified that in scope services consume 526 full time equivalent (FTE) resources and £19 million per annum.
- 7 Transforming these services to a Shared Services environment could release between 104-140 FTE's, producing savings of between £3.4 to £5.4M recurring savings. Which includes savings of approximately £890K per annum have been identified by adopting a joined-up strategic approach to contract management and procurement.
- 8 Each of the in-scope services were assessed by current performance (Both financial and non financial) using a series of benchmarks and metrics. The gap to top-quartile performance was then calculated which represents the potential saving possible.

Current Position - the case for shared services

- 9 Cabinet received updates on progress in July and December 2009. The business case for Shared Services (See Appendix 2 for the Business Case Executive Summary) and its recommendations have been accepted by the Joint Management Team (JMT) in September 2009, Cabinet and the NHS Herefordshire Board in February 2010. The Herefordshire Hospital Trust (HHT) accepted the PA business case in principle at the Trust Board in Dec 2009.
- 10 The three partners have a total combined FTE count of 526. Analysis shows that several of the larger in scope functions are bigger than they need to be. For example, the combined finance function is 35-40% larger than upper quartile performing functions. Similarly, HR is 36-39% off upper quartile performance.
- 11 Where Key Performance Indicators [KPIs] have not been available to size the target organisation PA have used their experience to estimate the savings range. Experience shows that a successful transformation programme, reviewing processes bottom up, can realise savings in the range of 10-25%. In most cases the savings potential is sufficient to justify moving to a shared service model, or at very least, a more detailed review of the options for sharing.
- 12 Adopting a shared service model could lead to savings in the range of 104 – 140 FTEs or £4.2m - £5.4m across the partners. The largest savings would come from a headcount reduction in corporate support services. The business case suggests this could be in the order of 62 – 72 FTEs and cover repetitive or routine transactional work.
- 13 There are areas where savings will not be made by headcount reduction. For example, PA are confident that the procurement function can quickly realise savings from better contract management but may need to increase its strategic capability to do so.
- 14 The economic appraisal suggests cumulative benefits that range from £15.3 to 19.8M and cumulative costs range from £3.8 to 6.2M over the five-year period. All scenarios demonstrate significant positive benefits over the five-year period ranging from £8.6M to £13.7M.
- 15 Progress has been on a number of the recommendations:
 - a. A key recommendation of the business case was to create a unified governance board for shared services, Herefordshire Connects and ICT strategy work. This has now happened and has also led to a single unified programme board, called the Business Transformation Board;

- b. The soft market sounding was conducted during October 2009, which yielded a very positive response from potential suppliers for the Strategic Partner contract;
- c. A new transition team has been set up. This team will have representation from all three organisations;
- d. A Centre of Excellence for procurement across the partnership;
- e. Development of a standard and quantifiable approach to benefits management and realisation.

Model for shared services

- 16 The Business Transformation Board has undertaken an options appraisal to identify a preferred delivery model and has presented to Cabinet in February 2010.
- 17 The Business Transformation Board have formed the view that the partners should establish a public / public joint venture company (“JVCo”) which it is proposed will be the delivery vehicle for the provision and/or commissioning of some of the shared services.
- 18 The detailed blueprints for the first cluster of service areas (HR, Payroll, Expenses, Finance, Procurement and Legal) are currently being developed and the Business Transformation Board is not yet in a position to present the detailed business case and business model for each service area. Therefore it is not yet possible to provide full details of the service delivery arrangements for each service stream.
- 19 However, from the options appraisal it is clear that the provision of services through a JVCo vehicle is likely to be the most advantageous and likely to meet the design principles set out in the business case for the majority of those services currently in scope. Final decisions on this need to be taken on service by service basis recognising that the business model overall needs to be sustainable in market terms.
- 20 The business case makes it clear that the strategic partner model is likely to be the most advantageous to secure the longer term benefits consistent with earlier statement. If the partners wish to progress the procurement of and partnership with a private sector strategic partner in the longer term, a JVCo will also provide the vehicle for doing so jointly with its NHS and HHT partners.
- 21 That process will involve a number of significant work streams including:
 - a. The negotiation of the terms of the partnership and establishment of the JV Company, supported by expert legal advice;
 - b. Consultation and engagement with the Unions and staff on the implications for staff and ensuring all management of change policies and legal duties and responsibilities are complied with;
 - c. Dealing with all financial and commercial considerations;
 - d. Developing service blueprints, undertaking service transformation (Business process re-engineering) and preparation for service transfers as appropriate to the new public-public partnership.

Work in these areas is already underway. All work streams will be aligned as the shared services project progresses in order to achieve consistent outcomes and phased

implementation. The detailed work plans for each work stream are being developed and the Business Transformation Board will receive regular updates on all activities. A key activity will be engagement with elected members, non-executive Directors, staff and unions.

- 22 Therefore, the Business Transformation Board recommended that the partners establish a “shadow” JVCo and proceed with the work streams outlined in paragraph 21 without delay in order to realise the benefits (particularly the short term savings) and service improvements envisaged in the business case. The JVCo will then be ready to take over the services when required. The work on the establishment of the JVCo and the service blueprints needs to be concurrent in order to deliver the benefits in from 2010-11 as envisaged.
- 23 HHT have more limited powers than the Council and NHSH to enter into such arrangements and further work is needed to identify the exact arrangements between HHT and the remaining two partners. It is envisaged that HHT will be part of the public-public partnership but may be prevented from being a full partner in the JVCo. HHT understand the possible restrictions but are keen nevertheless to participate in negotiations with a view to establishing a public-public partnership.
- 24 The timeline for completion of this work is set out in Appendix 1.
- 25 The Cabinet paper of 18 March 2010 considered the options appraisal and confirmed its agreement to the establishment of a JVCo as the preferred model for shared services delivery and/or commissioning in the short to medium term. The Cabinet also authorised the Deputy Chief Executive (DCE) to progress and take all necessary steps to establish the JVCo as the vehicle for delivery of shared services. The DCE should do so in consultation with the Leader and Deputy Leader. The Cabinet will need to consider and agree the terms of its participation in the JVCo before any services are transferred to it and it is anticipated that a further report seeking the necessary formal decisions will be brought to Cabinet in due course.
- 26 In May 2010 the Trust Board established a Sub Committee with Non Executives from HHT and PCT provider-side to ascertain the detailed setup costs, benefits and legal implications of the JVCo in the context of the future Integrated Care Organisation. HHT remain fully committed to the principle of shared services in Herefordshire but the Trust Board has not adopted the JVCo model at this stage.
- 27 Work continues (with involvement of Service Change Managers) on the development of blueprints for the in-scope shared services (Finance, HR, Procurement, Payroll/Expenses, Legal and Estates). The Blueprint explains how the organisation, process and solution design will be developed and what it means for services and employees in terms of transition and implementation. The Business Blueprint also provides a summary of the business case, expected benefits and associated costs. The Business Transformation Board has asked for the services to nominate service change managers who will work with the Transition Team to develop and implement changes to the services in scope. Where appropriate external business process design skills will be brought in.

Community Impact

- 28 The preferred option outlined in this paper will deliver improved quality, more efficient and effective back office support to front line services across the three partner organisations, will release savings to deal with future financial constraints and/or for reinvestment in front line services, will protect jobs and investment in the County in future. In particular, the preferred option provides an opportunity for the partners to provide those services to other public services providers in Herefordshire in line with the Total Place agenda

Financial Implications

- 29 All the financial implications for the partners will need to be addressed and resolved as the initiative progresses. Before any transfer of services to a JVCo, a full financial and commercial appraisal for each partner will need to be prepared and considered. Agreement is being reached between the partners on apportionment of costs and benefits.

Legal Implications

- 30 There are a range of complex legal issues to be addressed and resolved as the initiative progresses. External legal advisors who are expert in the set-up of the public/public JVCo have been appointed for this purpose. These legal implications will be included for Cabinet consideration.

Risk Management

20. A full risk analysis has been undertaken and is subject to regular review. Current risks and mitigations include:
- a. Programme Governance - Strong leadership and sponsorship from the JMT, Herefordshire Hospitals Trust and the Programme Board will ensure that there is effective governance for the programme. New arrangements have been identified for the next stage of the programme;
 - b. That the recommendations are not approved by Cabinet and Trust Boards – Regular communications and updates, with clear presentation of case for change. All partners remain committed to Shared Services model, this complex relationship will require a high level of collaboration;
 - c. Lack of alignment between this work and other major initiatives - The integration of the key transformation programmes with a single governing board has been proposed;
 - d. Risk of the review having a negative impact on staff morale - This will be mitigated by a comprehensive communication strategy recognising the needs of staff and Trade Unions;
 - e. Return on Investment (risk that the business case does not justify the investment) - This will be mitigated by the regular review of the business case to regularly test that it is viable;
 - f. Outcome of Commissioner / Provider review (Within Health) could impact on the 'critical mass' for shared services – This will be kept under regular review as part of governance processes;
 - g. Impact of National Policy Changes. For example NHS Shared Business Services National initiative - This will be kept under regular review as part of governance processes.

Consultees

- 31 Consultations have commenced and will continue to take place during the Shared Service Review with members, directors, heads' of service, service managers, staff, Unions, non-executive directors (NHSH) and partners. A comprehensive communications strategy is being developed to support this work going forward. A shared services consultation group has been

set up, this consists of representatives from the three partners, Joint Consultative Forum, Staff Partnership board and Joint Negotiating Committee.

Appendices

- Shared Services Timeline (Appendix 1)
- Final Business Case Executive Summary (Appendix 2)

Background Papers

Shared Services Working Paper – as reported to the Programme Board – 10 December 2008

Shared Services Quotation Specification – as reported to the Programme Board – 2 March 2009

Shared Services Business Case – as reported to Cabinet 18 February 2010

Model & Options Paper - as reported to Cabinet 18 February 2010

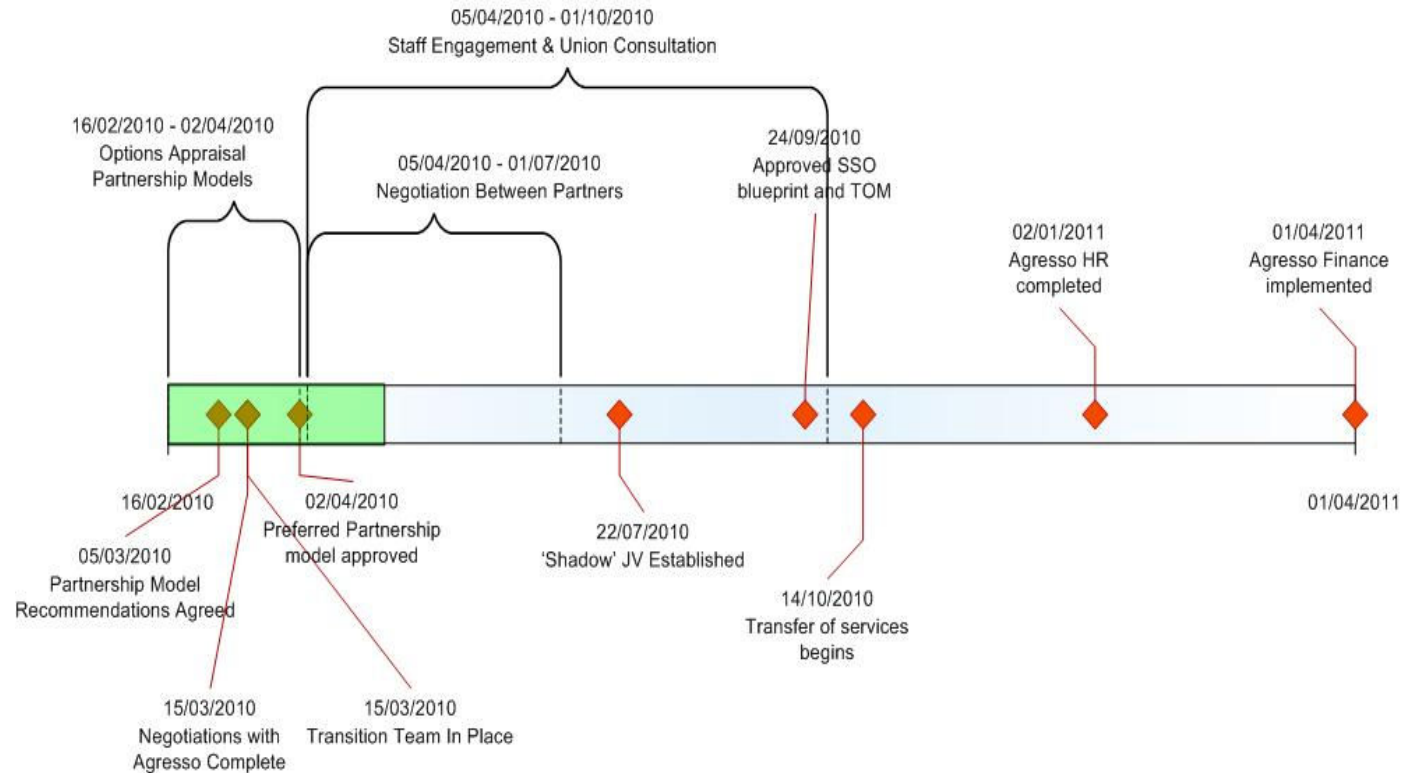
Options Appraisal - as reported to Cabinet 18 February 2010

Risk Assessment - as reported to the Business Transformation Board – 12 April 2010

Appendix 1 – Shared Services Timeline

High Level Timeline for Shared Services

Detailed Programme Plan Available



Further information on the subject of this report is available from
Dean Taylor, Deputy Chief Executive on (01432) 260037

Executive summary

Over the last 3 months the Shared Services Project Team has been considering how to implement shared services in respect of its corporate support functions. This builds on the successful sharing already in place across the three organisations. This work has now been completed and the Business Case – Management Summary was presented to the Programme Board on 6th August 2009. This confirmed the clear case for change and the meeting accepted the recommendations presented.

Context

The case for shared services can be referenced back to Sir David Varney's Report on Transformational Government and builds on the Gershon Efficiency Review. More recently the findings of the Operational Efficiency Programme¹ (OEP), a year long programme examining operational spending in public sector delivery bodies, e.g. local government, the NHS, Police and schools, was published on 21 April 2009 by the Treasury. OEP indicates scope for £15billion of efficiency savings and in particular draws attention to increasing collaborative procurement, improving IT and merging back office functions. Regular operational reviews will be required to drive simplification and standardisation. Herefordshire's Shared Services Strategy will be a key part in meeting the requirements of the OEP.

In addition it is clear local government settlements will become more severe. Furthermore, the PCT and HHT are currently undergoing a review to establish a local provider organisation, which could impact on this strategy. Shared services, therefore, becomes critical not just to improve the quality of services but also deliver savings, provide capacity and innovation and introduce new skills and learning.

Finally, the Government's initiative on 'Total Place' is likely to have key impacts on the way services are delivered, encouraging more joint working and in which shared services will play a key role, as will the developments both in health and local government around strategic/world class commissioning.

Analysis

The analysis and interviews have indicated costs of corporate support services under review to be in the region of £19m and include 526 corporate staff. This does not include HC's

¹ HM Treasury Operational Efficiency Programme: Final report April 2009

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Revenue and Benefits service, whose future inclusion was discussed and agreed at the meeting.

The benefits schedule (based on assessment of performance of each service) indicates a range of 104 to 140 staff reductions and cash savings of £4.2m to £5.4m per annum.

Services in scope are at various levels of maturity and the business case concludes that for ICT, Procurement, Finance, HR and Payroll there are major opportunities to deliver improved services and savings – some of which are quick wins.

A strategic partner or partners will be needed to improve quality of service, cost efficiency and sustainability.

Further information on the subject of this report is available from
Dean Taylor, Deputy Chief Executive on (01432) 260037

We advise that process improvements should be linked to standardised systems software - such as a good Enterprise Resource Planning (ERP) system. Whatever ICT solution is favoured, the Council, PCT and HHT should take no decision to invest in standard software without fully considering seriously whether or not shared services are appropriate. Shared services will have a major impact on the software selected and the design and implementation programme. We have advised that a soft market test be undertaken with potential strategic partners for a number of reasons such as raising with them the question of their preferred ERP for the proposed shared services.

Roll-out should involve a trade off between speed and organisational disruption. As an aside, one of the most common pitfalls is in under-estimating the extent to which enabling technologies such as imaging, scanning and workflow may be needed in addition to a standard ERP package.

Detailed work has also identified that significant new skills will be needed in delivering this strategy; namely commercial management skills, specialist support for procuring a strategic partner(s), change management and organisational development skills. Making the transition depends on a skilful combination of management techniques; change management, project management and risk management.

As well as under-investing in appropriate skills during the transition, another common mistake is reducing the attention and resources devoted to managing the initiative once the implementation phase is complete. We strongly advise that the partners invest in the appropriate skills to manage the transformation of services to the proposed shared services environment.

Finally, costs for transition and implementation support have been estimated setting out two options, one for an internal team (approaching £2m) and the other for a mixed team (approaching £4m) which includes external specialist support.

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High level plans

High level plans have been developed to take the project to implementation. We have set out in the business case an accelerated plan (which will need extensive risk management) and one which includes more careful preparations to ensure the partnership has a good state of preparedness in moving to the next phase.

Recommendations

Detailed recommendations are as agreed at the Programme Board meeting of 6th August 2009 (Management Summary included in Annex 1, p101). A series of actions required against each recommendation are proposed for early consideration - see page iv.

SRO recommendation

Since May of this year we have been assessing whether or not sharing corporate support services across Herefordshire Council, NHS Herefordshire and Herefordshire Hospitals NHS Trust is viable.

The work of the Shared Services Project has resulted in a very credible case in support of making the change. We estimate that in-scope services currently consume 526 FTE resources and £19M per annum. Transforming these services to a shared services environment could release between 104 and 140 FTE resources and £4.2 to 5.4M recurring savings.

The Programme Board has ratified the recommendation of the business case to move quickly to a soft market test with possible strategic partners.

Senior stakeholders have been involved throughout and subject to final approval from JMT, HHT management team, Cabinet, PCT and Trust Boards in September, a procurement exercise for one or more strategic partners can commence.

We estimate that at best we will have implemented the new arrangements by Spring 2010 and at the latest by Summer 2010. To make the change and do it within these aggressive timescales we will need to rapidly build a transition team that includes; commercial, programme management, human resources and change management skills.

We intend to appoint a commercial manager and shared services director as early as possible.

We will then build the right capability around these individuals so that we can make the change without jeopardising current levels of service.

Annie Faulder

SRO & Chair of Shared Services Programme Board



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	ANNUAL CORPORATE PERFORMANCE REPORT 2009/10
REPORT BY:	HEAD OF POLICY AND PERFORMANCE

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To consider a report on end-year performance for 2009-10 against the Council's key indicators and associated projects and programmes in its Annual Operating Statement 2009-10.

Recommendation

- THAT (a) the report be noted;**
- (b) in response to Cabinet's request that the Children's Services Scrutiny Committee consider and make recommendations on improved performance at Key Stages 1 and 2, the outcome of the Children's Services Committee's consideration of early years and primary school performance be reported to this Committee on 29 November;**
- (c) the Committee considers whether there are any other issues that should be referred to individual scrutiny committees for further investigation;**
- (d) the Committee considers Cabinet's request that the Committee consider and make recommendations on the Local Area Agreement targets and priorities; and**
- (e) the Committee considers whether it wishes to make any other comments to Cabinet.**

Introduction and Background

1. The report to Cabinet on 17 June is appended, with certain minor modifications. Cabinet noted performance for 2009-10; asked this Committee to consider and make recommendations on the Local Area Agreement targets and priorities; and has asked the Children's Services Scrutiny Committee to consider and make

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

recommendations on improved performance at Key Stages 1 and 2.

2. Cabinet was informed on 17 June of the 2010/11 Local Government savings package announced on 10 June 2010 by the Communities and Local Government Minister.
3. One of the grants affected is the Local Area Agreement Reward Grant. The implications of this are that information from central government suggests that the allocation for Herefordshire may be reduced by 50% which would represent a cut of £500k. It should be noted that due to uncertainty about the grant at the time of budget setting a decision was made not to budget for its receipt. However, the implications are that there will be less reserves for distribution even if the allocation had not been determined at the time of budget setting in March 2010.
4. In considering Cabinet's request that the Committee consider and make recommendations on the Local Area Agreement targets and priorities the Committee needs to have regard to the following:
 - The importance of these targets to Herefordshire is unchanged by the likely reduction in reward grant. However there are many other reasons for not continuing as planned. These might include a recent reduction in funding for the Council or its partners, a decision to reduce the number of local priorities etc.
 - The targets are almost all based on national indicators which have not been abolished. The Council and its partners are still required to report performance against these.
 - The reduction in reward grant may have an impact on delivery activity, but the prime reason for addressing these targets is to improve outcomes for individuals and communities in Herefordshire not just to achieve reward monies.
 - The likely reduction in reward grant may impact on planned performance in future if it could have funded activity beyond the end of the LAA. However this is only one of the decisions facing the Council in the months ahead. Decisions are required on all activities not just the LAA in the light of the overall level of resources available, not just reward grant.
 - The Herefordshire Partnership oversees the LAA. Its views will also need to be sought on the priorities for the future.
5. With regard to performance against education targets, at this Committee's meeting on 15 March, Members reiterated concern as to whether enough was being done to improve future performance in respect of the measures of educational achievement, particularly as regards the proportion of pupils achieving 5 good GCSE passes, including English and Maths. On 2 December 2009, the Strategic Monitoring Committee had referred the issue to the Children's Services Scrutiny Committee, that Committee considering performance at its meeting on 11 December. The Overview and Scrutiny Committee agreed in March that the Children's Services Scrutiny Committee's consideration of performance against a range of education attainment targets should be reported back to the Overview and Scrutiny Committee.
6. The Children's Services Scrutiny Committee accordingly considered performance against education attainment targets at its meeting on 19 March. It requested a briefing note setting out how the Service was going to improve examination results and indicating the resources needed. A copy of the briefing note produced has been circulated separately to Members of this Committee.

7. The Children's Services Scrutiny Committee then agreed on 14 June to consider a report on Early Years and Primary School performance at its special meeting on 22nd October to consider the Herefordshire Task Group report to Cabinet on 21st October and Cabinet's response.
8. It is proposed that the outcome of the Children's Services Committee's consideration of early years and primary school performance be reported to this Committee on 29 November.

Background Papers

- None identified.

MEETING:	CABINET
DATE:	17 JUNE 2010
TITLE OF REPORT:	ANNUAL CORPORATE PERFORMANCE REPORT 2009-10
PORTFOLIO AREA:	CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To report end-year performance for 2009-10 against the Council's key indicators and associated projects and programmes in its Annual Operating Statement 2009-10.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet considers performance for 2009-10.

Key Points Summary

- Direction of travel: for those indicators where data has been reported that can be compared with the same period last year, only 50% are showing improvement (55% in 2008-09).
- Achievement of targets: where either end-of-year or latest data is available, 54% of indicators have achieved target¹ (56% in 2008-09).
- The majority of LAA indicators are on track.
- Joint Management Team will be adopting a new approach to performance improvement, with an increased focus on how performance improvement is built in to the day to day work of Directorates, aided by the rollout of Performance Plus which will provide senior managers with 'live' performance information. The new approach has begun with the implementation of the Challenge and Improvement Cycle, which will test the relationship between levels of investment and the outputs and outcomes that will be achieved.

¹ This figure is skewed slightly by the high number of examination indicators not achieving target.

Alternative Options

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

Reasons for Recommendations

2. To ensure that progress against the Council's priorities, targets and commitments, as set out in the Corporate Plan 2008-11 and the Annual Operating Statement 2009-10, are understood. Further, to ensure that the reasons for important areas of actual or potential under-performance are understood and addressed.

Introduction and Background

3. The report is based on the most important indicators and the associated key actions set out in the Annual Operating Statement 2009-10. The indicators have been chosen for their ability to tell the story of performance in relation to the 6 themes of the Herefordshire Community Strategy and the internal priority of Organisational Improvement and Greater Efficiency, which are covered in *Paragraph 7* under Key Considerations.
4. For each of these themes, indicators have been grouped to show performance in relation to four points of focus:
 - citizens;
 - services;
 - partnership; and
 - statutory.
5. There are three levels of reporting. Appendix 1 explains how judgements have been made for each level of report.

Level 1 (Appendix 2) is a high-level summary of performance produced by aggregating the judgements for individual indicators from the lower levels. The following four indicators are considered to be of particular importance:

NI 59 – initial assessments of children for social care within 7 days

NI 117 – 16-18 year olds not in education, employment or training

NI 136 – people supported to live independently through social services

Local – Average staff sickness (Full Time Equivalent)

If any one of these is rated **Red** or **Amber** in the more detailed level 2 and 3 reports, the part of the Level 1 report they relate to will be marked with a * to signify there is an issue.

Level 2 (Appendix 3) provides the level of performance for each individual indicator.

Level 3 (Appendices 4 A (i) – G (ii)) provides fuller detail in respect of each of the individual indicators. It shows targets, actual performance and trends. It also includes progress against action plans to improve performance. Each indicator has been rated in two ways:

its likelihood of achieving target; and

whether or not it is improving compared with last year (that is, its direction of travel).

The primary basis for rating is up to date performance data. Only in the absence of this (and only then if there is a good reason) are judgements based on progress in delivering planned actions that are intended to lead to improved performance.

Level 3 also includes progress against commitments to improve performance.

6. The financial context for this report is set out in the budget monitoring report elsewhere on your agenda. Financial issues and risks have been taken into account in the performance issues discussed below.

Key Considerations

7. Assessed for each of the themes, the highlights are:

Children and young people

- *'Initial assessments for children's social care carried out within seven working days of referral'* (NI 59) is rated **Green**, significantly better than target and showing significant improvement against last year (75.9% compared to 37.4%). Based on the performance of other authorities at the end of December, Herefordshire would be in Quartile 2 for this indicator.
- *'Participation in positive activities'* (NI 110) is below and target and lower than last year. The 2008-09 results were considerably higher than other authorities and provided an unrealistic baseline; this year's results still demonstrate good performance compared to others.
- As in previous reports, the **Red** ratings under statutory focus are those relating to exam and SATS results from summer 2009. Despite the failure to achieve targets for many indicators, Herefordshire still compares well with other authorities.

Healthier Communities and Older People

- *'People supported to live independently through social services'* (NI 136) improved in the final quarter to be better than last year, although slightly behind target, rated **Amber**.
- *'Timeliness of social care assessments'* (NI 132) and *'timeliness of social care packages'* (NI 133) improved in the last quarter, each better than last year, although failing to achieve target and are judged **Amber**.
- *'Delayed transfer of care from hospitals'* (NI 131) deteriorated in the final quarter, largely due to the poor weather conditions, and is judged **Red**. An action plan has been developed to improve future performance.

Safer Communities

- *'People killed or seriously injured in road traffic accidents'* (NI 47) bettered the LAA Year 2 target, and is rated **Blue**. The number of KSIs in the first quarter of 2010 indicates that the final LAA target will be achieved.

Stronger Communities

- *'The number of affordable homes'* (NI 155) and *'Households in temporary accommodation'* (NI 156) both achieved target, showing improved performance in the final quarter, and are each rated **Blue**.

Economic Development and Enterprise

- ‘Processing planning applications’ (NI 157) achieved 2 of the targets, although only the processing of major applications improved on last year. ‘Major applications’ (NI 157a) is rated **Green**; ‘minor applications’ is rated **Blue**; and ‘other applications’ (NI 157c) is rated **Red**.

Environment

- ‘Residual household waste per household’ (NI 191) was significantly ahead of target, rated **Green**, and is on course to achieve the final LAA target.
- ‘Fly tipping’ (NI 196) achieved target and is rated **Blue**. Incidents of fly-tipping have gradually decreased throughout the year; coupled with an increase in the number of enforcement actions in the final part of the year, an outturn of Grade 1 was achieved (1 being the best).
- ‘Street cleanliness’ (NI 195) has 4 parts to the indicator, 3 of which achieved target and are judged **Blue**. Levels of litter and fly-posting remain the same as last year; levels of detritus have improved; but levels of graffiti have increased and is rated **Red**.

Organisational Improvement

- ‘The number of changes of circumstances which affect customers’ Housing Benefit / Council Tax Benefit entitlement’ (NI 180) did not rise as much as was anticipated in the final month, and failed to achieve target, rated **Red**.
- ‘The time taken to process Housing Benefit / Council Tax Benefit claims’ (NI 181) improved significantly in the final quarter and is rated **Green**.
- ‘The % of council tax collected’ (BVPI 9) performed slightly below target, rated **Amber**, although better than last year.
- ‘The % of employees with a disability’ and ‘the % of employees from ethnic minority communities’ both failed to achieve target and are rated **Red**. An action plan is now being developed to improve representation in the workforce.

8. The Local Area Agreement

Taking account of the changes described above, and that robust action plans are now being implemented for all LAA indicators, at the end of the third quarter, of the 35 LAA indicators:

- 22 are judged to be on course to achieve target (22 at quarter 3);
- 4 are marginally behind target (7 at quarter 3); and
- 9 are significantly behind target (6 at quarter 3)

Community Impact

9. Delivering the Corporate Plan is central to achieving the positive impact the Council wishes to make in communities.

Financial Implications

10. None.

Legal Implications

11. None.

Risk Management

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

Consultees

13. None.

Appendices

Appendix 1	Key to the reports
Appendix 2	Level 1 Report
Appendix 3	Level 2 Report
Appendices 4 A (i) – G (ii)	Level 3 Report and progress against commitments
Appendix 5	Local Area Agreement (LAA)




Background Papers

14. None.

KEY TO PERFORMANCE REPORTS




LEVEL 1

PERFORMANCE AGAINST TARGETS AND ACTION PLANS	
4	Overall, performance is significantly better than target(s)
3	Achieved, or on track to achieve, target(s)
2	Slightly behind target(s)
1	Significantly behind target(s)

DIRECTION OF TRAVEL	
	Overall, performance is better than for the same period last year
	Overall, performance is the same as for this period last year
	Overall, performance is behind that for the same period last year

Areas that are shaded  signify that no information is required for this report

LEVELS 2 & 3

PERFORMANCE AGAINST TARGETS AND ACTION PLANS	
4	Outturn is 10% or more above target
3	Outturn is above target by up to 10% or , where up to date performance data against target is not available for good reason, the action plan shows satisfactory progress
2	Outturn is below target, but within 5% or where up to date performance data against target is not available for good reason, the action plan shows inadequate progress
1	Outturn is 5% or more below target or no target has been set without good reason or there is no action plan
N.B. Where data is available this determines the judgement made for each indicator. Action plans are used to judge performance only where relevant data is unavailable.	
DIRECTION OF TRAVEL	
	Performance is better than for the same period last year
	Performance is the same as for this period last year
	Performance is behind that for the same period last year

	Citizen Focus		Service Focus		Partnership Focus & Organisational Health		Statutory Focus	
	Perf.	Direction of Travel	Perf.	Direction of Travel	Perf.	Direction of Travel	Perf.	Direction of Travel
Children and Young People	2	▼	4 *	▲	3 *	▲	2	▼
Healthier Communities and Older People	2 *	◄►	2 (1 last quarter)	◄►	3	◄►		
Safer Communities	3	▼			3 (2 last quarter)			
Stronger Communities	3	▼	2		3		3	▲
Economic Development and Enterprise	3	▼	1		2	▲	3	▼
Environment	3	▼	3	▲	4		2	▲
Organisational Improvement	1	▼	2 (3 last quarter)	▲	2	▼	1 * (3 last quarter)	

Within the judgement for Children and Young People - service focus - the key indicator of 'initial assessments for social care done within 7 days (NI 59)' is currently judged **Green**.

Within the judgement for Children and Young People - partnership focus - the key indicator of '16-18 year olds not in education, employment or training (NEET) (NI 117)' is judged **Red**.

Within the judgement for Healthier Communities and Older People - citizen focus - the key indicator of 'people supported to live independently through social services (NI 136)' is currently judged **Amber**.

Within the judgement for Organisational Improvement - statutory focus - the key indicator of 'average sickness (full-time equivalent) (3 month average)' is currently judged **Green**.

For explanation, see the covering Cabinet report.

	Citizen Focus	Perf.	DoT	Service Focus	Perf.	DoT	Partnership Focus & Organisational Health	Perf.	DoT	Statutory Focus	Perf.	DoT	
Children & Young People	NI 57 - Children and young people's participation in high-quality PE and sport (LAA)	3	▲	NI 59 – initial assessments for social care done within 7 days	4	▲	NI 117 – 16-18 year olds not in education, employment or training (LAA)	1	▲	NI 72 – achievement of 78+ points across Early Years Foundation Stage	1	▲	
	NI 110 – participation in positive activities (LAA)	1	▼	NI 65 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time	4	▲	Local – % of actions implemented arising from quality audits programme	4		NI 73 – achievement in English & Maths at Key Stage 2 Level 4	1	▼	
	PAF / CF 63 – participation of looked after children in their reviews	1	▼				Local – permanent school exclusions, including looked after children	2	▲	NI 75 – 5 or more GCSEs at A*-C including English & Maths	1	▼	
							Local – number of Common Assessment Framework assessments completed across agencies	4		Local – achievement at Key Stage 1:	Reading	4	▼
						Maths					1	▲	
						Writing					2	▼	
										Local – looked after children attainment:	NI 99	1	▲
									NI 100		1	▼	
								NI 101	3		▼		
Healthier Communities and Older people	NI 39 – alcohol harm related admission rates (LAA)	1	▼	NI 132 – timeliness of social care assessments	2	▲	NI 125 – achieving independence for older people through rehabilitation / intermediate care	4	▲				
	NI 130 – social care clients receiving Self Directed Support (LAA)	1		NI 133 – timeliness of social care packages	2	▲	NI 131 – delayed transfers of care from hospitals	1					
	NI 136 – people supported to live independently through social services (LAA)	2	▲				NI 142 – number of vulnerable people who are supported to maintain independent living (LAA)	3	▲				
	NI 138 – satisfaction of people over 65 with both home and neighbourhood	3											

	Citizen Focus	Perf.	DoT	Service Focus	Perf.	DoT	Partnership Focus & Organisational Health	Perf.	DoT	Statutory Focus	Perf.	DoT	
Safer Communities	NI 21 – dealing with concerns about anti-social behaviour (LAA)	3					NI 30 – priority & prolific offenders (LAA)	2					
	NI 47 – people killed or seriously injured in road traffic accidents (LAA)	3	▼				NI 40 – drug users in effective treatment (LAA)	3					
Stronger Communities	NI 3 – civic participation	3		NI 9 – use of libraries (LAA)	1	▼	NI 4 – influencing decisions in the locality (LAA)	3		NI 1 - % of people who believe people from different backgrounds get on well together (LAA)	3		
	NI 6 – participation in regular volunteering (LAA)	3		NI 11 – engagement in the arts (LAA)	2	▼				NI 156 – households in temporary accommodation (LAA)	3	▲	
	NI 155 – number of affordable homes delivered (LAA)	3	▼							Local – access to services (LAA)	a) Local shop	3	
											b) Advice provision	3	
											c) Public transport facility	3	
											d) Cultural / recreational facility	3	
Economic Development and Enterprise	NI 171 – VAT registration rate (LAA)	4	▼	NI 182 – business satisfaction with regulatory services	1		NI 152 – working age people on out of work benefits (LAA)	1	▼	NI 157 – processing of planning applications	a) Major	4	▲
	NI 168 – condition of principal roads (LAA)	3	▼				NI 163 – working age people qualified to Level 2 or higher (LAA)	3			b) Minor	3	▼
	NI 169 – condition of non-principal roads (LAA)	3	▲				NI 178 – bus services running on time (LAA)	3	▲		c) Other	1	▼

	Citizen Focus		Perf.	DoT	Service Focus		Perf.	DoT	Partnership Focus & Organisational Health		Perf.	DoT	Statutory Focus		Perf.	DoT
Environment	NI 191 – residual household waste per household (LAA)		4	▲	NI 192 – % of household waste sent for reuse, recycling and composting		3	▲	NI 197 – improved biodiversity (LAA)		4	▲	NI 186 – CO ₂ emissions (LAA)		3	
	NI 195 – improved street cleanliness and environmental cleanliness	a) Litter	3	◀▶									NI 193 - % of municipal waste landfilled		1	▲
		b) Detritus	3	▲												
		c) Graffiti	1	▼												
		d) Fly-posting	3	◀▶												
	NI 196 – improved street cleanliness and environmental cleanliness – fly tipping		3	◀▶												
Organisational Improvement	Local - customer satisfaction		1	▼	NI 14 – avoidable contact		1	▼	NI 179 – Value for Money		2		Local – the % of Local Authority employees with a disability		1	
					NI 180 - the number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year		1		Local – average sickness (full-time equivalent) (3 month average)		4		Local - the % of Local Authority employees from ethnic minority communities		1	
					NI 181 – time taken to process Housing Benefit / Council Tax Benefit claims and change events		4	▲	Local - number of vacant posts as a proportion of the approved establishment		1					
					Local - % of Council Tax collected (BVPI 9)		2	▲	Local - Use of Resources		2					
					Local - % of non-domestic rates collected (BVPI 10)		3	▲	Local - % of key performance indicators improving on last year		1	▼				

Indicator	Lead Director	Tolerance	Performance	Target	Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
Citizen										
NI 57 - Children and young people's participation in high-quality PE and sport (LAA)	Director of Children's Services	Bigger is better	95%	95%	97%	3	3	n/a	▲	Results are currently being validated by Sport England. All tasks are on target.
NI 110 – participation in positive activities (LAA)	Director of Children's Services	Bigger is better	86.20%	91.00%	79.60%	3	1	n/a	▼	Results released for the Tellus survey show good performance although below the target set as part of the LAA negotiations. The 2008/2009 outturn was considerably higher than other authorities and provided an unrealistic baseline. An audit of positive activities provided in the county was carried out, as part of a national exercise, over a week in early February. The results of the audit have been analysed and will be used to plan provision for the coming year.
PAF / CF 63 – participation of looked after children in their reviews	Director of Children's Services	Bigger is better	93%	100%	92.60%	2	1	▲	▼	Participation of Looked After Children in their reviews remains a top priority for the directorate and all efforts are made to ensure that children & young people feel able to participate. There is a wide programme of participation events held to increase the confidence of looked after children. This indicator measures the number of children who participate in all of their statutory reviews so failure to communicate their views in one review means that all their reviews are excluded from the calculation.
Service										
NI 59 – initial assessments for social care done within 7 days	Director of Children's Services	Bigger is better	37.4	65%	75.90%	4	4	▲	▲	Performance continues to improve in this area as a result of targeted improvement work with the team focusing on managing timeliness & quality. All tasks are on target.
NI 65 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time	Director of Children's Services	Smaller is better	15	13%	7.3% (December)	4	4	▲	▲	Year end outturns are currently being calculated as part of the annual 903 statutory return to Government. Performance is anticipated to meet target

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Indicator	Lead Director	Tolerance	Performance	Target	Latest Performance	Judgement		Direction of Travel		Analysis
						December	March	December	March	
			2008-09	2009-10						
Partnership										
NI 117 – 16-18 year olds not in education, employment or training (NEET) (LAA)	Director of Children's Services	Smaller is better	5.9	5%	5.80%	1	1	▲	▲	Additional NEET provision has been made available via the Children's Trust Economic Well-Being Group. This is as well as the current E2E (Entry to Employment) and 4U provision. The economic situation continues to affect the number of jobs and work-based learning places that are available so the NEET percentage is not as low as target, although lower than last year.
Local – % of actions implemented arising from quality audits programme	Director of Children's Services	Bigger is better		80%	95%	3	4	n/a	n/a	Learning and actions are being implemented as a result of audit work. All tasks are on target. The audit programme is continuing to be implemented in line with the agreed programme and the audit programme for 2010/2011 will be agreed in mid-April 2010. The draft report on the themed audit of children in care has been completed and is awaiting approval.
Local – permanent school exclusions including looked after children	Director of Children's Services	Smaller is better	18	14	11	3	2	▲	▲	There have been eleven permanent exclusions in total so far in the academic year. All tasks are on target.
Local – number of Common Assessment Framework (CAF) assessments completed across agencies	Director of Children's Services	Bigger is better		300	461	3	4	n/a	n/a	The number of CAFs is increasing. More people are being trained and more support is available through the CAF support team (Vanguard team). We anticipate further increases as the process embeds. All tasks are on target.

Indicator	Lead Director	Tolerance	Performance	Target	Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
Statutory										
NI 72 – achievement of 78+ points across Early Years Foundation Stage (EYFS)	Director of Children's Services	Bigger is better	42 (2007-08 academic year)	53% (2008-09 academic year)	45.8% (2008-09 academic year)	1	1	▲	▲	Although not achieving target, this outcome represents a significant improvement on the 2008 outcome which was 42%. The predominance of boys in the EYFS continues to impact on results with 37% of boys achieving the improvement target compared with 54.9% of girls. All tasks are on target. Work is focused on maintaining the improvement in performance evidenced in the 2009 results.
NI 73 – achievement in English & Maths at Key Stage 2 Level 4	Director of Children's Services	Bigger is better	72 (2007-08 academic year)	78% (2008-09 academic year)	70.8% (2008-09 academic year)	1	1	▼	▼	This outcome for 2009 has not achieved target and is 2% below the 2008 outcome. Results in Key Stage 2 have shown a continuing downward trend over the last three years and targeted work is underway in schools. All tasks are on target. The current round of target setting in schools is a particular focus to address performance in this area.
NI 75 – 5 or more GCSEs at A*-C including English & Maths	Director of Children's Services	Bigger is better	53 (2007-08 academic year)	60% (2008-09 academic year)	52.9% (2008-09 academic year)	1	1	▼	▼	All tasks are on target to improve performance in future years.
Local – achievement at Key Stage 1:										
Reading at Level 2B+	Director of Children's Services	Bigger is better	69.90%	59%	68.9% (final)	4	4	▼	▼	Activity in the coming year to improve results include the use of "Teaching Talking" beyond the Foundations Stage to improve oracy; delivery and monitoring of training in phases 5 and 6 of Letters and Sounds to ensure early foundations are built on; and implementing the Year of Reading.
Maths at level 2B+	Director of Children's Services	Bigger is better	70.80%	79%	71.8% (final)	1	1	▲	▲	
Writing at level 2B+	Director of Children's Services	Bigger is better	53.90%	54%	52.9% (final)	2	2	▼	▼	
Local – looked after children attainment (2008-09 academic years):										
NI 99 - reaching level 4 in English at Key Stage 2	Director of Children's Services	Bigger is better	25.0%	50%	28.6% (final)	1	1	▲	▲	Two children out of the total cohort of seven achieved Level 4 in English at Key Stage 2. Two other children in the cohort were disapplied. All tasks are on target.
NI 100 - reaching level 4 in maths at Key Stage 2	Director of Children's Services	Bigger is better	50.0%	50%	42.9% (final)	1	1	▼	▼	Three children out of the total cohort of seven achieved Level 4 in Maths at Key Stage 2. Two other children in the cohort were disapplied. All tasks are on target.
NI 101 - achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	Director of Children's Services	Bigger is better	28.6%	20%	21.4% (final)	3	3	▼	▼	Three children out of the total cohort of 14 achieved 5 A*-C GCSEs including English and Maths. A further three children in the cohort achieved 5 A*-C without English and Maths. All tasks are on target.

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Maintain and enhance educational standards at all Key Stages	Implement Primary Strategy	Mar-11	Director of Children's Services	Ongoing implementation of Primary and Secondary Strategies. School improvement partners worked with schools during the autumn term to assist and challenge with target setting for individual pupils and the targets were submitted to DCSF on 29th January. Targeted support continues to be provided to those schools causing concern, with regular updates to the Cabinet Member and Directorate Leadership Team.	February
	Implement Secondary Strategy				
	Analyse and interpret individual school and pupil related performance data				
	Identify and provide targeted support for schools with low or declining performance				
Implement the Primary Capital Strategy, Building Schools for the Future (BSF) and the Academy	Implement vision and strategy for primary capital build, including bidding fund for primary schools	Mar-11	Director of Children's Services	Herefordshire's Primary Strategy for change has been approved by the DCSF. The directorate is now working with Leominster Infants and Juniors on the new build and potential amalgamation of the two schools. Consultation with the public is now completed and formal decision to amalgamate is expected by the Schools Adjudicator in the early autumn. Herefordshire Academy has received planning permission and building work has started. The new build of the Minster is progressing to budget and timescale and is due to open for students in September 2010.	February
	Develop resources and strategy for change and begin to implement BSF				
	Complete major rebuilds				
Conclude Children's Centres and Extended Schools roll out plans	Implement Children's Centres roll-out plan	Mar-10	Director of Children's Services	100% of Children's Centres have now been designated.	February
	Implement Extended Schools roll-out plan	Mar-10		90% of schools are now providing the full core offer of extended services in line with the Training Development Agency target.	February

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Embed Children's Trust arrangements, including commissioning and contract monitoring arrangements	Establish working arrangements with the joint commissioning unit as part of the arrangements with the PCT	Dec-09	Director of Children's Services	The C&YPD continues to work with the Integrated Commissioning Directorate to develop specific ways of working, including the role of the Children's Trust. The CYP Plan is being managed through the regular work of the Children's Trust and C&YPD. Commissioning Framework under development through the DCSF Commissioning Support Programme, focusing in the first instance on teenage pregnancy.	February
	Deliver and monitor implementation of Children and Young People's Delivery Plan	Mar-11			
Continue to work with schools and communities to secure the best possible sustainable school education for the future	Development and implementation of strategy to continue providing the county's children with high educational standards	Mar-11	Director of Children's Services	The recommendations of the Schools Task Force, which were the subject of widespread consultation, were approved by Cabinet in November 2009. School clusters are now working to look at options for the future. Clusters will report by 6th September 2010 and a composite report will be considered by Cabinet in October 2010.	February

Indicator	Lead Director	Tolerance	Performance		Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
Citizen										
NI 39 – alcohol harm related admission rates (LAA)	Director of Integrated Commissioning	Smaller is better	1,274	1,237	1,337.80	2	1	▼	▼	
NI 130 – social care clients receiving Self Directed Support (LAA)	Director of Integrated Commissioning	Bigger is better		21%	5.18%	1	1	n/a	n/a	Extra clients have been identified in the denominator (as a consequence of improving performance of NI 136 & NI 135). There is a project in hand with the Task and Finish Group to implement the methodology promoted by the DH 2007 Direct Payment to improve performance of this indicator. Absolute numbers have risen to 340 clients.
NI 136 – people supported to live independently through social services (LAA)	Director of Integrated Commissioning	Bigger is better	3,635	3,763	3,734.7	2	2	▼	▲	Data from additional sources is continuing to be processed, improving performance against this target. We anticipate that Herefordshire performance will be comparable with other local authorities once the data is refined. We recognise however this as a priority target and we will be ensuring we have a clear understanding of our performance in this area. We are continuing to ensure we capture all relevant clients.
NI 138 – satisfaction of people over 65 with both home and neighbourhood	Director of Integrated Commissioning	Bigger is better	89% (2008)	90% (Autumn 2010 survey)		3	3	n/a	n/a	England average for this indicator is 84. The Older People's Strategy has been updated and delivery is on track. Development of new strategy has been delayed to ensure it has clear synergy with work of the Health and Well-being partnership. Strategy is still on target to be developed by February 2010.
Service										
NI 132 – timeliness of social care assessments	Director of Integrated Commissioning	Bigger is better	86.80%	91%	87.70%	2	2	▼	▲	The increase in performance is due to the development of a process to identify the correct date information required to calculate this indicator.
NI 133 – timeliness of social care packages	Director of Integrated Commissioning	Bigger is better	88.20%	92%	88.70%	1	2	▼	▲	
Partnership										
NI 125 – achieving independence for older people through rehabilitation / intermediate care	Director of Integrated Commissioning	Bigger is better	71.80%	75%	95.35% (as at February)	4	4	▲	▲	The data presented represents PCT intermediate care activity. Work is ongoing to identify patients going through the ASC route and include in future reporting.
NI 131 – delayed transfers of care from hospitals	Director of Integrated Commissioning	Smaller is better		27	35.91	2	1	n/a	n/a	Poor weather conditions during the last quarter resulted in a significant drop in performance. An action plan is now being developed.

Indicator	Lead Director	Tolerance	Performance	Target	Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
NI 142 – number of vulnerable people who are supported to maintain independent living (LAA)	Director of Integrated Commissioning	Bigger is better	96.9%	97.41%	98.48%	3	3	▲	▲	
Statutory										

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Implementation of the joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning difficulties and physical disabilities	Joint Commissioning Strategy	Dec-09	Director of Integrated Commissioning	World Class Commissioning Strategy now submitted, programme plan now being developed and discussed at PCT Board in February.	February
	Agree with providers how to re-model services to promote independence and personalised care	Mar-10			
Ensure information, advice and advocacy is available to all	Ensure all promotional materials are available in easy-read formats	Jun-09	Director of Integrated Commissioning	Completed	September
	Extend advocacy services to all users and carers	Sep-09		Completed	September
Ensure self-directed care and personalised services are offered to the majority of service users	Raise awareness of the self-directed care option and sustain support	Apr-09	Director of Integrated Commissioning	Completed	January
	Establish programme board for the "Putting People First" programme	From April 2009		All workstreams are on track. Further work on operating systems is to be undertaken, as well as an upgrade of FWi by October 2010. This should have a major impact on how the services are offered to users.	January
	Implement the seven stream of the "Putting People First" programme	Continuing to 2011			
Increase range and availability of support to carers	Re-commission support services for carers	Jun-09	Director of Integrated Commissioning	Completed	June
	Extend individual budgets to carers	Mar-10		Completed	September

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
All services enable people to be treated with dignity and respect	To ensure appropriate training is delivered to all social care and health staff and is included within safeguarding training	Apr-09	Director of Integrated Commissioning	Completed	January
	Ensure minimum standards in relation to dignity and respect are included within contracts - covered within QAF standards, with plans to include within future contracting arrangements	Apr-09		Completed. This will continue to be outlined and discussed at provider forums.	April
Integrate health and social care across front-line services	Roll-out of integrated intermediate care service	Apr-09	Director of Integrated Commissioning	Transition board will now be taking this work forward.	November
	Roll-out integrated health and social care model to all localities	Sep-09		Completed	September
Develop and implement Older People's Strategy	Consultation document issued	Aug-09	Director of Integrated Commissioning	Previous strategy has been updated and delivery on track. Development of new strategy has been delayed to ensure it has clear synergy with the work of the Health and Well-being partnership. Strategy is still on target to be approved by Feb-2010.	October
	Strategy approved	Feb-10			

Indicator	Lead Director	Tolerance	2008-09	Target 2009-10	Latest Performance	Judgement		Direction of Travel		Analysis
						December	March	December	March	
Citizen										
NI 21 – dealing with concerns about anti-social behaviour (proxy – incidents of: anti-social behaviour – including speeding - criminal damage, alcohol-related disorder, alcohol-related violent crime) (LAA)	Director of Environment and Culture	Bigger is better	25.40%	30.4% (2010-11)		3	3	n/a	n/a	Progress against action plan maintained
NI 47 – people killed or seriously injured in road traffic accidents (calendar year) (LAA)	Director of Regeneration	Smaller is better	115 (3 year average)	114 (3 year average)	110.33 (3 year average)	3	3	▼	▼	Although the number of KSIs has risen (105 in 2009 compared to 93 in 2008), the 3-year average continues to improve, and is better than the LAA target for the year. All tasks in Transportation have either been completed or are progressing as planned towards achievement of the final LAA target, which is for a 6.5% improvement on the current 3-year average.
Service										
Partnership										
NI 40 – drug users in effective treatment (LAA)	Director of Integrated Commissioning	Bigger is better		541	529 (as at December)	2	2	n/a	n/a	Harm Reduction Strategy complete with Hidden Harm Conference held in December. Mercia Net training commenced. Review of drug treatment services also completed in December.
NI 30 – priority & prolific offenders (PPOs) (LAA)	Director of Environment and Culture	Smaller is better		21% (79)	25 PPOs in custody at the end of September	3	3	n/a	n/a	This data is relevant to Q2, and is the number of observed / proven offences for the period April-September.
Statutory										

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Indicator	Lead Director	Tolerance	2008-09	Target	Latest Performance	Judgement		Direction of Travel		Analysis
						December	March	December	March	
Citizen										
NI 3 – civic participation	Deputy Chief Executive	Bigger is better	16%	17.5% (2010-11)	Next due end of 2010	3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 17.5%. Work is progressing in line with the action plan.
NI 6 – participation in regular volunteering (LAA)	Director of Regeneration	Bigger is better	29%	32.5% (2010-11)	Next due end of 2010	3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 32.5%. Work is progressing in line with the action plan.
NI 155 – number of affordable homes delivered (LAA)	Director of Regeneration	Bigger is better	208	182	185	2	3	▼	▼	The Target for NI 155 has been achieved despite the continuing impact of the economic downturn. There is limited evidence of an upturn in new build activity emerging, however focus will remain on maximising delivery via planning gain where possible.
Service										
NI 9 – use of libraries (LAA)	Director of Environment and Culture	Bigger is better	47.90%	51% (2010-11)	42.8% (November)	1	1	n/a	▼	Although work is progressing in line with the action plan, interim results from the Active People 3 Survey have recently been released and show that performance has fallen from previous levels and is not on track to achieve the LAA targets. Over the period visits to libraries have increased. However, this indicator is derived from a national telephone survey of adults only and measures their use of the library service, which includes visits to libraries as well as other services, such as those available on-line.
NI 11 – engagement in the arts (LAA)	Director of Environment and Culture	Bigger is better	46.40%	49.5% (2010-11)	46.3% (November)	2	2	n/a	▼	A meeting with the IDeA LAA Improvement Strategy and Culture and Sport Strategic Dialogues in January will look at the delivery plans, and consider how improvements can be made.
Partnership										
NI 4 – influencing decisions in the locality (LAA)	Director of Regeneration	Bigger is better	28.80%	32.3% (2010-11)	Next due end of 2010	3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 32.3%. Work is progressing in line with the action plan.
Statutory										
NI 1 - % of people who believe people from different backgrounds get on well together (LAA)	Deputy Chief Executive	Bigger is better	75.90%	79.4% (2010-11)	Next due end of 2010	3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 79.4%. Work is progressing in line with the action plan.
NI 156 – households in temporary accommodation (LAA)	Director of Regeneration	Smaller is better	98	82	79	1	3	▲	▲	The target has been achieved and reflect positive progress on homelessness prevention and temporary accommodation management.

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Indicator	Lead Director	Tolerance	2008-09	2009-10	Latest Performance	Judgement		Direction of Travel		Analysis
						December	March	December	March	
Local – % of people who find access to services difficult: Local shop Advice provision Public transport facility Cultural / recreational facility	Director of Regeneration	Smaller is better								Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011. Work is progressing in line with the action plan.
a) Local shop			12%	11% (2010-11)	Next due end of 2010	3	3	n/a	n/a	
b) Advice provision			18%	16% (2010-11)	Next due end of 2010	3	3	n/a	n/a	
c) Public transport facility			21%	21% (2010-11)	Next due end of 2010	3	3	n/a	n/a	
d) Cultural / recreational facility			21%	19% (2010-11)	Next due end of 2010	3	3	n/a	n/a	

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Ledbury Centre to incorporate a range of services and functions in one facility	Access funding for the scheme	2009	Director of Environment & Culture	Action plan proceeding on target.	November
	Undertake and complete work	2010			
Relocate the library in Hereford to a new multi-use customer and cultural centre on the Edgar Street Grid	Establish best site for the Centre	2009-12	Director of Environment & Culture	Linked to the ESG development.	November
	Raise funding for the scheme	2009-12			
	Relocate to new site	2009-12			
Development of phases 3, 4 & 5 of Aylestone Park	Continue development of Aylestone Park – including playing areas, pitches and bowling green. Timing dependent on approval of planning applications	Throughout 2009-11	Director of Environment & Culture	No progress. Funding reliant on section 106 monies.	November
Improve street cleanliness	Implement outcomes of review of street cleanliness	Apr-09	Director of Environment & Culture	Action plan being delivered to programme	November
Improve performance on processing major planning applications within 13 weeks	Review progress and performance regularly, ensuring that planning applications are processed in a timely manner.	Monthly	Director of Regeneration	Performance has improved in this area from 73% in 2008/09 to 79% in 2009/10, exceeding the target of 60%.	March

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Support Herefordshire's involvement in London 2012 Olympic and Paralympic Games	Attract a country / sport team to use Hereford as a pre-game training camp	2010-2012	Director of Regeneration	A partner working group, led by Cllr. Blackshaw, has developed a programme of activities that is being delivered to target.	October
	Promote opportunities for the county, its residents, organisations and businesses to benefit from London 2012				
	Support 2010 Blind Football World Championships				
Establish a talent identification programme in preparation for the 2012 Olympic and Paralympic Games	Work with schools and clubs to identify talent leading up to the 2012 Olympic Games in London	Sep-09	Director of Regeneration	Work in progress through School Sports Partnerships.	October
Ensure continuing build of affordable houses	Ensure affordable homes are included within plans and proposals	To 2011	Director of Regeneration	The Target for NI 155 has been achieved despite the continuing impact of the economic downturn. There is limited evidence of an upturn in new build activity emerging, however focus will remain on maximising delivery via planning gain where possible.	March
	Work with developers to secure affordable homes				

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Indicator	Lead Director	Tolerance	Target		Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
Citizen										
NI 171 – VAT registration rate per 10,000 resident population aged 16+ (LAA)	Director of Regeneration	Bigger is better	59.2 (2007)	41.8 (2009)	49.7 (2008)	4	4	▼	▼	All activity is taking place as planned- Summary of activity: Creation of business start up grants and business growth grants. - Business Booster Grant now operational, approved 9 grants. - Training Voucher all available funding has been committed. Retail Support in Rural areas and Market Towns - Skillsmart providing retail analysis of Market Towns (AWM Funded), is an ongoing programme of events. Conversion of existing businesses to VAT and PAYE registration. - Holding VAT registration roadshows with HMRC, have held four this calendar year and a future four between January and March, targeted at those businesses not VAT registered who could make the change. - Funding secured for roadshows, first round of these has been held, a small scale review of these will occur before the next round of four roadshows. These will publicise benefits of VAT and PAYE registration.
NI 168 – condition of principal roads (proxy: delivery against highway maintenance plan) (LAA)	Director of Environment and Culture	Smaller is better	4%	5%	5%	3	3	▼	▼	Action plan being delivered to programme to impact on next year's target.
NI 169 – condition of non-principal roads (proxy: delivery against highway maintenance plan) (LAA)	Director of Environment and Culture	Smaller is better	11%	9%	9%	3	3	▲	▲	Action plan being delivered to programme to impact on next year's target.
Service										
NI 182 – business satisfaction with regulatory services	Director of Environment and Culture	Bigger is better		72%	62% (provisional)	1	1	n/a	n/a	Performance for the second quarter has fallen, and the reasons behind this are being investigated. It is possible that this year's target may not be reached.

Indicator	Lead Director	Tolerance	2008-09	Target 2009-10	Latest Performance	Judgement		Direction of Travel		Analysis
						December	March	December	March	
Partnership										
NI 152 – working age people on out of work benefits (LAA)	Director of Regeneration	Smaller is better	8.80%	8.6% (2009-10) 8.4% (2010-11)	10.2% (to September)	1	1	▼	▼	Progress against actions: ESF funded project 'Engage' focused at getting long term unemployed from priority wards into employment - now operational. Future Jobs Fund money now secured and recruitment of the Employment Placement Officer is underway. The project will run from Oct 09 until March 2010. This project is also aimed at getting worklessness young individuals back into work. Successfully secured ABG funding to encourage individuals to access support and advice. Connections to Opportunities funding is now secured. This will enable a further project aimed at lone parents and those on incapacity benefits- to be progressed. £50K Connecting Communities funding has also been secured which will enable further tailored provision in the Newton Farm and Golden Post areas of South Wye. Follow-n Future Jobs Funding could be applied for if the initial project is successful. This would run to 2011 and permit more beneficiaries.
NI 163 – working age people qualified to Level 2 or higher (LAA)	Director of Regeneration	Bigger is better	72% (2008)	74.8% (2009)	Due September 2010	3	3	n/a	n/a	All action plan activity is taking place and on target.
NI 178 – bus services running on time (LAA)	Director of Regeneration	Bigger is better	80%	80%	86%	3	3	n/a	▲	
Statutory										
NI 157 – processing of planning applications: Major applications within 13 weeks Minor applications within 8 weeks Other applications within 8 weeks	Director of Regeneration	Bigger is better								The fluctuating nature of this and the other outturns can be attributed to problems with the Civica software that was implemented in September, which has led to a significant backlog of applications. The department are making significant progress towards clearing this backlog and have seconded two further staff to the work area, however clearing the backlog does have a knock on effect in that there is a significant risk that 'Other' applications may come in below target at the end of year. There are some practical methods that have been introduced in order to ensure that until the end of March the applications being determined are those deemed most beneficial to the County.
a) Major applications within 13 weeks			73%	60%	79%	4	4	▲	▲	
b) Minor applications within 8 weeks			73%	65%	67%	3	3	▼	▼	
c) Other applications within 8 weeks			87%	80%	72%	1	1	▼	▼	

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead		Date provided
Increase the number of bus journeys made compared to 2005-06	Secure planning permission for first permanent park and ride site and deliver it	Dec-09	Director of Regeneration	Transportation Team is seeking to optimise the subsidised services to benefit most users, up to a point at which they may become commercially viable. The team is undertaking a comprehensive programme of publicity to ensure that users and potential users have high quality information on the available services.	November
	Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services, with low floor buses, to attract and retain passengers	March 2010 & 2011			
	Provide comprehensive public transport information	March 2010 & 2011			
Construction of Model Farm employment units commenced and first units completed	Infrastructure servicing completed for first phase	Dec-09	Director of Regeneration	Infrastructure design working towards submission of planning application, anticipate this to be achieved in April 10.	March
	Plans and funding secured	Apr-10	Director of Regeneration		

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead		Date provided
Construction of Retail Quarter commenced; on and off-site infrastructure commenced	Flood mitigation construction commenced	Apr-09	Director of Regeneration	A Compulsory Purchase Order (CPO) for Flood alleviation Scheme was passed through the objection period. 5 objections were received and a statement of case is to be with Government Office by 11th May 2010. Planning permission for the Link Road was secured in March 2010 and the first business has now been moved from the line of the Link Road.	March
	Delivery of vacant possession to developer	Jan-10			
	Planning permission for link road	Feb-10			
	Link Road construction commenced	Mar-10			
	Commencement on site	Mar-10			
	Flood Mitigation constructed	Apr-10			
	Flood Alleviation Scheme	Sep-10			
	Completion of new cattle market	Link Road constructed			
Retail Quarter open		2012			
Completion of new livestock market	Completion of new livestock market	Dec-10	Director of Regeneration	Construction on the new Livestock Market scheme has now commenced.	March
Units on Rotherwas Futures phase 2 completed and site infrastructure in place	Closure of old livestock market and transfer of market to new site	Dec-10			
Implement the inward investment strategy	First units complete, with phase 2 to be complete by target date.	Apr-10	Director of Regeneration	An outline Strategy has been produced and circulated around the Economic Development Partnership Group.	December
	Strategy Launch	Oct-09	Director of Regeneration		December
	Marketing Campaign	Dec-09			
	Implementation of new initiatives	Mar-10			

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead		Date provided
An action plan to combat the effects of the downturn and prepare for recovery	Create interactive web advice service for businesses promoted through local media and business agencies	May-09	Director of Regeneration	Unemployment figures show a downward trend seen since June 2009. Claimant figures for December 2009 was 2,726. The unemployment rate in December 2009 was 2.6%, no change on November, but higher than in December 2008 (2.1%). This rate remains low compared to the West Midlands (5.3%) and England (4.1%). The number of short short-term claimants (less than 6 months) increased (+2%) for the first time since March 2009. Long-term claimants (over 12 months) continued to increase in number (+12%), whilst medium term claimants (6-12 months) decreased (-5%). The number of under 25s continued to decrease (-3%), the 25-49s increased (+4%) and the over 50s remained the same. The Economic Development Partnership Group has produced a Recovery Action Plan to reflect a change in direction to recovery rather than fighting the downturn. New programmes continue to be rolled out, including new round of Business Booster Grant and Training Vouchers. The council have also reduced the average days payment of invoices, introduced procurement training, and revised its procurement strategy to support local businesses.	March
	Instigate a 20 day payment limit for invoices, and work towards a continuous reduction	Jun-09			
	Establish funding programme to support business growth and training voucher scheme	Jul-09			
	Instigate a scheme to address "retail blight" to address empty shops within Hereford and the market towns	Jul-09			
	Reporting bi-monthly	Sep-09			

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead		Date provided
Extend the refurbishment of Hereford City Centre	Complete the extended refurbishment work in city centre	Jul-09	Director of Regeneration	<p>Widemarsh Street enhancement project is progressing well and on track for commencement on site in January 2010. Consultation has taken place with stakeholders and Cabinet Members regarding the design, which is currently out to tender.</p> <p>The public consultation has been finalised with support for redevelopment of the butter market. The cost for redevelopment range from £6m to £14m depending on the scale of improvement to the building. No funding is currently identified. However, some EU funds allocated to urban / city projects is currently underspending by 70% so there is potential that this funding stream will become available to second tier cities like Hereford. This should be confirmed by the end of the calendar year (50% match funding required).</p>	November

Indicator	Lead Director	Tolerance	2008-09	Target	Latest Performance	Judgement		Direction of Travel		Analysis
			2009-10	2009-10		December	March	December	March	
Citizen										
NI 191 – residual household waste per household (LAA)	Director of Environment and Culture	Smaller is better	690.01kg	720kg (year-end) LAA target is 759kg	645.46 kg	3	4	▲	▲	The action plan to deliver this target is being delivered according to programme.
NI 195 – improved street cleanliness and environmental cleanliness:	Director of Environment and Culture	Smaller is better								Action plan being delivered to programme.
a) Litter			5%	5%	5%	1	3	◀▶	◀▶	
b) Detritus			13%	9%	9%	1	3	▼	▲	
c) Graffiti			1%	1%	2%	1	1	▼	▼	
d) Fly-posting			1%	1%	1%	3	3	▼	◀▶	
NI 196 – improved street cleanliness and environmental cleanliness – fly tipping	Director of Environment and Culture	Smaller is better		Grade 1	Grade 1	1	3	◀▶	◀▶	
Service										
NI 192 – % of household waste sent for reuse, recycling and composting	Director of Environment and Culture	Bigger is better	33.24%	35%	35.44%	3	3	▲	▲	The action plan to deliver this target is being delivered to programme.
Partnership										
NI 197 – improved biodiversity (LAA)	Director of Regeneration	Bigger is better		38.30%	43.20%	3	4	n/a	▲	Of the 858 sites within Herefordshire, 371 are under positive conservation management.
Statutory										
NI 186 – CO ₂ emissions (LAA)	Director of Environment and Culture	Smaller is better		13.1% (2010)		3	3	n/a	n/a	The action plan to achieve this target is being delivered to programme.
NI 193 - % of municipal waste landfilled	Director of Environment and Culture	Smaller is better	64.61%	55.44%	63.30%	1	1	▲	▲	

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Reduce the amount of municipal waste land filled	Implement new waste collection contract	Nov-09	Director of Environment & Culture	Although residual waste continues to fall the proportion of waste recycled or composted has levelled-off.	January
	Implement the new Joint Municipal Waste Management Strategy	Mar-11			
Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted	Implement new waste collection contract	Nov-09	Director of Environment & Culture		
	Implement the new Joint Municipal Waste Management Strategy	Mar-11			
Reduce Council's CO ₂ emissions	Report to go to JMT	Sep-09	Director of Environment & Culture	Following consideration by Environment Scrutiny, a paper was considered by JMT in January.	February

Indicator	Lead Director	Tolerance	Target		Latest Performance	Judgement		Direction of Travel		Analysis
			2008-09	2009-10		December	March	December	March	
Citizen										
Local - customer satisfaction	Deputy Chief Executive	Bigger is better	78%	83%	72.10%	1	1	▼	▼	
Service										
NI 14 – avoidable contact	Deputy Chief Executive	Smaller is better	27.18%	24%	37.75%	1	1	▼	▼	The Customer Strategy will address issues with performance but will not begin to impact until the new financial year.
NI 180 - the number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year	Director of Resources	Bigger is better		1,682	1,563	4	1	n/a	n/a	
NI 181 – time taken to process Housing Benefit / Council Tax Benefit claims and change events	Director of Resources	Smaller is better	14.36 days	14 days	11 days	3	4	▲	▲	
Local - % of Council Tax collected (BVPI 9)	Director of Resources	Bigger is better	98.54%	98.80%	98.57%	3	2	▼	▲	
Local - % of non-domestic rates collected (BVPI 10)	Director of Resources	Bigger is better	98.57%	98.70%	98.90%	3	3	▲	▲	
Partnership										
NI 179 – Value for Money	Director of Resources	Bigger is better	£5.134m	£5m		2	2	n/a	n/a	Action plan being implemented; VfM Strategy being developed for end of 2010.
Local – average sickness (full-time equivalent)	Deputy Chief Executive	Smaller is better		5%	4%	4	4	n/a	n/a	
Local - number of vacant posts as a proportion of the approved establishment	Deputy Chief Executive	Smaller is better		4.50%		1	1	n/a	n/a	The vacant posts being monitored are 'live' vacancies rather than all vacancies. The new, more robust, indicator is due to show all vacancies as a % of establishment, but further work is required through Resources on validating the establishment for all directorates before this can be reported. Until the establishment is confirmed no progress can be made.
Local - Use of Resources	Director of Resources	Bigger is better	3	3		2	2	n/a	n/a	Outturn relevant to this financial year will not be available until Autumn 2010. The Use of Resources action plan is being amended to reflect the outcome of the 2009 assessment.
Local - % of key performance indicators improving on last year	Bigger is better		57%	60%	50%	1	1	▼	▼	
Statutory										
Local – the % of Local Authority employees with a disability	Deputy Chief Executive	Bigger is better		4%	1%	3	1	n/a	n/a	HR are now developing an action plan to improve representation in the workforce of those with either a disability or from an ethnic minority community
Local - the % of Local Authority employees from ethnic minority communities	Deputy Chief Executive	Bigger is better		3%	0.71%	3	1	n/a	n/a	

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided	
Deal positively with all complaints alleging discriminatory treatment	All complaints of a discriminatory nature to result in further action	Throughout 2009-11	Deputy Chief Executive	All complaints/request for support/ advice, result in further action. To date 100% of such complaints have been dealt with appropriately.	March	
Rationalisation of Council and PCT estates	Implement Accommodation Strategy	Mar-11	Director of Resources	Joint Accommodation Strategy agreed in December 2009.	February	
Ensure the Council is fully prepared to meet the challenges in the Local Government & Public Involvement in Health Act 2007	Improved PACT and other consultation mechanisms in place	Mar-09	Deputy Chief Executive	A community engagement strategy has been developed. This is currently being further refined. It is anticipated that following the task and finish exercise scheduled for 31st March, the strategy will be completed before the end of May 2010.	February	
	Implement changes identified by review of constitution	Mar-11		The revised constitution was adopted on January 4th 2010. A round of briefing sessions was held in February 2010 for senior managers. Further work is required to improve and develop if further; this will be led by the Constitution Review Group.	February	
Reach the 'excellence' rating of the equality standard for local government	Continue to roll out EIA process		Deputy Chief Executive	The Equality Standard for local government has been superseded by the Equality Framework and we have been assessed as "Achieving" in February 2009. We have until 2011 to progress to the next level which is "Excellent".	October	
	Ensure up-to-date equality schemes in place:			It has been agreed by Cabinet, JMT and the PCT board (OCT 2009) to pursue joint equality policies. A new Single Equality Policy will be in place by April 2010.	October	
	- Disability scheme	Oct-09				
	- Gender scheme	Apr-10			Work to review this scheme started in January 2010.	February
	Complete roll-out of impact assessment plans across all directorates	Mar-11			Most of the Council directorates are continuing with a programme of Impact needs assessments which has become embedded within the service planning process, however, there is concern that within PCT service areas there is little or no evidence of Impact assessments taking place and there is no organised/managed or monitored programme of assessments in place.	October

Our key commitments for 2009-11	What are the key actions we will take to achieve these commitments?	Completion date	Strategic lead	Latest Commentary	Date provided
Continue to achieve improvements in data quality	Continue to implement data quality action plan – score 3 or equivalent in 2009-10	Mar-10	Deputy Chief Executive	Improved progress in September which was reported to JMT and Cabinet, with more tasks being completed. Still behind schedule overall. By the end of March 2010 all actions in the Data Quality Action Plan will either have been completed or be underway. (There will only be nine continuing to be taken forward, a number of which are, by their nature, continuous processes).	February
Improve the effectiveness of services	Shared Services Review	Aug-09	Deputy Chief Executive	The business case was completed August 2009 and the recommendations approved by JMT and HHT Board. These recommendations included a soft market sounding, completed October 2009, together with a procurement quick wins review. An update on the Soft Market exercise was taken to Cabinet, PCT and HHT Board December 2009. Formal approval to the Business case was given by Cabinet (18/02), PCT Board (25/02) and Trust Boards management team. Approval has been given for the preferred partnership model (Public / Public JV Co) on 18/03 (Cabinet), 25/03 (PCT Board). HHT are exploring this option in further detail and have not formally approved as yet. Work continues in preparing a shadow JV for July 2010, final decisions subject to Cabinet and Trust Board approvals. A supporting communications plan includes member / non-executive director, staff and Trade Union briefings. A Trade Union Staff consultative forum is in place, inaugural meeting in April 2010.	October
Improve customer service	Customer Strategy	To be confirmed	Deputy Chief Executive	The Customer Strategy was signed off by JMT in October 2009. The strategy covers the period 2009-2011. Progress against the action plan is currently on schedule. For example, the first major milestone is the creation of a Corporate Customer Insight Unit in January 2010.	October

	Performance	Target	Latest Performance	Judgement		Direction of Travel		Commentary
	2008-09	2009-10		December	March	December	March	
STRONGER COMMUNITIES								
NI 1 - % of people who believe people from different backgrounds get on well together	75.90%	79.4% (2010-11)		3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 79.4%. Work is progressing in line with the action plan.
NI 4 - % of people who feel they can influence decisions in their locality	28.80%	32.3% (2010-11)		3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 32.3%. Work is progressing in line with the action plan.
NI 6 - Participation of regular volunteering	29%	32.5% (2010-11)		3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011, the target for which is 32.5%. Work is progressing in line with the action plan.
NI 9 - Use of Libraries	47.90%	51% (2010-11)	42.8% (November)	1	1	n/a	▼	Although work is progressing in line with the action plan, interim results from the Active People 3 Survey have been released and show that performance has fallen from previous levels and is not on track to achieve the LAA targets.
<i>Local Indicator</i> NI 11 - Engagement in the Arts	46.40%	49.5% (2010-11)	46.3% (November)	2	2	n/a	▼	Over the period visits to libraries have increased. However, this indicator is derived from a national telephone survey of adults only and measures their use of the library service, which includes visits to libraries as well as other services, such as those available on-line.
NI 155 - Number of affordable homes delivered (gross)	208	182	185	2	3	▼	▼	The Target for NI 155 has been achieved despite the continuing impact of the economic downturn. There is limited evidence of an upturn in new build activity emerging, however focus will remain on maximising delivery via planning gain where possible.
NI 156 - Number of households in temporary accommodation	98	82	79	1	3	▲	▲	The target has been achieved and reflect positive progress on homelessness prevention and temporary accommodation management.
<i>Local Indicator</i> Respondents who find it difficult to access the following services Reduction of 1% of respondents to the survey who find it difficult to access a local shop (including those which provide post office and bank or cashpoint services) by March 2011; Baseline – 12% reported in March 2009 Reduction of 1% in 2010 and a further 1% in 2011 of respondents to the survey who find it difficult to access Solicitor, Citizens Advice Bureau or other advice services; Baseline – 18% reported in March 2009. Maintain levels of those who find it difficult to access public transport facility e.g. bus stop, train station; Baseline – 21% reported in March 2009. Reduction in 1% in 2010 and a further 1% in 2011 of respondents to the survey who find it difficult to access cultural / recreational facility e.g. theatre, cinema; Baseline 21% reported in March 2009	12% 18% 21% 21%	11% 17% 21% 20%		3	3	n/a	n/a	Information is obtained from the Place Survey which is carried out every two years. The next survey will be carried out in autumn 2010 and data available in 2011. Work is progressing in line with the action plan.

	Performance	Target	Latest Performance	Judgement		Direction of Travel		Commentary
	2008-09	2009-10		December	March	December	March	
<p><i>Local Indicator</i> Ensure Herefordshire has a Major Incident Recovery Plan for the Local Authority that is fit for major events Publication of the plan - 2008 Exercising and ratification - 2009 Review the plan - 2010 Aim for and encourage all Herefordshire's Partners have a business/service continuity plan, including for those services that have been outsourced, by 2011 Aim for all Herefordshire Council contracts to include a statement that ensures Business Continuity plans are in place, particularly those supporting or have an input to critical services, for all new contracts and be lined up for those up for renewal.</p>		see indicator on left		3	3	n/a	n/a	<p>Recovery: The Recovery Plan has been reviewed against the Government's revised guidance. Over 50 Parish councils attended the Emergency Coordinators Information evening to hear about this innovative scheme partnered by HALC, the Joint Emergency Planning Unit and the Community Regeneration (Parish Liaison) department of Herefordshire Council. This initiative has been developed to promote and activate community self-help. Business Continuity: The Joint Emergency Planning Unit (JEPU) has been updating the Business Continuity Plans (BCPs), focusing on staffing and resource issues since the outbreak of the current Swine Flu pandemic to ensure that critical services could continue. A pool of non-critical staff has been identified. The Crisis Management Team has met on three occasions to manage major IT outages, other incidents being managed at a service level. The JEPU offers support and guidance in writing BCPs to businesses and voluntary organisations. As part of the upgrade of BCPs, services will identify external providers of critical services or resources and ensure BCPs are in place.</p>
SAFER COMMUNITIES								
<p>NI 19 - Rate of proven re-offending by young people</p>	126	1.17	0.39 (as at December)	3	4	n/a	n/a	<p>All tasks are on target. This is the number of re offences per young person in the cohort after 6 months. The 2005 baseline figure for the same period was 0.73. Year end outturns are still being calculated for submission to the Youth Justice Board.</p>
<p>NI 21 - Dealing with local concerns about anti-social behaviour and crime issues by the local council and police</p>	25.40%	30.4% (2010-11)		3	3	n/a	n/a	<p>Progress against action plan maintained</p>
<p>NI 30 - Re-offending of prolific and priority offenders</p>		21% (79)	25 PPOs in custody at the end of September	3	3	n/a	n/a	
<p>NI 40 - Drug users in effective treatment</p>		541	530 (as at December)	2	2	n/a	n/a	<p>Harm Reduction Strategy complete with Hidden Harm Conference held in December. Mercia Net training commenced. Review of drug treatment services also completed in December.</p>
<p>NI 47 - People killed or seriously injured</p>	115 (3 year average)	116 (year-end) (3 year average of 114)	105	3	3	▼	▼	<p>Although higher than in 2008, performance in 2009 has resulted in a 3-year average of 110.33, better than the LAA target for the year. All tasks in Transportation have either been completed or are progressing as planned, towards achievement of the final LAA target, which is for a 6.5% improvement on the current 3-year average.</p>
HEALTH AND WELL-BEING								
<p><i>Local Indicator</i> NI 39 - Alcohol harm related hospital admission rates</p>	1,249	1,237	1,337.80	2	1	▼	▼	

	Performance	Target	Latest Performance	Judgement		Direction of Travel		Commentary
	2008-09	2009-10		December	March	December	March	
NI 121 - Mortality rate from all circulatory diseases at ages under 75	63.8	57	Data not available until the end of 2010	2	2	n/a	n/a	An action plan has been developed and is being implemented. Outturn for 2009 is not available until late 2010. Performance in the previous years was 61.53 (2006), 58.14 (2007) and 65.59 (2008). In order to achieve the final LAA target, performance in 2010 needs to be 56. Projected performance for this indicator is that outturn will be around 50 by the end of the year.
NI 123 - Stopping smoking	355	814.8	414 (as at January)	1	1	▼	▲	An action plan has been developed and is being implemented. Performance should improve in the final quarter and be closer to target, with further activity planned for 2010 which should lead to achievement of the final LAA target.
NI 130 - Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)		21%	5.18%	1	1	n/a	n/a	We have recognised we need to improve our current performance against this target, and now have a clear 'Personalisation programme' in place and Programme Manager, and are moving forward on several initiatives e.g. the council are currently upgrading the Resource Allocation System in line with other councils, to be completed Q4 2009/10. A project around external brokerage has been started supported by the Joint Improvement Partnership to increase the level of personal budgets - to report by Q4 2009/10 - the Department of Health have stated that the 30 per cent target (2011-12) is unlikely to be reached if we are not achieving more than 10 per cent by the end of 2009/10 - we believe we are on track to reach this - despite struggling to hit 10 per cent target by the end of the year.
NI 135 - Carers receiving needs assessment or review and a specific carer's service, or advice and information	13.30%	20.40%	22.43%	2	3	n/a	▲	There has been a significant improvement over the last year from 13.3% to 22.43% – it is expected that the end of LAA target will be met. This improvement has been due to a variety of Carers initiatives and conferences.
NI 136 - People supported to live independently through social services (all ages)	3,635	3,763	3,734.7	2	2	▼	▲	This is a Key indicator for the Council, but has not previously recorded, to date, all the activity going on, particularly with respect to the work commissioned from the 3rd sector for older people. We anticipate that Herefordshire performance will be comparable with other local authorities once the data is refined. We recognise this however as a priority target and we will be ensuring we have a clear understanding of our performance in this area, that we are capturing all relevant data and where necessary building on the improvement plans we have in place.
NI 142 - Number of vulnerable people who are supported to maintain independent living	90.5	97.41%	98.48	3	3	▲	▲	
CHILDREN AND YOUNG PEOPLE								
NI 51 - Effectiveness of child and adolescent mental health (CAMHS) services	15	16	15	3	1	n/a	◀▶	The CAMHS mapping exercise was completed by the end of February 2010. The conditions required to meet the requirements of this indicator have been reviewed and although performance is marginally below target, it is expected that the LAA target will be achieved within the next 6 months..
NI 56 - Obesity among primary school age children in Year 6	16.20%	15.70%	18.90%	4	1	n/a	▼	
NI 57 - Children and young people's participation in high-quality PE and sport	95%	95%	97%	3	3	n/a	n/a	Results are currently being validated by Sport England. All tasks are on target.

	Performance	Target	Latest Performance	Judgement		Direction of Travel		Commentary
	2008-09	2009-10		December	March	December	March	
Local Indicator NI 110 - Young People's participation in positive activities	86.20%	91.00%	79.60%	3	1	n/a	▼	Results released for the Tellus survey show good performance although below the target set as part of the LAA negotiations. The 2008/2009 outturn was considerably higher than other authorities and provided an unrealistic baseline. An audit of positive activities provided in the county was carried out, as part of a national exercise, over a week in early February. The results of the audit have been analysed and will be used to plan provision for the coming year.
NI 117 - 16-18 years old who are not in education, training or employment (NEET)	5.90%	5%	5.80%	1	1	▲	▲	Additional NEET provision has been made available via the Children's Trust Economic Well-Being Group. This is as well as the current E2E and 4U provision. The economic situation continues to affect the number of jobs and work-based learning places that are available so the NEET percentage is not as low as target, although lower than last year.
ECONOMIC DEVELOPMENT AND ENTERPRISE								
NI 152 - Working age people on out of work benefits	8.80%	2.9% better than the All England average	10.2% (to September)	1	1	▼	▼	Progress against actions: ESF funded project 'Engage' focused at getting long term unemployed from priority wards into employment - now operational. Future Jobs Fund money now secured and recruitment of the Employment Placement Officer is underway. The project will run from Oct 09 until March 2010. This project is also aimed at getting worklessness young individuals back into work. Successfully secured ABG funding to encourage individuals to access support and advice. Connections to Opportunities funding is now secured. This will enable a further project aimed at lone parents and those on incapacity benefits- to be progressed. £50K Connecting Communities funding has also been secured which will enable further tailored provision in the Newton Farm and Golden Post areas of South Wye. Follow-n Future Jobs Funding could be applied for if the initial project is successful. This would run to 2011 and permit more beneficiaries.
NI 163 - Working age population qualified to at least level 2 or higher		74.8% (2009)		3	3	n/a	n/a	All action plan activity is taking place and on target.
NI 168 - Principal roads where maintenance should be considered	4%	5%	5%	3	3	▼	▼	Action plan being delivered to programme to impact on next year's target.
NI 169 - Non-principal roads where maintenance should be considered	11%	9%	9%	3	3	▲	▲	Action plan being delivered to programme to impact on next year's target.

	Performance	Target	Latest Performance	Judgement		Direction of Travel		Commentary
	2008-09	2009-10		December	March	December	March	
NI 171 - New business registration rate	59.2	41.8 (2009)	49.7 (2008)	4	4	▼	▼	<p>2009 data not available until December 2010.</p> <p>All activity is taking place as planned- Summary of activity:</p> <ul style="list-style-type: none"> - Creation of business start up grants and business growth grants. - Business Booster Grant now operational, approved 9 grants. - Training Voucher all available funding has been committed. <p>Retail Support in Rural areas and Market Towns</p> <ul style="list-style-type: none"> - Skillsmart providing retail analysis of Market Towns (AWM Funded), is an ongoing programme of events. <p>Conversion of existing businesses to VAT and PAYE registration.</p> <ul style="list-style-type: none"> - Holding VAT registration roadshows with HMRC, have held four this calendar year and a future four between January and March, targeted at those businesses not VAT registered who could make the change. - Funding secured for roadshows, first round of these has been held, a small scale review of these will occur before the next round of four roadshows. These will publicise benefits of VAT and PAYE registration.
NI 178 - Bus services running on time	80%	71%	86%	3	4	n/a	▲	
ENVIRONMENT								
NI 186 - CO2 reduction in the LA area	9.4 tons (2005)	13.1% (2010)		3	3	n/a	n/a	The action plan to achieve this target is being delivered to programme.
NI 191 - Residual household waste per household	690.01kg	720kg (LAA: 759kg) (year-end)	645.46 kg	3	4	▲	▲	
NI 197 - Improved local biodiversity - active management of local sites	36% (33 sites)	38.30%	43.20%	3	4	n/a	▲	Of the 858 sites within Herefordshire, 371 are under positive conservation management.



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	FINAL REVENUE AND CAPITAL OUTTURN REPORT 2009/10

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To consider the final outturn position for 2009/10 and the creation of new reserves in the 2009/10 accounts.

Recommendation

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

Introduction and Background

1. The report to Cabinet on 17 June is appended. Cabinet approved the final outturn for 2009/10; approved the movements to new reserves outlined in the report as follows: Insurance Reserve, Pool Car Reserve, Local Development Framework and area based grant; agreed the allocation of £1.5m from the capital programme for the maintenance & refurbishment of Hereford leisure pool; and the allocation of £0.25m for disabled facilities grants.

Background Papers

- None identified.

MEETING:	CABINET
DATE:	17 JUNE 2010
TITLE OF REPORT:	FINAL REVENUE AND CAPITAL OUTTURN 2009/10
PORTFOLIO AREA:	RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

The purpose of this report is for Cabinet to consider and approve:

- a. The final outturn position for 2009/10.
- b. The creation of new reserves in the 2009/10 accounts.

Key Decision

This is not a Key Decision.

Recommendation(s)

That Cabinet approves:

- (a) **The final outturn for 2009/10;**
- (b) **The movements to new reserves outlined in the report;**
 - **Insurance Reserve**
 - **Pool Car Reserve**
 - **Local Development Framework**
 - **Area Based Grant**
- (c) **The allocation of £1.5m from the capital programme for the maintenance & refurbishment of Hereford leisure pool; and**
- (d) **The allocation of £0.25m for disabled facilities grants.**

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

Key Points Summary

- The Council delivered a balanced budget for 2009/10. The overall position includes the use of reserves and other central budgets.
- The capital outturn for 2009/10 totalled £69.7m.
- The Treasury Management update confirms a surplus of £644k largely due to savings in the cost of borrowing, due to slippage on the capital programme.
- Savings of £700k arising from Herefordshire Connects were delivered.

Alternative Options

- 1 There are no alternative options.

Reasons for Recommendations

- 2 Whilst work continues on the range of tasks necessary to prepare the council's statutory Statement of Accounts for 2009/10, it is sufficiently advanced for Cabinet to consider the final outturn for the revenue account.
- 3 On 29 June 2010 the full Statement of Accounts for 2009/10 will be presented to the Audit and Governance Committee for formal approval. This will ensure that the council meets the statutory deadline for the approval of accounts in advance of the external audit.

Introduction and Background

- 4 The Council's revenue and capital position is reported to Cabinet quarterly throughout the year. The information provides an indication of the Council's performance against budgets and allows Cabinet to recommend remedial action and monitor recovery plans.
- 5 CIPFA best practice recommends Members are informed of Treasury Management activities on a regular basis. Cabinet receive an update every quarter.
- 6 It is confirmed that the Connects programme delivered to their £700k target, thus contributing to the delivery of an overall balanced budget.

Key Considerations

- 7 Appendix A includes the budget outturn position for 2009/10.
- 8 The capital programme budget monitoring is provided at Appendix B. The capital outturn for 2009/10 totalled £69.7m.
- 9 A Treasury Management update is included at Appendix C, confirming a surplus of £644k from savings in the cost of borrowing, due to slippage on the capital programme.
- 10 Savings of £700k arising from Herefordshire Connects were delivered and a detailed report is included at Appendix D.

Capital Programme

- 11 When the Medium Term Financial Strategy was published £2.7m available prudential borrowing was unallocated. Since then £1m has been allocated to highways to assist repairs following damage to roads caused by severe winter weather. A further £0.25m is allocated to disabled facilities grants.
- 12 The unallocated £1.5m of prudential borrowing will contribute towards refurbishment of Hereford Leisure Pool. Necessary routine maintenance work will be undertaken alongside a building extension to remedy a number of building non compliances such as Health and Safety and Disability Discrimination Act 1995. It will deliver lower CO2 output, remove DDA non compliances and replace outdated plant extending the life of facility for up to 15 years.
- 13 Following a review of the existing capital programme the scheme for Ross Library will proceed but it will be less extensive and a further assessment of the Ledbury Master's House project will also be carried out reflecting the need to carefully manage existing resources as the council moves into a more challenging environment.

Financial Implications

- 14 These are contained in the report.

Legal Implications

- 15 None.

Risk Management

- 16 The Council is required to ensure the closure of accounts by 30th June 2010. Failure to do so carries a reputational risk for the council in relation to its corporate governance role.

Consultees

- 17 The relevant officers have been consulted. No external consultation was considered necessary. This report will be presented at Overview and Scrutiny Committee. Individual Directorate reports are also presented to other Scrutiny Committees.

Appendices

- 18 Appendix A - Budget Outturn Position 2009/10
Appendix B - Capital Programme
Appendix C - Treasury Management Update
Appendix D - Herefordshire Connects

Background Papers

- None identified.

2009/10 REVENUE BUDGET MONITORING

Summary

1. The following table summarises the 2009/10 projected outturn as at the 31st March 2010.

Area	2009/10 Budget £000	Projected net over or under (-) spend £000
Integrated Commissioning	45,243	2,731
Children & Young People	41,695	137
Deputy Chief Executive	4,299	-89
Environment and Culture	40,343	242
Regeneration	16,554	-65
Central Services	5,482	0
Resources	991	-360
Directorate Position	154,607	2,596
Borrowing	16,236	-644
Investments	-249	-5
Revenue contributions to Capital	548	0
LABGI	0	-87
Pay Award Savings	553	-553
Social Care Contingency	0	-772
Winter Maintenance Reserve	0	-500
WMS Profit Share	-615	-35
Area Based Grant and other grants	-10,535	0
Recharges, FRS17 and other year end adjustments	-21,251	0
Transfer from Earmarked Reserves to meet agreed purposes	-1,576	0
Total Budget	<u>137,718</u>	<u>0</u>

2. The Council delivered a balanced budget for 2009/10. The overall position includes the use of reserves and other central budgets.

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

3. The underspend on the council's borrowing, exceeded expectation at £644k, due to slippage on the capital programme and management of external borrowing, resulting in a reduced minimum revenue provision (MRP) for debt repayment and less external interest payable in the year.
4. The agreed 1% pay award was less than the 2% budgeted and resulted in a saving of £553k, which was held centrally to support the overall position.
5. Savings of £700k arising from Hereford Connects were delivered (these are discussed further at Appendix D).
6. The overall figures reflect the requirement to allocate internal recharges to comply with CIPFA's Best Value Accounting Code of Practice (BVACOP). This makes the accounts comparable across all local authorities by ensuring services report their full costs, including overheads.

Revenue Reserves Position

General Reserves

7. The general reserve balance as at 1st April 2009 was £6.4 million. £1m was allocated to balance service budgets in 2009/10, as part of the budget setting process, reducing the closing balance as at 31st March 2010 to £5.4m. This has been fully replenished in 2010/11 via the FRM.

Earmarked Reserves

8. At 1st April 2009 the council held £16.064 million of earmarked reserves. This includes ring-fenced school balances reserves of £5.476m. This has been reduced to £14.236 million as at 31st March 2010, with Services instigating movements both to and from their specific reserves.
9. As highlighted in the table below, a number of earmarked reserves have been utilised for the purposes for which they were specified:
 - Winter maintenance £500k
 - Social care contingency £772k
10. Additional reserves have been established as part of the year end process including:
 - Insurance Reserve £544k
In previous years a provision has been created for outstanding insurance claims. To comply with Audit recommendations this has now been amended, keeping a provision based on the level of current year claims and a reserve which represents the potential of both current and future year's claims, the latter subject to a less defined estimate.
 - Pool Car Reserve £10k
This reserve was created from the surplus generated from running the fleet of pool cars. It enables a replacement programme to commence, funding new vehicles in future years and sustaining pool car availability.
 - Local Development Framework £270k
The underspend on the Housing Planning Delivery Grant will be allocated towards the costs to deliver the Local Development Plan "Shaping our Place 2026", and has been approved by the funding body.
 - Area Based Grant £53k

A small amount of the ABG grant identified for the Children's Trust was unspent. Approval was given to utilise the funding in 2010/11, thus the money has been ringfenced for this purpose

The following table summarises the earmarked reserves held:

Earmarked Reserves	1st April	31st March
	£'000	£'000
Commuted sums	78	78
Schools balance in hand	5,476	5,497
Industrial Estates – maintenance	333	372
Support Services & Equipment renewals	80	0
Schools Balance of Risk	85	173
Winter maintenance	500	0
Planning	24	24
College Hill Community Centre	180	180
Waste Disposal	2,774	2,774
LSC	32	0
Wye Valley ANOB (AONB)	104	94
Invest to Save/Initiatives fund	1,079	1,331
Contingent liabilities	300	300
Social care contingency	926	154
Modernisation plans	454	0
Edgar Street Grid	150	691
Whitecross School PFI	202	281
LPSA 2 reward grant	1,482	224
Carbon Reserve	30	20
Schools Redundancies	294	10
Service Delivery Review	112	0
Schools Rates Reserve	869	869
Economic Development	346	266
Herefordshire Safeguarding Children Board	21	21
Accommodation	133	0
Insurance Reserve	0	544
Pool Car Reserve	0	10
Local Development Framework	0	270
Area Based Grant	0	53
Total	<u>16,064</u>	<u>14,236</u>

11. A summary of the key variations between projected outturn and budget for each directorate is provided in the following paragraphs.

INTEGRATED COMMISSIONING DIRECTORATE

Directorate Summary as at 31st March 2010

£'000	Annual Budget	(Under) / Over spend
Learning Disabilities	11,798	1,415
Mental Health	7,259	178
Older People	14,602	1,146
Physical Disabilities / Sensory Impairment	3,925	478
Section 75 Arrangements	966	137
Adults	4,647	60
Commissioning Directorate	1,674	-83
Other Services	372	-600
Total	45,243	2,731

Overview

12. 2009/10 is the first full year of the implementation of Personal Budgets and Clients have been encouraged to take Personal Budgets where appropriate. There has been some corresponding reduction in the number of residential care packages and direct payments - 19 clients have transferred from residential care and 13 from direct payments. There have also been 53 new clients entering the system. The average cost of a Personal Budget package is approximately £320 per week giving a yearly spend of £849k full year for new clients where no budget provision exists.
13. Residential care is the most expensive category of care but in general terms the numbers are falling due to the move to Personal Budgets, apart from Older People which was at a relatively consistent level.
14. Learning Disabilities over spend of £1,415k.
15. The in year recovery plan delivered a saving of £10k. There was a contribution from Supporting People of £43k for use on housing related support.
16. The full year over spend relate to increased costs in:
 - The use of expensive packages for nursing and residential care, resulting in a total overspend of £1,016k. More complex needs have meant that the costs of packages have increased and although the numbers have decreased, this will cause pressure in 2010/11.
 - An increase in the number of new clients choosing to take personal budgets caused over spends of £648k.
 - 2009/10 budgets assumed numbers of clients would be at previous year's level. There have been three new clients with residential care packages, 23 new personal budgets approved and four new clients in supported accommodation.
 - The number of domiciliary care packages has increased with a £459k over spend.
17. The over spends are offset by under spends on staffing of £106k and Day Care £117k where there have been staff vacancies this year. These vacancies are expected to be filled next year.

18. A new pressure has emerged recently with the change in criteria for Independent Living Funding (ILF) funding. This will reduce future numbers eligible for funding.
19. Mental Health. **Over spend £178k.**
20. The over spend for nursing and residential care was £227k, and the main pressure is from dementia clients. The policy to put clients into residential care only where they have significant needs is in line with the move to supporting the more people with at home packages.
21. Reviews are taking place to ensure that current packages of care are appropriate according to assessed need. The government's "Putting People First" programme seeks to support for people within their own home as much as possible.
22. Older People. **Total over spend £1,146k.**
23. Supporting People money was approved for extra care facilities to the value of £155k. A further £94k was also attributed to aid Supported Living and for the home check facilities.
24. A £221k over spend relates to increased costs in residential and nursing care where there are more expensive and complex packages put into place. The number of nursing and residential care packages has increased since the start of the year from 260 to a high of 278, but at year end this fell to 252.
25. Domiciliary care over spent by £1,023k, due to a rise in the number of hours and packages.
26. The numbers of personal budgets approved rose by 26 (24 of which are new clients). This caused an over spend of £232k.
27. The Older People position is offset by vacancy under spends (£28k), Hereford Homecare (£114k), Promoting Independence (£60k), the Starrs team (£87k) and Roving Nights (£6k).
28. Physical Disabilities **The full year over spend of £478k.**
29. This is due to personal budgets £562k and domiciliary care increases of £108k, offset by the reduction in residential and nursing costs of £54k.
30. The number of personal budgets has risen from 2 at the start of the year to 40 in February. 24 of these are new clients and 13 have been transferred from direct payments. Residential and nursing packages have reduced from 28 to 24 year to date.

Recovery Plan

31. Recovery measures to the value of £1,088k were achieved and this is a continuing process.

2010/11

32. The consequences of the 2009/10 overspend is likely to affect the starting financial position for 2010/11.

CHILDREN AND YOUNG PEOPLE'S SERVICES DIRECTORATE (CYPD)

Directorate Summary as at 31st March 2010

£'000	Total Budget 2009/10	Actual Net over / Underspend ()
Improvement & Inclusion	5,383	-73
Safeguarding and Assessment	13,003	889
Planning, Performance & Development	16,540	-806
Community Operations	154	20
Central Directorate, grants, savings to be agreed	6,615	107
Total	41,695	137

33. The final outturn for 2009/10 shows a net over spend of £137k, the improvement is as a result of actions taken to maximise use of grants and capital.
34. As previously reported the key area of concern within Children's Services is the increasing demands for Safeguarding and looked after children, which is consistent with national trends. The costs of agency fostering and residential placements comprised £681k of the total Safeguarding overspend, with the other major overspend relating to the associated court costs at £153k. This is of particular concern as the Safeguarding spend represents over 50% of the total local authority spend on Children's Services. Costs for placements increased by £72k from the last projection due to some emergency placements in March.
35. Numbers of children in agency and residential placements have shown an increasing trend over the past three years, with a peak of 47 in May 2009, although numbers have remained stable since January 2010 at 42.
36. Previous reports flagged the impact of a court ruling (Homeless 16/17 year olds re: RG v Southwark LB) which resulted in a requirement for Children's services to provide accommodation for homeless 16/17 year olds. The cost of £95k was covered by the Supporting People fund. This is an ongoing requirement and additional funding will be sought in 2010/11.
37. As reported above court costs for referrals and other court matters were overspent by £153k, but will continue to be an ongoing service pressure due to the close link to referral numbers.
38. Overspends in Safeguarding and central costs were offset by savings elsewhere. The most significant savings were in Planning Performance & Development (PP&D) where expenditure was £806k below budget. The principle area of underspend was within schools transport £761k. This was through a variety of factors including one off adjustments for snow closures (approx £116k), additional income (£117k), utilisation of grants (£100k) and route savings.
39. Additional savings were achieved within PP&D through staff vacancies and the maximisation of various grants including Contact Point, Workforce Development and Think Family to offset expenditure.
40. Improvement and Inclusion delivered savings of £73k. Savings were achieved through a combination of managing vacancies and utilisation of grants. Key savings areas were School Improvement (£115k), Youth Services (£61k), Youth Offending (£21k), SEN (£21k), Education Psychology (£26k).

41. In addition the joint agency managed budget achieved savings of £34k, although this was significantly less than the previous year's under-spend. This reflects the increasing demands within the Safeguarding area. This is a high cost area and one placement can cost in excess of £200k per annum.

Dedicated Schools Grant (DSG)

42. The Department for Children, Schools and Families (DCSF) confirmed DSG at £84.526 million for 2009/10 School balances of £5,497k have been carried forward to the new financial year – this is an increase of £21k from the previous year. Primary school balances are £2,882k (a net reduction of £54k), high school balances are £1,853k (a net reduction of £139k), special school balances are £179k (a net increase of £115k). Pupil Referral Units and Extended schools account for the remaining increase of £99k.
43. At the end of 2009/10 six schools were in deficit Dillwyn, Broadlands, St Weonards, Weobley, Aylestone and Brookfield, the total deficit was £233k compared previously with 6 schools and a total deficit of £262k at the end of 2008/09. Recovery plans will be agreed with those schools newly entering a deficit position.
44. As required by DSG grant regulations, a DSG under spend of £727k has been carried forward to 2010/11.
45. Additionally, £70k was carried forward for Governor Services and a deficit of £160k for the Music Services was carried forward. The Music Service is currently working to a deficit recovery plan to recover the deficit.

DEPUTY CHIEF EXECUTIVE DIRECTORATE

Directorate Summary as at 31st March 2010

£'000	Total Budget 2009/10	Net projected over or (-) under spend
Herefordshire Connects	-48	0
Herefordshire Partnership	430	18
Communications	23	-23
Director and Administration	-324	329
Legal and Democratic	2,559	261
Customer Services	782	-123
Policy & Performance	19	29
ICT Services	590	-619
Corporate Programmes	47	-34
Human Resources	221	-222
Shared Services	0	295
Total	4,299	-89

46. The directorate underspend by £89k but some significant pressures were also evident. Legal and Democratic Services faced significant budget pressures. These included:
- a. A shortfall in staffing budget within Members Services which has been resolved as part of the budget setting process for 2010-11
 - b. A judicial review of a previously held inquest has been ordered, which is likely to result in a £90k additional costs.
 - c. A shortfall in income for land charges of £75k. This is due to external economic conditions affecting the housing market and competition from the private sector.
47. The withdrawal of funding from Learning Skills Council and West Mercia Police has caused overspends in both Herefordshire Partnership and Policy & Performance. Both services are currently identifying external funding to ensure the services are able to deliver activities in 2010/11.
48. Shared Services costs have been met by the savings within the Directorate. There will be a payback against this outlay when the project is implemented in late 2010.

ENVIRONMENT & CULTURE DIRECTORATE

Directorate Summary as at 31st March 2010

£,000	Total Budget 2009/10	Net over or (-) under spend
Highways	12,353	744
Environmental Health and Trading Standards	2,134	151
Waste Management	13,261	-982
Culture & Leisure	10,884	-254
Directorate Management & Support	875	182
Emergency Planning	233	60
Community Safety	850	2
Managing Agent Contract (MAC) Client Team	128	-36
MAC Services	-375	375
Total	40,343	242

49. The overall outturn position for Environment & Culture is a net overspend of £242k.
50. From 1st September 2009, as a result of the service delivery review, Highways, Public Rights of Way and Parks and other ancillary services form part of a managing agent contract with Amey Wye Valley. Through this contract Amey Wye Valley will deliver £1m annual savings. The amount includes an element of central services reductions.

Highways

51. As previously reported, following the severe winter weather in early 2010, there was an overspend of £975k on the Winter Maintenance budget. This is slightly better than previously predicted following lower than forecast number of gritting runs in February and March. The Winter Maintenance Reserve of £500k helped to meet costs incurred due to such conditions. This was replaced as part of the 2010/11 budget.
52. A saving of £85k through staff vacancy management was achieved in Highways mainly due to the recruitment freeze pending the service delivery review.
53. Within the overall Highways revenue budget of approximately £12m, there was a limited underspend on budgets which are managed on the Council's behalf by Amey Herefordshire of £70k on roads maintenance and £77k on Street Lighting. This reflects the redirection of resources to manage the extreme winter condition in January and the subsequent emergency repair works.

Environmental Health & Trading Standards

54. Environmental Health and Trading Standards' outturn for 2009/10 was a net overspend of £151k.
55. Markets and Fairs over spent by £92k, largely due to a shortfall in income on the Hereford

Butter Market. The market lost a major trader last year.

56. Whilst income from the Crematorium & Cemeteries outperform the income budget by £90k, additional energy and building maintenance costs were incurred resulting in a net underspend of £14k.
57. Parking budgets outturn exceeded budget by £60k, although income targets for the year from Car Parking additional costs in relation to rent and rates had to be met.

Waste Management

58. The final outturn on the joint Waste Disposal PFI contract for 09/10 was an underspend of £850k.
59. A provision has been made in 2009/10 accounts to reflect the risk that if waste growth/reduction between Herefordshire and Worcestershire vary by more than 1% to the detriment of Herefordshire then an increase of £330k would be incurred by Herefordshire. The current tonnage figure indicates a 0.8% move of overall tonnages in Worcestershire's favour. The final reconciliation for 2009/10 will be done when the actual figure will be known.
60. The new Waste Collection contract extends recycling services to all residents in the County. Previously only 75% of residents had a recycling collection from their home. The Household Waste Recycling Act requires all waste collection authorities to provide a comprehensive kerbside recycling service by the end of December 2010. The range of recyclables to be collected has also been extended. The aim is for us to achieve our National Indicator target of 40% by the end of 2010. Recycling outturn for 2009/10 year was 33.92% and our current standing is 35.40%.
61. There was an underspend on the Waste Collection contract of £125k and income from Trade Waste exceeded income target by £115k, this helped mitigate additional costs incurred in relation to the marketing and publicity costs incurred in relation to the introduction of the new contract in 2009/10.

Culture & Leisure

62. Culture & Leisure expenditure was expected to overspend by £25k in 2009/10, but due to the underspend on Parks Countryside and Public Rights of Way and also Halo budgets the final outcome was £254k underspend
63. The outturn for Parks and Countryside is an underspend of £179k
64. There is a an underspend of £60k on Public Rights of Way, due to the recruitment freeze leading up to the service delivery review and subsequent vacancy management.
65. The Libraries budget was overspent by £96k relating to employee costs and the building running costs. It should be noted that Library visitors have fallen by 4% for the year 2009/2010 compared with the previous year 2008/2009.

Managing Agent Contract Services

66. Savings achievable following the Service Delivery Review reflect on the transfer date of 1st September 2009 and are pro rata against the guaranteed annual savings of £1m. Whilst the annual operational saving target of £900k was not expected to be achieved in 2009/10 due to delays in contract negotiations, staff savings of £120k were achieved through vacancy management prior the staff transfer. The £100k savings in overheads that make up the balance of the £1m have been achieved.

REGENERATION DIRECTORATE

Directorate Outturn Summary as at 31st March 2010

	Total Budget for 2009/10 £000	Net over or (-) underspend £000
Tourism	792	79
Planning & Transportation	7,425	-27
Econ. & Com. Regeneration	2,574	18
Strategic Housing	4,797	-52
Management & Admin	966	-83
Total	16,554	-65

67. Following the successful delivery of a recovery plan that addressed a projected overspend the overall outturn position for Regeneration is an under spend of £65k.

Tourism

68. The outturn for Tourism was an over spend of £79k. This was due to a number of factors including staffing costs. Added to this sales income levels from Tourist Information Centres were lower than anticipated in the final quarter of the year.

Planning and Transportation

69. The overall outturn position spend for Planning and Transportation was an under spend of £27k.
70. The number of valid planning applications received for the Year to 31st March 2010 was 2,789 compared to 2,625 for the year to 31st March 2009. This represents an increase of approximately 6%. Despite this improvement in numbers of applications, planning fees, income fell short of meeting its budgeted target by £129k.
71. The new Civica system was implemented during the financial year. However the need for existing document scanning continued throughout the year and resulted in an overspend of £65k for the year. A further overspend of £61k was incurred for document storage and retrieval costs.
72. Within Transportation the current downturn in concessionary fare passengers continued throughout the last financial year and resulted in an under spend of £155k for the year.
73. Several bus contracts were renegotiated during the year and a net saving of £29k was achieved on the Transport route subsidies budget. Further renegotiations and potential savings are expected in the next financial year.
74. Staff vacancies in Transportation amounted to £32k and surplus income of £33k on section 38 fees were also achieved.

Economic and Community Development

75. Economic Development overspent by £18k due to extra costs identified in respect of Model Farm Enterprise Park in Ross on Wye.
76. An amount of £96k received from the Area Based Grant (ABG) was used to address the economic downturn. Within Economic Development this funding was used to support a number of initiatives.
77. The Business Booster grant, was aimed at supporting the growth or diversification of established local businesses by enabling the businesses to carry out a range of initiatives including research and development, marketing, product development, diversification, construction etc. This scheme has helped 11 businesses by awarding grant of £35k in support of a range of initiatives. It was anticipated that 17 jobs would be created.
78. The training voucher scheme provided financial support for businesses to send employees on training that will make a difference to the viability or diversification of the business. This scheme successfully helped 16 businesses by awarding a total grant of £10k in support of a range of training activity. It was anticipated 72 people would benefit, either directly or indirectly, from the training. A Business Portal is also being developed to enable local companies to be aware of public service contracts.
79. The Economic Development Team administers a Rural Enterprise Grant scheme for the whole of the region on behalf of Advantage West Midlands (AWM). To date 944 enquiries have been received and grants totalling £367k have been awarded to Herefordshire businesses. AWM also provide funding to the council to cover costs incurred in administering of the scheme.
80. Community Regeneration continues to support local voluntary organisations and has also given extra support to the Citizen's Advice Bureau (CAB) to meet the demands of unemployment and debt enquiries. The service administers grants for community buildings and shop fronts and works closely with local parish councils. A new grant for the Leader Vital programme was awarded and to date 17 enquiries, 7 applications and 5 approved projects to the value of £431k have been made.

Strategic Housing

81. The outturn result for Strategic Housing was an under spend of £52k
82. Homelessness is under spent by £32k at financial year end. This is due to under spends on the Prevention Fund and Homelessness Temporary Accommodation (which includes bed and breakfast). The average use of B&B per month has been 8.5 in 2009/10 compared with 22.75 in 2008/09.
83. Private Sector Housing underspent by £41k, mainly due to the receipt of extra grant income from Supporting People. In 2009/10 the team were involved in the processing of over 2,000 grants for energy efficiency, care alarms, repairs on prescription, minor rapid-response, Kickstart and handyman materials.
84. Homepoint is showing a balanced budget. During the year the team advertised 1,214 properties, processed nearly 55,000 telephone calls, dealt with 21,531 visitors to the front office and administered 17,679 bids (for properties) received from clients

Management & Admin

85. Directorate Management made savings of £83k due in the main to vacant posts and the secondment of an officer to Housing that was not backfilled.

CORPORATE BUDGETS

Summary as at 31st March 2010

£'000	Total Budget 2009/10	Net over or (-) underspend
Central Services	5,482	0

87. These areas include the budget and spend for the Audit Commission, bank charges, insurance, corporate subscriptions and levies. No issues were identified at year end.
88. The Council's share of the organisational development costs is included in Central Services. The PCT contributed to the cost. This budget funded leadership training which both organisations' senior teams participated in.
89. A significant part of this budget is for the accounting entries made to service budgets as part of the FRS17 year end adjustments, which has no real impact on the financial bottom line.

RESOURCES DIRECTORATE

Directorate Summary as at 31st March 2010

	Total Budget 2009/10 £'000	Net over or (-) underspend £000
Asset Management & Property Services	-23	-19
Financial Services	-115	115
Audit Services	-34	34
Benefits and Exchequer Services	1,167	-494
Central	-4	4
Total	991	-360

Asset Management & Property Services

90. Net expenditure was in line with previous reports. Key savings were generated from administrative buildings and income that offset overspends on property maintenance.
91. The purchase of the Plough Lane offices led to an overall part year rental saving of £146k.
92. Better than anticipated property rental income accounted for an excess of income over budget of £136k. Pressure on corporate pooled property maintenance costs led to an overspend of £331k.

Audit

93. Additional audit costs and one off agency costs created an over spend on Audit budgets.

Benefit and Exchequer

94. The underspend on Benefits and Exchequer relates to benefits subsidy and administrative savings.
95. Benefits subsidy was higher than expected due to the level of authority error being within Department for Works & Pensions (DWP) threshold limits, the successful recovery of overpayments and the increased level of benefit claims. This area is difficult to estimate and a prudent approach meant this surplus was not predicted in year.
96. Administrative savings arose from lower than estimated IT costs releasing £45k and staff vacancies saving £38k.

Financial Services

97. Key areas of overspend in Financial Services were due to the use of interim staff in Procurement prior to the recent appointment of a Procurement Manager. An upgrade to software also produced financial pressure.

Capital Outturn Summary

- The capital outturn for 2009/10 totalled £69.7m, a summary of directorate spend and funding thereof is provided in Table A below. The original forecast spends totalled £67.6m. Various changes to the capital forecast have been identified and reported to Cabinet through the year. The main change from the original forecast to the outturn represents the accelerating of children's services capital schemes funded by DCSF capital grants. No conditional funding resources have been lost.

Table A – Funding of 2009/10 Capital

£'000	2009/10 Outturn	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves
Children's Services	31,952	2,372	150	29,387	-	43
Resources	5,824	-	2,852	177	146	2,649
Deputy Chief Executive	3,129	-	3,085	43	1	-
Adult Social Care	3,167	-	64	2,895	-	207
Regeneration	7,580	-	2,299	3,266	-	2,015
Environment & Culture	18,055	11,195	1,919	4,797	145	-
Total Outturn	69,707	13,567	10,369	40,565	292	4,914
<i>Original Forecast</i>	<i>67,577</i>	<i>13,567</i>	<i>16,588</i>	<i>34,154</i>	<i>-</i>	<i>3,268</i>

- Details of total capital scheme costs, funding, outturn position and any potential issues for capital schemes with an outturn for 2009/10 exceeding £500k are provided in Table B below.
- This report has been presented to the Capital Strategy Working Group, whose remit is to focus and investigate any exceptional deviations from the scheme. In 2010/11 all budget virements now require full documentation and sign off, these virements will be reported to Cabinet.

Prudential Borrowing Outturn

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

	£'000	£'000
2009-10/Original Prudential Borrowing Forecast		16,588
Add: Slippage from 2008/09	5,127	
New funding allocations	3,136	
		8,263
Less: Slippage into future years	(13,281)	
No longer required	(1,202)	
		(14,483)
Use of Prudential Borrowing in 2009/10		10,368

Included in the £13.3m slippage into future years is £4.2m for corporate accommodation, £2.8m for the Herefordshire Connects programme and £2.5m for Masters House, Ledbury.

Capital Receipts Reserve

5. The capital receipts reserve totalled £13.3m as at 31st March 2010. Commitments over the next three years include funding Rotherwas Futures, strategic housing, smallholding improvements and the provision of a cattle market.

Table B - Schemes with an outturn exceeding £500k in 2009/10

	Scheme Cost £'000	Funded by	2009-10 Outturn £,000	Comments
Children's Services				
Riverside Amalgamation	10,035	Grant, PB & receipts	2,485	Scheme substantially complete - original contractor in liquidation, use primary grant funding until anticipated receipts from sale of mobiles and part of site realised
Devolved Capital Programme	n/a	DCSF Grant	5,342	Devolved allocation of capital funding to schools
Condition property works	n/a	SCE®	1,428	Annual programme of works at various sites committed on a highest need first basis, budget for 2010-11 reduced
Minster Replacement School	20,642	DCSF Grant	11,674	Work in progress scheme on schedule both time and budget
Hereford Academy	24,414	DCSF Grant & PB	5,788	Work in progress scheme on schedule both time and budget
Children's Centres	n/a	Grant	1,044	Various schemes to complete in 2010/11
Childcare / QuAc	n/a	Grant	955	Various schemes to complete in 2010/11
Playbuilder	1,120	Grant	513	11 schemes complete, 11 to complete in 2010/11
Adult social care				
Purchase of learning disabilities properties	2,600	Grant & capital receipts	2,600	Three properties purchased
Deputy Chief Executive				
Herefordshire Connects	6,657	PB grant & receipts	2,492	Contract with Agresso recently signed, anticipated go live April 2011
Environment & Culture				
Ross on Wye Flood Alleviation	11,410	Grant	2,320	Scheme complete, a dispute resolution through adjudication process is proceeding
Rotherwas Access Road	13,352	Grant, receipts, LTP & PB	686	Road complete and in use, final compensation settlements outstanding
Road & Footway Maintenance	n/a	LTP allocation	10,506	Annual programme of Amey works

Waste Infrastructure	754	Grant	754	Scheme complete
	Scheme Cost £'000	Funded by	2009/10 Outturn £'000	Comments
Regeneration				
Rotherwas Futures Estate Development Work	4,358	Grant & capital receipts	2,322	Continued investment will be made in advance of receipt of anticipated capital receipts
Mandatory Disabled Facilities Grant	n/a	Grant, PB & capital receipts	840	This budget continues to be under huge demand, schemes are referred and committed before expenditure is recorded
Affordable Housing Grants	n/a	Capital receipts	1,024	Annual allocation of grants to various schemes
Redundant buildings	5,000	Grant	874	Various grant funded schemes
Private Sector Housing	n/a	Grant	650	Schemes will be reduced to be replaced by available Kickstart loans
Resources				
Corporate accommodation	17,112	Capital receipts & PB	4,301	Key property purchase completed in 2009-10
Total			58,598	
Schemes with an outturn 2009/10 of less than £500,000			11,180	
Total			69,778	

Treasury Management Update Quarter to 31st March 2010

Appendix C

Treasury Management Update

This quarterly report ensures the council is embracing best practice in accordance with CIPFA's recommendations, by informing members of Treasury Management activity in the quarter to March 2010.

1. The Economy

1.1. Recent economic statistics show:

- The Bank Base Rate remaining unchanged at 0.50%.
- CPI inflation being relatively high: increasing from 2.9% in December to rising 3.4% in March (VAT, gas prices and petrol prices). Despite the rise in prices, market expectations are still for the rate of inflation to fall again in the coming months to below 2% as high unemployment and weak economic growth dampen price rises.
- GDP increasing for the second quarter in succession although by only 0.2%
- House prices increased by 1.9% in January, fell by 1.6% in February and increased by 1.1% in March. The Halifax expects house prices for the remainder of 2010 to remain fairly flat.
- The number of unemployed people increased by 53,000 over the quarter to March, reaching 2.51 million, the highest figure since the quarter to December 1994.

1.2 Although some statistics have shown that the UK economy has started expanding, a slow recovery is expected. Quantitative easing has been paused and will ultimately be phased out but not until there is a sustained return to growth.

2. The Council's Investments

2.1 As at 31st March 2010 the council held the following investments:

	Rate of interest	Amount Invested
Investment - £m		
Instant access accounts:		
National Westminster	1.10%	5.00
Abbey (now Santander)	0.80%	2.92
Fixed term deposit for one year to 27 th January 2011:		
Bank of Scotland	1.82%	5.00
Total	1.31%	12.92

2.2 Apart from the term deposit with the Bank of Scotland, in the quarter to 31st March 2010 the council retained instant access to all its invested funds. This was a response both to the continued uncertainty in the financial markets and to the council's liquidity requirements as balances fell towards the year end.

Treasury Management Update Quarter to 31st March 2010

2.2 There was no change in the council's investment policy during the quarter which continued to restrict the council's list of eligible counterparties to the following institutions:

- Banks and building societies with access to the UK government's Credit Guarantee Scheme;
- AAA-rated Stable Net Asset Value Money Market Funds;
- Other Local Authorities; and
- The Debt Management Office.

2.4 The average interest rate achieved on the council's investments during the year ended 31st March 2010 was 0.737%, which compares favourably with the generally accepted benchmark of the average 7-Day London Inter-Bank Bid (LIBID) rate of 0.39%.

2.5 The year end position was as follows:

	<u>£</u>	<u>£</u>
Treasury management interest received	269,980	
Other interest received (mainly on car loans)	5,997	
Total interest received for year		275,977
Less interest paid out (on various trust funds etc held)		(21,700)
Net interest received for year		254,277

2.6 The budget for the year for net interest received was £249,070; the actual interest received exceeded the budget by £5,207.

3. Council Borrowing

3.1 Due to the falling level of council funds, and due to short-term Public Works Loan Board (PWLB) interest rates falling to their lowest level in the year to date, on 3rd March the council borrowed £10 million from the PWLB in the form of a 10 year Equal Instalment of Principal (EIP) loan at 2.96%. An EIP loan allows the council to repay the loan on a straight-line basis repaying £500,000 every six months over the term of the loan.

3.3 As at 31st March 2010 the council's long term borrowing totalled £125.147 million with maturities as follows:

<u>Principal repayable:</u>	<u>£</u>	<u>%</u>
Within the next 10 years to 31 st March 2020	29,903,165	23.89%
Between 1 April 2020 and 31 st March 2030	22,244,137	17.78%
Between 1 April 2030 and 31 st March 2040	30,000,000	23.97%
Between 1 April 2040 and 31 st March 2050	18,000,000	14.38%
Between 1 April 2050 and 31 st March 2060	25,000,000	19.98%
Principal outstanding as at 31 st December 2009	<u>125,147,302</u>	<u>100.00%</u>

3.4 The above borrowing is from the PWLB except for two bank loans totalling £12 million, which were taken out in 2004.

Treasury Management Update Quarter to 31st March 2010

- 3.5 During the year ended 31st March 2010 the council paid interest of £5.182 million on its external borrowing. Total borrowing costs including Minimum Revenue Provision (the setting aside of principal for the repayment of debt), and net of directorates contributions, were £12.537 million compared to a total budget of £13.174 million. The saving of £0.644 million relates to slippage on the capital programme resulting in savings in both interest costs and Minimum Revenue Provision.

Final position on Herefordshire Connects benefits realised for 2009/10

The report sets out the final position in achieving the £700k savings target set for 2009/10. The table below shows the final out-turn:

Benefit		Saving Achieved
Printer Rationalisation Project	Procurement	100,000
Procurement Savings – WMS Supplies	Procurement	78,000
Agency Spend	Procurement	90,000
Reduction in Transport Costs Project	Procurement	66,000
De-commissioning of Systems – QAS system – Savings of £30k	Technology & Integration	30,000
De-commissioning of Systems Savings in Adult Social Care	Integrated Environment Regeneration System Integrated Solution for Social Care	43,000 200,000
Savings in Children’s Services	Integrated Solution for Social Care	16,000
Savings in Strategic Housing (homelessness)	Integrated Solution for Social Care	10,000
Reduction in travel expenses	BPR	67,000
	TOTALS	700,000

The total savings requirement of £700k has been achieved; however, in some instances the savings identified are not recurrent. This is because delays in the programme made it difficult to fully achieve the range of savings originally assumed.

It is envisaged that additional savings can be achieved over and above the 2010/11 target of £1m to enable the £700k to be achieved on an on-going basis.

Examples of non-recurrent savings include the £66k within the transport project. Work on the transport project was not sufficiently advanced to deliver any contract savings in 2009/10, however a one-off procurement saving of £66k in purchasing school mini-buses has been identified to compensate for the delay in savings achievement.

The transport project is expected to deliver on-going savings in 2010-11 as opportunities for contract re-negotiation arise.

Commentary on savings realised:

- a) Detailed analysis of data produced on the new printer contract suggests significant savings are being delivered against the previous printing solution. The saving of £100k achieved is in addition to the £100k of savings pulled out of budgets in 2008/09. Further savings through on-going rationalisation are expected.
- b) Procurement compliance on the WMS contract has delivered a £78k saving in terms of increased dividends through greater usage.

- c) An overall saving of £90k has been achieved through agency procurement. At the start of the year only 51% of all agency spend was with Pertemps, but by the end of 2009/10 greater monitoring and compliance had increased the amount to 69%.

The average saving on Pertemps rates against other agency rates suggests a saving of at least £70k on the old rate, and a further £20k on the reduced rate that was introduced in January through re-negotiating the contract until March 2011. In 2010/11 increased savings are expected with a full year of the reduced Pertemps rate and further reductions in the amount of rogue agency spend.

- d) Savings in the support of the large number of legacy systems now replaced by integrated solutions achieved a total of £73k.
- e) The implementation of Frameworki has delivered £200k of staff savings within Adult Social Care and a further £16k within Children's Services. A £10k saving within Strategic Housing has been achieved through system improvements.
- f) Analysis of mileage claimed since the introduction of the new mileage form suggests significant savings are being delivered. Sampling of mileage claims shows that in general staff are claiming less.

In overall terms, directorate mileage has under-spent by over £100k. This is partly due to management action to reduce journeys; however an assessment of the mileage claim evidence produced suggests approximately £67k of savings being delivered by the new form.



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	2010/11 LOCAL GOVERNMENT SAVINGS
REPORT BY:	DIRECTOR OF RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To report on the 2010/11 Local Government savings package.

Recommendation

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

Introduction and Background

1. The report to Cabinet on 17 June is appended. Cabinet noted the report.

Background Papers

- None identified.

MEETING:	CABINET
DATE:	17 JUNE 2010
TITLE OF REPORT:	2010/11 LOCAL GOVERNMENT SAVINGS
PORTFOLIO AREA:	RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To report on the 2010/11 Local Government savings package announced on 10th June 2010 by the Communities and Local Government Minister.

Key Decision

This is not a Key Decision.

Recommendations

THAT Cabinet notes the position outlined in the report.

Key Points Summary

1. 2010/11 total public sector savings are £6.2 billion of which £1.165 billion will be met by local government.

Alternative Options

2. These are central Government determined reductions in grant and as a result there is no alternative option.

Reasons for Recommendations

3. To ensure the extent of the announced 2010/11 Local Government savings is understood.

Introduction and Background

4. On 17th May the Chancellor of the Exchequer announced that the “coalition has agreed that £6 billion of savings to non-front line public services should be made this financial year”. Further details were provided on 24th May about the areas affected by the £6.2 billion cuts (slightly

Further information on the subject of this report is available from
David Powell, Director of Resources on (01432) 383519

higher than previously announced). Within the overall total the figure affecting local government is £1.165 billion to be achieved by reducing grants to local authorities.

5. On 10th June a written Ministerial Statement was laid in the House of Commons outlining Local Government savings. The next key date is 22nd June when an emergency budget may give an indication of likely areas for future savings. The comprehensive spending review to be announced in the autumn will give a clearer indication of the scale of savings to be met by local government from 2011/12 onwards.

Key Considerations

6. For local authorities the general Formula Grant has not been reduced and remains at the level approved by parliament of £29 billion. Similarly, Dedicated Schools Grant (DSG) has not been reduced.
7. The breakdown of the £1.165 billion local government savings indicates £805 million is to be found from revenue grants with the balance of £360 million coming from capital grants.
8. The 2010/11 revenue grant reductions have been capped at 2% and no local authority will face a reduction greater than this percentage. This has not been relevant to Herefordshire as our revenue grant reduction totals £1.158 million or 0.7% of grant.
9. The grants affected include those now within Area Based Grant (ABG), Kickstart Grant, Local Authority Business Growth Incentive (LABGI) scheme and Local Area Agreement (LAA) Reward grant. The known position for Herefordshire is that £1.158 million of revenue grants and £640k of capital grants will not be received.
10. The following table outlines the position for Herefordshire :

Revenue Grant (ABG)

Grant Reduction Area	£000	£000
Department for Education	934	
Supporting People Admin	102	
Cohesion	18	
Road Safety	87	
Home Office	17	
Total		1,158

Capital Grants

Grant Reduction Area	£000	£000
Integrated Transport Block	540	
PRN Network Funding	30	
Road Safety Capital Grant	70	
Total		640

11. In addition an estimated £836k of grant will not be received. However these grants were not confirmed prior to the council's budget setting and therefore their loss impacts on the ability to add to existing budgets rather than requiring reduction to existing commitments.

12. The £1.158 million revenue grant reduction falls within Herefordshire's £15.35 million ABG allocation. The majority of the reductions (£934k) come from Department for Education (DfE) sources.
13. The announcement confirmed that a series of revenue and capital grants will no longer be "ring fenced". For non schools revenue and capital funding it is estimated that ring fencing has been reduced this year from 10.7% (£4.5 billion) to 7.7% (£3.2 billion). For Herefordshire the removal of ring fencing affects the following grants.

Grant	£'000
Youth Opportunity Fund	90
Trust Family Grant	360
Stroke Strategy	89
Aids Supports Grant	16
Playbuilder grant (capital)	593
TOTAL	1,148

14. There is also a doubt over whether we will receive the "Free Swimming Programme" grant. Last year Herefordshire's 2010/11 allocation was announced as £168k including an additional 20% allocation due to offering free swimming to those over 60 and those under 16. We have yet to receive the 2010/11 payment which had been expected by now.
15. There is a lack of certainty about the impact of some of the DfE grant reductions. The areas affected are:
 - Play and Playbuilder revenue grant will cease for the 122 Playbuilder authorities. Herefordshire is scoping the extent of contracts that will not be funded.
 - The Local Delivery Support Grant has been reduced but no details have been released on the level of each authority's reduction.
 - High Performing Specialist Schools are being contacted directly by DfE about grant reductions and the council has yet to receive details.
 - Grants from the Training and Development Agency to local authorities for workforce modernisation and training for support staff in schools will be significantly reduced.

The lack of detail means that we cannot yet indicate how the reduction in DfE grants affect Herefordshire but it is clear there will be a reduced allocation.

Community Impact

16. The reduced grant will require a review of existing commitments across a range of areas.

Financial Implications

17. The revenue grant reduction total is £1.158 million and the capital grant reduction is £640k.
18. In addition an estimated £836k of grant allocation not included in the budget is likely to be removed.

Legal Implications

19. None.

Risk Management

20. By indicating the scale of the 2010/11 reduction a process of mitigating the impact will commence.

Consultees

None.

Appendices

None.

Background Papers

Written Ministerial Statement from Communities and Local Government Minister, June 10th 2010.

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	CUSTOMER INSIGHT UNIT (COMPLIMENTS, COMPLAINTS AND COMMENTS)
REPORT BY:	HEAD OF CUSTOMER SERVICES

CLASSIFICATION: Open

Purpose

To provide an update on the work to develop a joint Herefordshire Public Services (HPS) feedback policy and the Customer Insight Unit (CIU).

Recommendation(s)

THAT: the update be noted and the continued development of the joint working arrangements supported, subject to any comments the Committee wishes to make.

Key Points Summary

- Complaints and feedback before January 2010 were managed locally by services across Herefordshire Council. This resulted in differences in the way complaints were managed and inconsistent quality of processing. The establishment of the standard system has rectified this issue.
- Complainants could continue to pursue their issue with different officers or departments, using the lack of internal co-ordination to further their cause. Where complainants have attempted this, the CIU have been able to stop it.
- As a result, complaints would often get escalated up to 'Stage 3' arbitrarily. This escalation process did not add a great deal of value to the complaint handling process. To date, no complaint which has been received since 4th January 2010 has been taken on by the Local Government Ombudsman.
- Because there was no unified, standardised system for dealing with complaints, it was impossible to acquire an overview across the council. This is now possible and forms part of performance monitoring reports to JMT.
- The Herefordshire Customer Insight Unit was established on 4 January 2010.
- It established a single point of contact for Herefordshire Council and PCT for all customer-instigated feedback, including complaints, comments and compliments.
- The Insight Unit is based at Garrick House in Hereford and is made up of officers from across the council and PCT, who work together to administer and monitor feedback.

Further information on the subject of this report is available from
Richard Beavan-Pearson, Head of Customer Services (01432) 261721/ 07792880246

- Since January 4, a total of 177 compliments and 352 complaints have been received by the unit.

Introduction and Background

1. The new unit was established on the 4th January 2010, to coincide with the change to Herefordshire Council's constitution.
2. The new complaints and feedback policy, which was based on the Adult Health and Social Care statutory requirements for complaints began to be used for the management of feedback at the same time.
3. The Unit was intended to establish a single point of contact for all feedback across Herefordshire Council and NHS Herefordshire. To this end, information and advice was cascaded across the county entitled 'Making experiences count'.
4. The overall number of officers from across NHS Herefordshire and Herefordshire Council assigned to the unit equated to 4.5 fte's, with some limited support from the Children and Young People's Directorate.
5. The department was established using a 'soft launch' approach, as the overall extent of workload was uncertain, particularly in some areas of Herefordshire Council, and by establishing a single point of contact, it was not immediately apparent whether the demand could be catered for adequately.
6. A major advantage of the CIU and the adoption of a standard process means there is a single administrative system (SAP CRM) used to manage the feedback coming into the Council and PCT. Before the CIU, the system was used inconsistently across the council and so a picture of overall levels of feedback and trends thereof was impossible to determine. Within both Provider Services and Commissioning, For Information Governance purposes the information held on the administrative system relating to health services is very limited at present.
7. It is, however possible to see the relative levels of feedback received across the council and PCT, by directorate. To date, a total of 529 contacts have been received through the unit, of which 177 were compliments and 352 were complaints (see table 1, below).

Table 1: Overall Level of Feedback by Type and Proportion received by the Customer Insight Unit between January 4th 2010 and 5th May 2010.

By Directorate	Count of Compliments	Count of Complaints	% Compliments	% Complaints
Adult Social Care	8	15	5%	4%
Children and Young People	1	16	1%	5%
Deputy Chief Executive	40	26	23%	7%
Environment and Culture	89	181	50%	51%
Regeneration	24	36	14%	10%
Resources	9	18	5%	5%
PCT	3	50	2%	14%
Others	3	10	2%	3%
Total	177	352		

8. Of the 352 complaints that have been received by the CIU, it appears that to date, 0 have been escalated to the Local Government Ombudsman and 0 have been

escalated to the Parliamentary and Health Services Ombudsman. This picture may change as complainants decide to pursue their issue subsequently. However, this level of escalation to the LGO in particular appears to have reduced somewhat.

9. The feedback has been received through a variety of methods, although it appears that email, telephone and letter (mostly the 'Making Experiences Count' leaflet) are broadly similar in popularity.

Table 2: Feedback received since January 2010 by access channel

Directorate	E-Mail	In Person	Internet	Letter	Telephone	Grand Total
Adult Social Care	5	1	1	12	4	23
Children and Young People	3			10	4	17
Deputy Chief Executive	23	17		9	17	66
PCT	3			43	7	53
Environment and Culture	68	27		67	108	270
Regeneration	17	4		31	8	60
Resources	8	7		8	4	27
Others	10			1	2	3
Grand Total	137	56	1	181	154	519

10. To date, individual managers and services have received feedback from the CIU. As the level and detail of the information available has developed, it will now be possible to begin to report more widely, as per the original action plan.
11. From May 2010, the information received via the Customer Insight Unit will be used to inform the Customer Insight component of the joint corporate performance report to JMT.
12. In April 2010, a mini-conference was organised for key stakeholders from across Herefordshire. The culmination of the morning's discussion was an action plan, which will inform future developments of the management of feedback across Health and Local Government Services in the county. This action plan will also inform the future development of the management of the Customer Insight Unit.
13. **Next Steps:**

As the CIU continues to develop over the next few months, the following steps will be taken to further improve the service:

- Recruitment into substantive posts within the unit.
- Corporate feedback policy will be reviewed and updated, if necessary.
- Joint corporate report will begin (reporting to services will also begin).
- Feedback improvement action plan will be implemented.

Background Papers

None identified

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	SCRUTINY REVIEW OF THE IMPACT OF THE WINTER WEATHER AND THE REPSONSE TO IT
REPORT BY	COMMITTEE MANAGER (SCRUTINY)

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the report of the scrutiny review of the impact of the winter weather December 2009-2010 and the response to it.

Recommendation(s)

THAT:

- (a) **the Committee considers whether it wishes to agree the findings of the Scrutiny Review of the impact of the winter weather and the response to it; and**
- (b) **subject to the Review being approved, the Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response.**

Introduction and Background

1. In February 2010 the Committee accepted the Leader of the Council's invitation to the Committee to conduct a review of the impact of the recent severe winter weather on communities in the County and across the public services. He requested that this review was completed and the report submitted to Cabinet before the end of July 2010 in order to give sufficient time to build on any recommendations into future winter planning.
2. A copy of the report of the review which was undertaken by the Committee as a whole is appended.

Appendices

Scrutiny Review of the impact of the winter weather December 2009-2010 and the response to it.

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

Background Papers

- None identified.

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

**For presentation to the Overview
and Scrutiny Committee on
2 July 2010**

**People
Excellence
Openness
Partnership
Listening
Environment**

Foreword

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

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

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

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

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

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

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

PJ Edwards
Chairman of the Overview and Scrutiny Committee

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RECOMMENDATIONS

The Committee's recommendations are summarised below:

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

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

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

Background

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

Method of Gathering Information

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

Next Steps

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

Introduction

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

Community Leader

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

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

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

The Multi-Agency Silver Group

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

Surge Information Line

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

Communication Of School Closures And Information On Other Services

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

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

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

Communication of Self Help Information

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

Recommendations

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

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

Service Provider

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

Business Continuity Planning

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

are updated.

Salt Stocks

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

Prioritisation of Gritting Routes

- 49 The current WSP provides:

“2.6 Priority Routes

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

strategic routes

other heavily trafficked routes

commuter routes

routes of importance to the emergency services

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

topography

transport Interchanges

Secondary Routes

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

links to rural communities

regular public transport routes with daily frequencies

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

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

Other Locations

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

Car Parks

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

Public Bus Routes

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

Other Routes

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

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

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

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

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

Self help

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

Snow Clearance Contractors

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

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

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

Bureaucratic Barriers

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

Treatment at County Hospital and Emergency Services Premises

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

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

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

School Closures

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

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

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

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

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

Waste Collection

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

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

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

94 The Waste Services Manager informed the Committee that:

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

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

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

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

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

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

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

ICT Equipment

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

Recommendations

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

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

Commissioner of Services

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

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

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

Recommendations

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

Employer

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

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

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

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

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

Recommendations

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

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

Partners

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

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

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

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

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

Cross – Boundary Highways Issue

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

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

Highways Agency

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

The volunteer 4X4 service

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

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

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

Recommendations

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



MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 JULY 2010
TITLE OF REPORT:	WORK PROGRAMME
REPORT BY:	COMMITTEE MANAGER (SCRUTINY)

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To consider the work programmes of the scrutiny committees.

Recommendation

THAT the current work programmes be approved as a basis for further development, subject to any comment the Committee wishes to make.

Introduction and Background

1. This Committee is responsible for overseeing, co-ordinating and approving the work programmes of the scrutiny committees and approving its own annual work programme. It is also required to periodically review its and the scrutiny committees work programmes to ensure that overview and scrutiny is effective, that there is an efficient use of scrutiny resources and that potential duplication of effort by scrutiny members is minimised.
2. A report on the work programmes of all Scrutiny Committees' will be made to this Committee quarterly. A copy of this Committee's own work programme will be made to each of its scheduled meetings. Copies of the current work programmes are appended.
3. The Committee's programme may be modified by the Chairman following consultation with the Vice-Chairman and the Directors in response to changing circumstances.
4. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
5. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman or Democratic Services to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

Progress in response to recommendations made and issues raised by the Committee

6. A note showing progress in response to recommendations made and issues raised by the Committee at the Committee's last meeting is also appended.

Background Papers

- None identified.

Overview and Scrutiny Committee – work programme 2009/10

	2 July 2010
	<ul style="list-style-type: none"> • Presentations by Cabinet Member (Corporate and Customer Services and Human Resources) , Cabinet Member (Resources) and Cabinet Member (ICT) • Budget Monitoring • Integrated Corporate Performance Report • Report on Scrutiny Review of Impact of Winter Weather and Response to it. • Monitoring of Operation of new Customer Insight Unit • Shared Services
	27 September 2010
	<ul style="list-style-type: none"> • Integrated Corporate Performance Report • Cabinet response to Scrutiny Review of External Communication • Cabinet Response to Scrutiny Review of Impact of Winter Weather and Response to it • Report on Scrutiny Review of External Communication
	18 October 2010
	<ul style="list-style-type: none"> • Update on ICT
	29 November 2010
	<ul style="list-style-type: none"> • Integrated Corporate Performance Report • Budget Monitoring Report
	14 January 2011
	<ul style="list-style-type: none"> • Medium Term Financial Strategy
	21 February 2011
	<ul style="list-style-type: none"> • Integrated Corporate Performance Report • Budget Monitoring Report
	25 March 2011
Other issues	
<ul style="list-style-type: none"> • Herefordshire Public Services – possible consideration of effectiveness of working arrangements • Herefordshire Partnership 	

Further additions to the work programme will be made as required

ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
WORK PROGRAMME 2009/10
PRESENTED FOR CONSIDERATION ON 21 JUNE 2010

26 July 2010	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Scrutiny Review of Home Care Services • Review of Cabinet's Response to the Scrutiny Review of Housing Allocation • Presentation by the Cabinet Member (Older People & Social Care, Adults) • Putting People First
25 September 2010	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Safeguarding Board, Adult Social Care – Improvement Programme • Review of Cabinet's Response to the Scrutiny Review of Home Care Services • Report on a seminar on the Scrutiny Review of Housing Allocation • Procurement of Mental Health Services - update • Action Plan Monitoring: Scrutiny Review of Housing Allocation
13 December 2010	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Joint Strategic Needs Assessment • Quality Care Commission Annual Performance Assessment • Action Plan Monitoring: the Scrutiny Review of the Support to Carers in Herefordshire, Joint Scrutiny Review Of The Transition From Leaving Care To Adult Life and the Scrutiny Review of Home Care Services
24 January 2011	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Safeguarding Board, Adult Social Care – Improvement Programme • Performance Monitoring
21 March 2011	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Action Plan Monitoring: the Scrutiny Review of the Support to Carers in Herefordshire, Joint Scrutiny Review Of The Transition From Leaving Care To Adult Life and the Scrutiny Review of Home Care Services, Scrutiny Review of Housing Allocation

**Further additions to the work programme will be made as required
Children's Services Scrutiny Committee - Work Programme - 2009/10
For following 14 June 2010**

Member Seminar

Note: All Councillors will be invited to a seminar based on one of the Every Child Matters themes on 5 July 2010 (morning) (further details will be sent in due course)

1 October 2010 at 10.00am

	<ul style="list-style-type: none"> • Issues for Scrutiny raised from the seminar on 17 June 'Children's Trust Be Healthy Outcome Group' • Issues for scrutiny raised from the seminar on 5 July. • Mobile ICT Working - Update • Travellers Children Team – update following the bringing 'in house' of the Service. • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--

Member Seminar

Note: All Councillors will be invited to a seminar based on one of the Every Child Matters themes on 4 October 2010 (afternoon) (further details will be sent in due course)

Extra Meeting – date and time to be advised but likely to be end of October

	<ul style="list-style-type: none"> • Early Years and Primary School performance. (pupil and school) • Herefordshire School Task Group – Further Update (Note: Cabinet on 21 October are scheduled to consider a further report. The Chairman has indicated that Scrutiny may also consider the report and the Executives response to it.) • Committee Work Programme.
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10 December 2010 at 10.00am	
	<ul style="list-style-type: none"> • Issues for scrutiny raised from the seminar on 4 October. • Consider the draft revised Children and Young Peoples Plan** • Update following Safeguarding Peer Review • Validated Examination Results – the Chairman is considering whether the report should cover whole school or particular groups e.g. boys vs. girls or special or travellers.) • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--

Member Seminar	
<p>Note: All Councillors will be invited to a seminar based on one of the Every Child Matters themes on 7 February 2011 (afternoon) (further details will be sent in due course)</p>	

11 March 2011 at 10.00am	
	<ul style="list-style-type: none"> • Issues for scrutiny raised from the seminar on 7 February. • Make a positive contribution (subject to consideration by new Director) • Update on Directorate Reorganisation. • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	--

Possible future items on:

- Policy developments from new government and how to respond to them as an LA and family of schools (see minutes June 2010)
- Be Healthy' issues (obesity / alcohol / lifestyle/housing/ CAMHS/ psychology service) also consider inviting members from Health Scrutiny. (see minutes June 2010)
- **Consideration and contribution to the review of the Children and Young People's Plan – current draft timetable indicates this could come to Committee either October or December 2010.
- The 14 – 19 Strategy
- Foundation and Academy Schools
- Governance arrangements for the Children's Trust and partnerships.
- Delivery plans to be submitted to Committee for the Children and Young People Plan.

In consultation with the Chairman and Vice-Chairman the Director of Children's Services is working up a programme of open seminars for Members based on defined themes.

Suggested themes or Issues identified by the Director for future agendas

Date	Subject
To be confirmed	Economic Well Being: 14-19 Strategy.
To be confirmed	Positive Contribution: Targeted / Integrated Youth Services
To be confirmed	Enjoy and Achieve: Attendance

COMMUNITY SERVICES SCRUTINY COMMITTEE

WORK PROGRAMME TO BE PRESENTED FOR CONSIDERATION ON 28 JUNE 2010

	8 October 2010
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Edgar Street Grid – Update • Crime & Disorder Reduction Partnership Scrutiny – Update • Review of Cabinet's Response to the Review on Volunteering • Review of Festivals in Herefordshire
	6 December 2010
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Edgar Street Grid – Update • Crime & Disorder Reduction Partnership Scrutiny – Update • Action Plan Monitoring: Review of Community and Safety Drugs Partnership, Review of the Herefordshire Economic Development Strategy 2005- 25, Review of Tourism.
Scrutiny Reviews	<ul style="list-style-type: none"> • Review of Festivals in Herefordshire
	11 February 2011
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Edgar Street Grid – Update
	7 March 2011
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Edgar Street Grid – Update • Crime & Disorder Reduction Partnership Scrutiny – Update • Action Plan Monitoring: Review of Community and Safety Drugs Partnership, Review of the Herefordshire Economic Development Strategy 2005- 25, Review of Tourism and Review on Volunteering.
Scrutiny Reviews	<ul style="list-style-type: none"> • Review of Access to Services

To add: Provision of Advice Services

Further additions to the work programme will be made as required.

ENVIRONMENT SCRUTINY COMMITTEE WORK PROGRAMME

For consideration by Committee 28 June 2010

Tuesday 2.00pm 13 July 2010 Brockington	
	<ul style="list-style-type: none"> • The Herefordshire Local Access Forum – presentation on their work and questioning by the Committee. • A Review of the Public Rights of Way Service Performance and Outcomes. – (to inform of the scope of the rights of way service, clarify Amey and Council roles, outcomes and progress towards those outcomes. The report will also set out to address or clarify some of the regular rights of way related queries raised.) • Performance in relation to planning applications and enforcement. • Committee Work Programme

9.30am 13 September 2010	
	<ul style="list-style-type: none"> • Good Environmental Management (GEM) – end of year performance report. • ** Consideration of the draft LTP3 (provisional item) • Progress report on actions following the Scrutiny Review of On-Street Parking. • Safer Roads Partnership – Update by Council's Member on SRP Board. • Capital Budget Monitoring • Revenue Budget Monitoring. • Report on Performance Indicators. • Committee Work Programme

9.30am 26 November 2010	
	<ul style="list-style-type: none"> • Further update on the Review of the Travellers' Policy • County Rail Facilities – update by Cabinet Member following discussions with providers. • Capital Budget Monitoring • Revenue Budget Monitoring. • Report on Performance Indicators. • Committee Work Programme

9.30am 28 February 2011	
	<ul style="list-style-type: none"> • Capital Budget Monitoring • Revenue Budget Monitoring. • Report on Performance Indicators. • Committee Work Programme

Items for consideration as the programme is further developed:

- The effect on Herefordshire of changes to the Single Farm Payments system (e.g. hedge cutting, drainage ditch clearance)
- Any specific issues arising from Council Strategies or Plans.
- **Contribute to policy development of LTP3. Draft timetable for the policy review indicates this could come to scrutiny in September 2010.
- Consideration of revised/reviewed Flood Defence Policy.
- Consider inviting the Environment Agency to discuss the environmental impact, of the Open Windrow Greenwaste composting facility at Morton-on-Lugg. (Minute 60 – Committee work programme and Minute 64)
- Colwall Railway Bridge – review any traffic/pedestrian safety issues arising (see Minute 65 of 20.4.09)

Health Scrutiny Committee Work Programme 2009/11

The agenda will be based on:

- Quarterly Updates – Service Development
- Statutory Business including consultations
- Quality Assurance and Public Engagement
- Population Health and Equalities

30 July	
	<ul style="list-style-type: none"> • Follow up points from previous meetings and “need to know” information from Health Trusts. • Examination of response to Swine Flu • Provider Services Integration • World Class Commissioning • Population Health –alcohol misuse and smoking • View of Local Medical Committee on Response to Scrutiny Review of GP Services
20 September	
	<ul style="list-style-type: none"> • Updates from Chief Executives (including full performance Update) • Ambulance Service Review Update (including Community First Response Manager) • Patient Transport Manager • Quality assurance • World Class Commissioning • Population Health – improving people’s diet and taking up exercise.
22 November	
	<ul style="list-style-type: none"> • Follow up points from previous meetings and “need to know” information from Health Trusts. • Population health – Access to health services in a rural County (including dental health) • World Class Commissioning • Mental Health Procurement Update
21 January	
	<ul style="list-style-type: none"> • Updates by Chief Executives of Health Trusts • Population Health - health and wellbeing of older people • World Class Commissioning • Update on response to Scrutiny Review of GP Services
18 March	
	<ul style="list-style-type: none"> • Follow up points from previous meetings and “need to know” information from Health Trusts. • World Class Commissioning • Population Health – Issues relating to housing

Progress in response to recommendations made and issues raised by the Strategic Monitoring Committee in March 2010

Information Communication and Technology Services Update	
<p>Recommendations</p> <p>(b) a further progress report be made in 6 months time, noting in particular ongoing work on the interface between the Social Care Framework system with the Council's finance system and Civica software packages; and</p> <p>(c) Councillor WLS Bowen be deputed to discuss access to the intranet for Members to identify and seek to resolve the apparent problems.</p>	<p>Response/Action</p> <p>In work programme for 18 October.</p> <p>Work being undertaken.</p>
Integrated Corporate Performance Report	
<p>Recommendations</p> <p>the Children's Services Scrutiny Committee's consideration of performance against a range of education attainment targets should be reported back to the Overview and Scrutiny Committee.</p>	<p>Further information contained in covering report to the overview and Scrutiny Committee on the Annual Corporate Performance Report.</p> <p>Briefing note circulated 24 June.</p>
Budget Monitoring Report 2009/10	
<p>(b) briefing notes be circulated to Members of the Committee on the overspend on the managing agent contract with Amey Wye Valley; the background to and administration of the Leader Vital grant; capital expenditure on City Centre enhancements and details of the works;</p> <p>(c) a report be made to the Adult Social Care and Strategic Housing Scrutiny Committee on the operation of the Panel reviewing the level of void placements in residential homes and day care facilities and its effectiveness in reducing voids.</p>	<p>Briefing note circulated 11 June.</p> <p>Information included in Budget Monitoring Report to Adult Social Care and Strategic Housing Scrutiny Committee – 31 March 2010</p>