

# AGENDA

## Cabinet

Date: **Thursday 30 June 2011**

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Time: **3.00 pm**

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

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

For any further information please contact:

**Sally Cole, Committee Manager Executive**

Tel: (01432) 260249

Email: [scole@herefordshire.gov.uk](mailto:scole@herefordshire.gov.uk)

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

# **Agenda for the Meeting of the Cabinet**

## **Membership**

**Chairman**

**Councillor JG Jarvis**

**Councillor AJM Blackshaw**

**Councillor PM Morgan**

**Councillor RJ Phillips**

**Councillor PD Price**

**Councillor DB Wilcox**

## **GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS**

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

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

Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is. A Councillor who has declared a prejudicial interest at a meeting may nevertheless be able to address that meeting, but only in circumstances where an ordinary member of the public would be also allowed to speak. In such circumstances, the Councillor concerned will have the same opportunity to address the meeting and on the same terms. However, a Councillor exercising their ability to speak in these circumstances must leave the meeting immediately after they have spoken.

# AGENDA

Pages

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

Notice is hereby given that the following reports contain key decisions. When the decisions have been made, Members of the relevant Scrutiny Committee will be sent a copy of the decision notices and given the opportunity to call-in the decisions.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
5	Income Proposals and Charging Proposals	Corporate Services and Education	Overview and Scrutiny	Yes
8	Redesign of Delivered Library Service and Development of Community Library Sites	Enterprise and Culture	Overview and Scrutiny	Yes
10	Options for the Future of West Mercia Supplies	Corporate Services and Education	Overview and Scrutiny	Yes

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTES

To approve and sign the minutes of the meeting held on 17 March 2011.

### 4. FINAL REVENUE AND CAPITAL OUTTURN 2010/11

The purpose of this report is for Cabinet to consider and approve the final outturn position for 2010/11.

### 5. INCOME PROPOSALS AND CHARGING PROPOSALS

To seek approval for the charging and trading principles outlined in the report and the suggested approach for the development of income proposals for directorates. To update Cabinet on the progress achieved to date and to approve proposals that deliver the income requirement contained in the agreed budget.

### 6. INTEGRATED CORPORATE PERFORMANCE REPORT 2010/11

To invite Cabinet Members to review performance for the operating year 2010-11 against the Joint Corporate Plan 2010-13.

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<b>7.</b>	<b>JOINT CORPORATE PLAN</b>	95 - 104
	To approve the measures, targets and projects to support the delivery of the Joint Corporate Plan (JCP) as attached at appendix 1.	
<b>8.</b>	<b>REDESIGN OF DELIVERED LIBRARY SERVICE AND DEVELOPMENT OF COMMUNITY LIBRARY SITES</b>	105 - 108
	To agree remodelling of the Delivered Library Services from a universal mobile service to a home delivery service based upon the needs of the users, and to encourage delivery of community library sites.	
<b>9.</b>		
	In the opinion of the Proper Officer, the following item will not be, or is likely not to be, open to the public and press at the time it is considered.	
	<b>RECOMMENDATION:</b> that under section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12(A) of the Act, as indicated below and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
	<b>3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>	
<b>10.</b>	<b>OPTIONS FOR THE FUTURE OF WEST MERCIA SUPPLIES</b>	109 - 114
	To consider the options for the future of West Mercia Supplies.	
	<b>NOT FOR PUBLICATION – This item discloses information relating to the financial or business affairs of any particular person (including the local authority holding that information.</b>	

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## **HEREFORDSHIRE COUNCIL**

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

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HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday 17 March 2011 at 2.00 pm**

**Present:** Councillor JP French (Vice Chairman)

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

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

**94. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors: RJ Phillips, Leader of the Council, LO Barnett, Cabinet Member Adult Social Care, Health and Wellbeing and PJ Edwards, Chairman Overview and Scrutiny.

**95. DECLARATIONS OF INTEREST**

There were no declarations of interest made.

**96. MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 17 February 2011 be approved as a correct record and signed by the Chairman.

**97. HEREFORDSHIRE PARTNERSHIP ENGAGEMENT FRAMEWORK**

The Chairman for the meeting, Councillor JP French, introduced the Herefordshire Partnership Engagement Framework to Cabinet and advised that this item and the report on the Locality Strategy for Herefordshire were interlinked and would be dealt with together by the director.

The following points were made:

- The locality strategy for Herefordshire was the overarching document and the key objectives were:
  - Better engagement
  - Localised services
  - Empowered communities
- Further detail on the engagement strategy was emerging, however, considerable work had already been done through the Hearts of Herefordshire project and it is proposed that this style of working in the communities is rolled out across the county.
- Consultation has been carried out through the Herefordshire Partnership, Local Strategic Partnership and HALC (Herefordshire Association of Local Councils). Any

parishes that were not part of HALC were to receive documentation providing a full explanation of the engagement strategy in the post.

- It was noted there were some misgivings on the part of the Parish Councils, as it was felt there was an expectation that parishes would be expected to take on additional responsibilities, without additional support or funding. It was agreed that closer communication was needed with the parishes to allay any concerns.
- The Monitoring Officer confirmed that the power to delegate additional responsibilities to Parish Councils was not reliant on the forthcoming Localism Bill, as the ability for local authorities to do this had been in place since the 1972 Act. Cabinet was reminded that for Parish Councils to take on additional powers would have to be done through agreement and was not something that could be enforced upon Parishes.
- The Parish Council Charter was being refreshed and was due to be consulted on. The Charter would set out protocols in light of emerging legislation.
- In discussing issues around community led planning meetings in Parishes, Cabinet agreed that planning terminology was an area that could be easily misunderstood. It was agreed that a glossary of terms should be compiled, which would be informative and easily understandable for all.

It was noted that it was proposed to have nine localities for community engagement. Members in attendance felt that it was important that these localities were based on communities and it was believed there were more district communities than the nine localities.

**RESOLVED:**

- THAT:**
- a) **Cabinet approved in principle the draft engagement framework; and**
  - b) **Delegated to the Chief Executive final approval, taking account of the views expressed by Parish Councils.**

**98. LOCALITY STRATEGY FOR HEREFORDSHIRE**

The Director of Sustainable Communities presented the report on the Locality Strategy for Herefordshire and reminded Cabinet there had been an all Members' Seminar on the proposals in the strategy and that the strategy was the overarching document for the engagement framework.

The following points were made:

- A question was raised on where a central property was to be located in the Golden Valley as a locality centre where meetings could be held. Cabinet was advised that this was work in progress. However, once the staff structure was in place the geographic teams would focus on their relevant localities. Additionally the geographic partner organisations would be represented in the area which would enable all representatives to work together.
- Additionally it would provide the opportunity for working with the police and the fire service in the localities.
- Concern was raised regarding Hereford City being seen as a single locality, as it was viewed by some Members as not just one community but at least two due to the division by the river.



- It was reiterated that staffing groups would be delivering services in and as close to communities as they possibly could. It was added that the savings on the budget were dependent on the locality teams working successfully together.
- There was some concern by Members that it could be seen, with a partnership organisation such as this, that there could be a need for a lead officer for each area of the organisation who would be accepted by all partners.

**RESOLVED That: Cabinet approved the Locality Strategy.**

## **99. INFORMATION AND ICT STRATEGY**

The Cabinet Member ICT, Education and Achievement introduced the report to Cabinet and emphasised how important the strategy was in relation to savings being made across the organisation. He added that he was aware of concerns about how information was stored and who would have access but reassured Cabinet that these issues had been dealt with.

The following points were discussed:

- The ICT provision covers both Hereford Council and NHS Herefordshire (PCT) and is proposed to cover other partner organisations in the future.
- When considering the objectives Cabinet was reminded that the strategy was about making the best use and value for money out of the current systems by working with staff and customers.
- The importance of delivery of electronic services was emphasised and the need to preserve and make data available to all relevant staff. There were high ambitions for the improvement of broadband across the county with national and local support and the strategy set out the future aims.
- The strategy was for five years and would be refined on a yearly basis. Data would be stored at three data centres and data would be available to anyone with the correct authorised access.

## **RESOLVED**

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

The meeting ended at 2.45 pm

**CHAIRMAN**



<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>30 JUNE 2011</b>
<b>TITLE OF REPORT:</b>	<b>FINAL REVENUE AND CAPITAL OUTTURN 2010/11</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE SERVICES AND EDUCATION</b>

**CLASSIFICATION:** Open

## **Wards Affected**

County-wide.

## **Purpose**

The purpose of this report is for Cabinet to consider and approve the final outturn position for 2010/11.

## **Key Decision**

This is not a Key Decision.

## **Recommendation(s)**

**That:**

- (a) The final outturn for 2010/11 be approved; and**
- (b) The movements to new reserves outlined in paragraph 12 of Appendix A be approved.**

## **Key Points Summary**

- The Council delivered a balanced budget for 2010/11. The overall position includes the use of reserves and other central budgets.
- The capital outturn for 2010/11 totalled £70.3m.
- The Council delivered a balanced budget for 2010/11. The overall position includes the use of reserves and other central budgets.
- The capital outturn totalled £70.3m.
- General Fund Reserve is at the predicted level of £6.4m. Specific reserves total £17.9m of which £6m is ring fenced schools reserves.
- Adult Services care related budgets remain the single biggest area of financial risk.

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Further information on the subject of this report is available from  
Heather Foster, Head of Corporate Finance on (01432) 260284

- The introduction of budget recovery plans and control of discretionary expenditure made a significant contribution to the yearend position.

## **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 2010/11, it is sufficiently advanced for Cabinet to consider the final outturn for the year.
- 3 On 17<sup>th</sup> June 2011 the Statement of Accounts for 2010/11 was signed by the Council's Chief Officer (Finance and Commercial Services) and was presented to the Audit and Governance Committee for formal approval on 28<sup>th</sup> June 2011. This represents the first stage of a revised accounts approval process introduced for this year. Under the new arrangements the formal approval by the Audit and Governance Committee is not required until the Audit Commission has completed its full audit.

## **Introduction and Background**

- 4 Throughout 2010/11 the Council's revenue and capital position was regularly reported to Cabinet. The reporting is a discrete part of the performance reporting regime and ensured Cabinet was regularly informed of the Council's financial position.
- 5 The reports also conformed to best practice by regularly informing Cabinet of Treasury Management activities.

## **Key Considerations**

- 6 The detailed report at Appendix A indicates the delivery of a balanced budget for 2010/11. This was assisted through the use of reserves and the final reserve position is included in Appendix A.
- 7 The revenue budget indicates that whilst the directorates' budgets overspend a considerable contribution was made by the Council's borrowing and investment activity.
- 8 Throughout the year Cabinet received regular information on the position including the projected overspend in the Integrated Commissioning area. This area remains the key area of financial risk in the short to medium term. Even so, the directorate delivered a number of projects to help bring the overall position to the reported level. These are outlined in Appendix A (paragraph 14).
- 9 The capital programme outturn is provided at Appendix B. It shows that in 2010/11 the final outturn was £70.3m.

## **Financial Implications**

- 10 These are contained in the report.

## **Legal Implications**

- 11 None.

## **Risk Management**

12. The Council is required to ensure the closure of its 2010/11 accounts by 30<sup>th</sup> June 2010. Failure to do so carries a reputational risk for the council in relation to its corporate governance role.

## **Consultees**

13. The relevant officers have been consulted about the report's content

## **Appendices**

14. Appendix A – Revenue Budget Monitoring  
Appendix B - Capital Outturn Summary  
Appendix C - Treasury Management Update

## **Background Papers**

- None identified.



## REVENUE BUDGET MONITORING

### Summary

- The following table summarises the 2010-11 projected outturn based on the financial position as at 31st March 2011.

£'000	Budget	Projected (over) or under spend
Integrated Commissioning	56,047	(4,346)
Children & Young People	46,652	(409)
Deputy Chief Executive	5,348	151
Sustainable Communities	49,057	1,274
Public Health	3,198	109
Central Services	(17,231)	(479)
Resources	3,454	1,037
<b>Directorate Position</b>	<b>146,526</b>	<b>(2,663)</b>
Borrowing and investments	15,450	1,557
Revenue contribution to capital	505	0
WMS Profit Share	(624)	91
Area Based Grant / LPSA	(14,348)	181
Year end adjustments including internal recharges	(13,943)	0
Transfer to/from Reserves	9,278	834
<b>Total</b>	<b>142,844</b>	<b>0</b>

- The Council delivered a balanced budget for 2010-11. The overall position includes the use of reserves, and paragraph 10 presents the final reserve position.
- Work continues on the range of tasks necessary to prepare the council's statutory Statement of Accounts.
- The most significant overspend relates to Integrated Commissioning. In addition to the previously reported activities linked to overspends, a change in accounting policy has required additional care expenditure be accrued in this financial year, totalling £651k. This will ensure no challenge arises from the audit process.
- The Council's efficiency programme delivered £1m from both recurrent and one off means.
- Adhering to changes in accounting practice has meant an estimation of future redundancy costs have been included as a provision in the accounts, based on those employees clearly at risk and could have an end date after 31st March. The provision totals £774k including schools.

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

6. In addition to the revenue overview, a capital monitoring summary is provided at Appendix B. The forecast outturn spend is £70.3m.
7. Appendix C provides a Treasury Management update and explains an expected underspend of £1.557 million on borrowing costs and interest received. This is in partly due to slippage on the capital programme and loan rescheduling that replaced higher cost loans with new borrowing at lower rates than budgeted. The appendix also sets out the prudential indicators for the year which requires cabinet approval.
8. Throughout the report, reference is made to virements that have been actioned across the services. The year-end 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**

9. The general reserve balance as at 31st March 2011 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 31<sup>st</sup> March 2010 to £5.4m. This has been fully replenished in 2010/11 in line with the budget.

### **Earmarked Reserves**

10. At 1st April 2010 the council held £19.3 million of earmarked reserves after adjusting for a change in accounting arrangements for unspent grants, £5.1m. In 2010/11 the council was required to adopt International Financial Reporting Standards (IFRS) which changed the accounting arrangements for unspent revenue grants, contributions and donations which would previously been held as 'receipts-in-advance'. If the grant is not used in the financial year and is able to be carried over to cover spend in future years, then it has been transferred to an earmarked reserve, provided the grant has no 'condition' attached.
11. Reserves reduced to £17.894 million as at 31st March 2011, with services instigating movements both to and from their specific reserves. This includes ring-fenced school balances reserves of £6m.
12. The table below sets out the amounts set aside in earmarked reserves to provide financing for future expenditure plans. A number of new reserves were set up:
  - Grange Court – this is a community building grant set aside for use in 2011-12.
  - The ICT reserve is to provide Agile Working, to meet the Corporate Strategy and support the business as it moves towards a citizen centric form of delivery with more flexibility around where officers work. This reserve is also to fund the Customer Organisation, using systems to re-engineer the front and back office roles centred around the customer.
  - The Members reserve has been set up to support the training and technical support requirements of the newly elected members.



## Reserves

	31 Mar 2010	31 Mar 2011
	£000	£000
Balances held by schools under a scheme of delegation	5,497	6,002
Grange Court	0	41
Commuted sums	78	36
Industrial Estates - maintenance	372	400
Schools Balance of Risk	173	175
ICT	0	595
Members ICT	0	40
Planning	24	24
College Hill Community Centre	180	180
Waste Disposal	2,774	2,907
Wye Valley AONB	94	99
Invest to Save	1,331	305
Contingent liabilities	300	300
Social care contingency	154	0
Edgar Street Grid	691	482
Whitecross school PFI	281	331
LPSA 2 reward grant	224	210
Carbon Reserve	20	0
Schools Redundancies	10	0
Schools Rates Reserve	869	217
Economic Development	266	168
Safeguarding Children Board	21	0
Insurance reserve	544	296
Pool car reserve	10	10
Local development framework	270	0
Area based grant	53	0
Unused Grants cfwd	5,100	5,076
	<b>19,336</b>	<b>17,894</b>

## INTEGRATED COMMISSIONING DIRECTORATE

£'000	Annual Budget	Under / (Over) spend
Learning Disabilities	12,564	(592)
Mental Health	7,448	(1,075)
Older People	13,823	(1,884)
Physical Disabilities / Sensory Impairment	4,780	(1,028)
Section 75 Arrangements	939	(59)
Commissioning Directorate	1,987	(0)
Other Services	14,506	292
<b>Total</b>	<b>56,047</b>	<b>(4,346)</b>

### Overview

13. The net overspend for the year totalled £4.3m. In addition to the previously reported activities linked to overspends, a change in accounting policy has required additional care expenditure be accrued in this financial year, totalling £651k, this will ensure no challenge arises from the audit process.

### Recovery Plan

14. A number of projects have been delivered successfully to the value of £2.696m.

Recovery actions achieved in year includes:

- Supporting People Grant (SLA) £1,117k.
- Capitalisation of Community Equipment £51k.
- Shaw contract voids. Reduction in residential care voids over the year £76k.
- Surpluses regained from deferred payments £301k.
- Day care services within Learning Disabilities £94k.
- In year underspend on Transformation Grant £507k.
- Funding relating to reablement transferred from the PCT £231k.
- Use of the stroke grant for care relating to clients who have had a stroke £55k.
- Capitalisation of the RAS (Resource Allocation System) Toolkit £47k and EMS (Electronic Monitoring System) £10k.
- Winter Pressures funding from the PCT to facilitate early discharge from hospital £80k and Intermediate Care for the Community Equipment Store £50k (Council's share £25k).
- The renegotiation of the Carer's Hub contract has made money available for care £16k.
- Use of the Mental Health Capacity Act to fund training for social workers on the implementation of the Act £30k.
- Community Equipment Store closing stock revaluation £112k (Council's share £56k).

## Financial Pressures

### 15. Learning Disabilities - overspend for the full year is £592k.

- Residential / Nursing - The budget for 2010/11 provided for growth of one additional package (due to the remainder being provided through personal budgets) from Children's services. The final increase is 4 packages for the year. These additional packages plus an additional high value package due to more complex needs have created cost pressures.
- Domiciliary Care. The number of hours and clients has increased year on year as more clients were encouraged to stay at home. The final overspend was £218k.
- Personal Budgets were budgeted to increase from 53 to 61 for 2010/11. The final actual activity is 81 packages giving a budget pressure of £287k.
- Day centres and the social care teams underspent, mainly due to managing vacancies
- Learning Disabilities has benefited from supporting people monies of £662k.

### 16. Mental Health - Full Year over spend of £1,075k.

- The full year impact of the increase in standard rates for residential homes has the effect of £327k. Residential and Nursing has overspent on respite by £317k. The budget assumed a reduction in the number of clients by 33 for the full year from 209 to 176. The number of clients at the end of the year totalled 201, thus resulting in an overspend of £263k.
- There has been an increase in domiciliary care packages over the year, with an impact of £268k.
- It was assumed when the original Budget was set, that Personal Budgets would increase by 12 during 2010/11. This has not materialised, creating an underspend of £100k..
- The Supporting People (SP) SLA has contributed £101k to 'supported living' packages within supported accommodation.
- Carers Breaks has overspent by £123k due to more breaks approved than the budget available from the Area Based Grant.

### 17. Older People - Full Year over spend £1,884k

- The numbers of residential and nursing care packages are rising and more expensive packages put in place due to more complex needs. At the start of the year there were 242 packages, this rose to 268 in November but reduced by March to 254 packages, hence the overspend of £294k. This is offset by winter pressures money made available £80k.
- Domiciliary care overspend for this year is £629k some of this was offset by the Supporting People Grant transferred during October of £155k.
- The number of Personal budgets was expected to be the area of growth in 2010/11. 3 new packages were approved in the year but also 3 ceased not achieving the target anticipated. The total underspend for the year was £853k.
- A contribution from the Supporting People (SP) Grant SLA for 'supported living' packages of £224k aided the grants to voluntary organisations overspend. Carers' breaks are over the budget available from the Area Based Grant by £112k.

18. Physical Disabilities - Full year over spend of £1,028k

- Residential and nursing packages were assumed to reduce by 3 during the year to 21. At the end of March there were 24 packages, thus creating an overspend of £57k. There has been an increase in respite packages costing £25k. The increase in residential rates at the beginning of the year has the impact of £14k.
- The budget for domiciliary care assumed a rise by 5% following previous years' trends. 2010/11 over spent by £516k.
- At the end of March there were 69 Personal Budgets, 7 below budget resulting, in an underspend of £85k.

19. Section 75 agreements - Total over spend is £59k.

The Community Equipment Store finished the year with a total surplus £61.6k due to a successful bid made to the PCT for Winter Pressures funding of £50k which was to offset the increase in issue of pressure relieving mattresses, in order to allow prompt discharge from hospital. The, accounting for stock at the year end reduced spend by £112k.. Hillside overspent by £137k of which £30k was the Council's contribution.

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

£'000	Annual Budget	Under / (Over) Spend
Improvement & Inclusion	10,038	243
Safeguarding and Assessment	14,042	(1,241)
Planning, Performance & Development (PP&D)	20,421	788
Community Operations	1,270	160
Central Directorate	881	(359)
<b>Total</b>	<b>46,652</b>	<b>(409)</b>

\* Budget and actual expenditure now include the corporate recharges and capital costs.

### Key Points Summary

20. The final outturn for Children's Services is an over spend of £409k. This represents a reduction of £176k compared to the predicted outturn in March.

### Budget Pressures

21. Children's Services began the year needing to deliver £493k of savings through vacancy management, with a further £857k of unidentified savings to be made in order to achieve a balanced budget.
22. As previously reported in year pressures emerged for external placements for looked after children and placements for children with complex needs resulting in over spends totalling £1249k and £300k respectively. In both cases this is due to additional cases coming through the system.
23. The other key pressures in year related to costs for the CYPD restructure (including redundancy costs and additional HR support) plus additional costs associated with having an interim Director, Herefordshire's proportion of the redundancy costs related to the closure of the student grants service and additional work commissioned for service level agreements and traded services. These pressures added expenditure of approximately £290k.
24. The total pressures including the unidentified target savings built into the budget and the actual in year overspends highlighted above total £2,695k.

### Savings Delivered

25. Savings of £2,286k have therefore been delivered to reduce the net over spend for the directorate to the reported position of £409k over spend.
26. Children's Services has received additional budget virements totalling £550k, however the majority of the savings have been achieved through a combination of operational savings and the maximisation of available grants.
27. The schools transport budget has delivered savings of £545k primarily through a combination of route review savings and additional income generation through a higher than anticipated uptake of places by post 16 students.
28. Savings through vacancy management have delivered approximately £170k of additional savings above the budgeted £493k. This excludes the impact of charging additional staff costs to grants.

- 29. £612k of savings have been delivered by appropriately allocating staff and senior management time to various grants.
- 30. Other grant adjustments include £105k of contributions from the Think Family grants to the Action for Children and Women's Aid contracts, with other grant adjustments in total of £199k.
- 31. Other savings of £142k have been delivered through a combination of activities including additional income generated from training activities, (+£41k), and other savings arising from tight controls over discretionary spend and stopping non essential activities.

### **Grant Outcomes**

- 32. The grants for Surestart (total £5,222k) and the Think Family activities (total £360k) have been fully utilised.
- 33. Expenditure on area based grant (ABG) activities totalled £3,684k (excluding corporate costs) this was in line with the budget which incorporated a 5% reduction.

### **Other Key Financial Information**

- 34. Although the numbers of Looked after Children have now stabilised after the autumn 2010 peak the numbers the closing figures for March 2011 are 35% higher than for March 2010 and this will continue to create budget pressures in 2011/12.
- 35. The budgets have been set for 2011/12 and, in accordance with corporate policies, cuts have been made in services where grants have been withdrawn. As a result of the significant cuts in Children's Services grants for 2011/12 there will be a further consultation commencing in May on the additional post cuts required as a result of funding cuts.
- 36. The materiality of the reductions required for 2011/12 (£1.7m on local authority expenditure and £3.0m on grant funded expenditure) will create major challenges for Children's Services to deliver a balanced budget. A number of key work streams have been initiated to develop and deliver the savings required. Progress will be monitored and reported corporately in 2011/12.
- 37. Four schools have already converted to academy status, a further twelve have applied to convert of which five have been approved and are in the process of conversion. Additional schools are expected to apply and as more schools consider adopting academy status there will be an increasing impact on the central services delivered through Dedicated Schools Grant (DSG) funding, as budgets are top sliced each time a school changes status. In the medium to longer term this will impact the viability of service delivery.
- 38. School balances in 2010/11 increased to £6.091m, despite the conversion to academy of four schools. £0.5m of the increase is due to a relaxing of the balance claw back regulations in anticipation of their removal in 2012, which enabled schools to apply to the Director of Children's Services to retain their balances.
- 39. Four schools ended the year in deficit (one was less than £1k). Dilwyn is closing in August 2011. Aylestone and Broadlands' deficits are expected to increase in 2011/12.

## DEPUTY CHIEF EXECUTIVE DIRECTORATE

£'000	Annual Budget	Under / (Over) Forecast
Legal & Democratic Services	2,272	(362)
Communications	10	15
Director and Administration	290	38
Policy & Performance	60	41
Herefordshire Partnership	496	33
Customer Services	65	(12)
ICT	1,839	102
Human Resources	316	296
<b>Total</b>	<b>5,348</b>	<b>151</b>

### Major Budget Exceptions

40. ICT, Human Resources and Policy & Performance have achieved major underspends by holding vacant posts for the full year and controlling all discretionary spend. This has put all areas under pressure to continue to deliver service.
41. Herefordshire Partnership has achieved grant funding to pay for several of the activities that have been undertaken this financial year.

### Recovery Plan Actions Instigated

42. The recovery plan for Legal and Democratic Services includes;
- The use of interim management staff has ceased; these have been filled with one permanent member of staff.
  - A full restructure of the service is underway which will remove the reliance on Locums.
43. Income generated from Registrars and Local Land Charges is being reviewed to ensure income is maximised and subsidisation reduced. The service is aware that its lost £70k income from land charges must be delivered from other budgets in 2011-12.

## SUSTAINABLE COMMUNITIES

£'000	Annual Budget	Under / (Over) Forecast
Highways, Transport & Community Services	16,406	(405)
Environment, Planning & Waste	15,372	1,266
Homes & Communities	5,085	192
Economy & Culture	10,688	29
Directorate Management & Support	1,317	(3)
Savings	189	195
<b>Total</b>	<b>49,057</b>	<b>1,274</b>

### Overview

44. The final budget position for Sustainable Communities is an underspend of £1.274 million, this mainly relates to the reduction in costs on Winter Maintenance of £480k following the mild weather in February and March. There were also further reductions in Waste Management costs for the year of £630k.

### Major Budget Exceptions

#### Highways, transport & Community Services

45. The final outturn on Winter Maintenance for 2010/11 was £1.383m with a closing stock of salt of over 5,500 Tonnes at 31st March 2011. Previous projections took a cautious view of the impact of much colder conditions as experienced in previous years but February and March 2011 proved much milder. The outturn position is also mitigated by annual savings on fleet drawn out of the Amey MAC contract and use of the Detrunking Grant.
46. There is a specific reserve to meet exceptional Winter costs of £500k which will be used to mitigate this pressure. In 2011/12 £500k has been added to the base budget.
47. There is an overspend on Street Lighting of £205k. Of this £90k relates to energy costs, previously highlighted, and is as a result of increases in the energy tariff. The remaining overspend of £115k relates to the works and services provided directly by Amey Herefordshire. Whilst Amey have managed their overall spend within the allocated budgets, they have overspent the street lighting allocation. This is in part a direct result of their work to improve the quality of the information held on the asset in the form of our inventory. Through this exercise Amey have gained much better understanding of the condition of the street lighting asset. This has resulted in an increase in the need for urgent intervention, particularly in regard to a 7 older columns which had experienced extensive hidden corrosion (usually below ground). Further spend has occurred to enable reductions in carbon and energy usage, this investment should realise a return once we have been able to switch to from our current non-half hour payment arrangements to passive half hour payment.
48. Transportation previously forecast an under spend of £65k, the final outturn was an under spend of £115k. This was due to extra funding for the school travel advisor being achieved whilst still meeting the costs from the existing base budget, and an increase in the amount of staff time rechargeable to the capital programme. Further savings on discretionary spending were also made.
49. Bus route subsidies results were better than expected and came in less overspent than



forecast, whilst Concessionary travel came in more expensive than forecast, but with only a net £10k additional overspend to earlier forecast figures.

### **Environment, Planning & Waste**

50. There were no major exceptions on planning budgets. Overall income targets were met and an overspend of £25k occurred due to the costs of document storage pending the introduction of document scanning, which is anticipated to start in August 2011.
51. The joint waste disposal contract outturn was £6.51m, an underspend of £720k. This reflects the reduction in the amount of waste being sent to the Energy from Waste plant and the delays in finalising contract variations meaning legal and other specialist consultancy costs have not yet been incurred. Contract costs are expected to escalate substantially in 2011/12 and beyond once planning permission for the new Envirecover Energy from Waste plant is agreed.
52. There is currently a specific reserve, topped up to £2.907m to help mitigate future costs of Waste Disposal.
53. The Waste Collection budgets have underspent in total by £495k for the year. As previously reported, reductions in the contract with FOCSA were made during the year reducing costs by £250k. The costs of recycling pick up by Amey Wye Valley has also been recently resolved, this reflected the reduction in the required pick up from 'bring' sites since the extension of kerbside recycling collection in November 2009. The remainder of the underspend has been achieved through stopping discretionary spend, in particular promotional activities.
54. The extension of recycling to charities, schools and village halls means it is unlikely that these savings will be achievable in 2011/12

### **Homes & Communities**

55. Homes & Communities budgets underspent by £192k, £92k more than previously reported. This relates to reduced number of prevention loans and reduction in material costs for the Handy Person Scheme and staff vacancy savings. The service also utilised a one-off grant contribution from Supporting People.

### **Economy & Culture**

56. Overall economy and culture under spent by £29k which is less than the previous £85k forecast and is due in the main to Tourism which has overspent by £110k, being predominantly due to meeting redundancy costs of £85k prior to the transfer of the tourism services to Visit Herefordshire. This has been partially offset by discretionary spending savings across the economy and culture service areas.

### **Savings**

57. To help mitigate the Council budget pressures in 2010/11, the Directorate identified additional savings of £345k, achieved mainly in relation to increased Planning income and use of grant received in previous years. A further £170k was also achieved through the hold on discretionary spend in relation to Supplies and Services expenditure and this has contributed to the Council Connects savings target for the year.

## PUBLIC HEALTH

£'000	Annual Budget	Under / (Over) Forecast
Environmental Health & Trading Standards	2,932	105
Emergency Planning	240	2
Public Health Support Team	16	2
<b>Total</b>	<b>3,198</b>	<b>109</b>

### Overview

58. Public Health is has underspent by £109k in 2010/11.
59. This underspend reflects additional Sales and Fee income received in relation to Environmental Health and Trading Standards during the year of £58k mainly in relation to Water Pollution.
60. In response to the stopping of discretionary spend there have also been further underspend on expenditure budgets of £60k, this mainly relates to contract work on Landfill Sites which was delayed until 2011/12.

### Recovery Plan Actions Instigated

61. Annual savings of £189k were also identified through vacancy management savings and will have a positive impact on 2011-12 budgets.

## CENTRAL SERVICES BUDGETS

£000's	Annual Budget	Under / (Over) Forecast
Chief Executive	459	179
Director of Public Health	296	55
Director of Clinical Leadership & Quality	56	9
Other Central	(22,018)	(156)
Corporate Management	3,978	(566)
<b>Total</b>	<b>(17,231)</b>	<b>(479)</b>

### Major Budget Exceptions

61. In the UK budget statement on 22 June 2010 the Chancellor announced that with effect from 1 April 2011 public service pensions would be up-rated in line the Consumer Prices Index (CPI) rather than the Retail Prices Index (RPI). This has the effect of reducing Herefordshire Council's liabilities in the pension scheme by £22.5 million and has been recognised as a past service gain under Central Costs as required by accounting rules. There is no impact on the General Fund.

## RESOURCES DIRECTORATE

£'000	Annual Budget	Under / (Over) Forecast
Asset Management & Property Services	2,010	10
Financial Services	190	213
Audit Services	22	27
Benefits and Exchequer Services	1,200	852
Central Budgets	32	(65)
<b>Total</b>	<b>3,454</b>	<b>1,037</b>

### Overview

62. Overall the Directorate underspent by £1,037k.
63. Historically the authority has received higher benefit subsidy than the actual payments to claimants. This is achieved because the current process rewards "efficiency". Changes to housing benefit are likely to mean a lower level of subsidy in future years. Subject to audit of the final claim the subsidy surplus is expected to be £388k compared with the previous estimate of £315k, which did not reflect the full impact of 'local authority error' subsidy and overpayments recovered.
64. As a provider of support services much of the expenditure of the directorate and matching budget is distributed to operating units within the council in line with accounting requirements. Hence the overall budget for the directorate has been reduced from the previously reported £6,527k to £2,946k

### Major Budget Exceptions

65. Asset management and property services produced an underspend of £145k on retail properties but this was matched by a similar level of overspend on maintenance and outgoings on highways depots. The predicted savings on Plough lane offices were eliminated by the need to provide £80k for energy costs, and £23k refurbishment costs being charged to revenue rather than capital.
66. Financial Services previously reported underspending arising from vacancy management and redistributing workload amongst existing staff, increased income from schools and stopping discretionary spend. The underspend has now increased by capitalising some £129k of staff costs associated with setting up Agresso.
67. Vacancy management is the main area of underspend within audit.
68. Although still subject to audit inspection, the housing benefit subsidy surplus is better than previously estimated. The authority receives subsidy for general benefit overpayments (40% of the amount overpaid). In respect of 'local authority error' overpayments 100% subsidy is received provided the total value of such overpayments is below the threshold determined by the DWP. In addition the council retain overpayments recovered from claimants. The level of recovery has contributed to the overall surplus.
69. Council tax collection costs were £244k less than budget due to increased income from recovery costs (£152k) and staff savings (£55k) in respect of management posts.
70. The overspend within central budgets relates to project management costs.

## Capital Outturn Summary

1. The capital outturn for 2010/11 totals £70.3m, a summary by directorate and funding source is provided in Table A below.

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

Directorate	2010/11 Outturn £'000	SCE(R) £'000	Prudential Borrowing £'000	Grant £'000	Revenue Contributi on £'000	Capital Receipts Reserves £'000
Children's Services	31,397	915	230	29,800	136	316
Resources	2,784	-	1,453	100	43	1,188
Deputy Chief Executive	2,441	-	2,380	50	11	-
Adult Social Care	315	-	-	294	-	21
Sustainable Communities	33,292	12,315	3,173	10,145	315	7,344
Public Health	86	-	11	75	-	-
<b>Total</b>	<b>70,315</b>	<b>13,230</b>	<b>7,247</b>	<b>40,464</b>	<b>505</b>	<b>8,869</b>

2. This represents an increase of £379k from the capital outturn forecast reported at the end of February, with changes from the original position being reported to Cabinet throughout the year. Details of capital schemes with an outturn in 2010/11 exceeding £500k are provided in Table B below.

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

Scheme	2010/11 Outturn £'000	Comments
<b>Children's Services</b>		
Hereford Academy	13,134	Work in progress scheme on schedule both time and budget
Devolved Capital Programme	4,120	Devolved allocation of capital funding to schools
Earl Mortimer Replacement School	4,104	Scheme complete
Co-location	2,891	Seven schemes are progressing at various locations
Intervention Centres	1,860	14 schemes at high schools are complete
Condition property works	884	Annual programme of works at various sites committed on a highest need first basis
Children's Centres	722	Work at Conningsby and Broadlands complete
TCF Standards and Diversity	669	Rural funding towards plant and equipment costs
Childcare / QuAc	512	Various schemes to completed in 2010/11
<b>Resources</b>		
Smallholdings	1,095	Regulatory works at various sites

Corporate accommodation	1,153	Costs incurred on works at Plough Lane
<b>Deputy Chief Executive</b>		
Herefordshire ICT efficiencies	2,181	HR and finance system now live
<b>Sustainable Communities</b>		
Road, Bridge & Footway Maintenance	11,668	Annual programme of Amey works
Livestock Market	6,162	Work underway to complete in Spring
Rural Enterprise Grant	2,090	Various grant funded schemes
Mandatory Disabled Facilities Grant	905	Awarded following referral
Extreme winter highway damage	1,017	Works completed
Grange Court	587	Refurbishment works commenced
Hereford City Centre Enhancements	1,020	Improvement works completed
Credenhill flood alleviation scheme	781	Grant funded flood alleviation works in association with Hereford Futures
Rotherwas Futures Estate Development Work	774	Work progressing on the northern access road
Ross Flood Alleviation Scheme	1,077	Scheme complete, final settlement agreed
Rotherwas Access Road	850	Compensation payments to affected plots following the completion of the new access road
Affordable Housing Grants	566	Various grants awarded
<b>Sub Total</b>	<b>60,822</b>	
<b>Schemes with a budget &lt;£500k in 2010/11</b>	<b>9,493</b>	
<b>Total</b>	<b>70,315</b>	

## Prudential Borrowing

4. A summary of the forecast Prudential Borrowing (PB) position is set out below.

	£'000	£'000
2010/11 Original Prudential Borrowing Forecast		18,601
Add: Slippage from 2009/10	4,888	
New funding allocations	771	
		5,659
Less: Slippage into future years	(16,316)	
No longer required	(697)	
		(17,013)
Use of Prudential Borrowing in 2010/11		7,247

5. The bulk of slippage into future years relates to;
- £9.3m corporate accommodation strategy, this scheme is under review
  - £2.4m Ledbury library, this scheme is under review
  - £1.4m Hereford leisure pool, this scheme will complete over the summer
6. The slippage of capital expenditure funded by PB will result in a revenue underspend in the capital financing budget.

## **Capital Receipts Reserve**

7. The opening capital receipts reserve balance was £13.3m as at 1st April 2010, this was restated following the implementation of IFRS to £13.6m, representing the adjustment required to the original Salt barn accounting entries. During 2010-11 £8.9m was used to fund the capital outturn and £2.1m of capital receipts were realised (mainly in relation to sale of Elmhurst). The capital receipts reserve now totals £6.8m as at 1st April 2011, £4.3m of this is expected to be needed to fund the 2011/12 capital programme as detailed in the medium term financial strategy.





This report demonstrates the council is embracing best practice in accordance with CIPFA's recommendations, by keeping members informed of Treasury Management activity.

# **1. The Council's Investments**

1.1 At the year end the council held the following investments:

<b>Investment</b>	<b>Term</b>	<b>Maturity Date</b>	<b>Interest Rate</b>	<b>Amount invested £m</b>	<b>£m</b>
Instant access bank accounts:					
National Westminster	N/A	N/A	1.10%	5.90	
Royal Bank of Scotland	N/A	N/A	1.10%	2.50	
Santander	N/A	N/A	0.80%	5.00	
Bank of Scotland	N/A	N/A	0.85%	2.00	15.40
Rolling monthly programme of £1 million one year term deposits:					
Lloyds	364 days	27/07/11	1.95%	1.00	
Lloyds	364 days	19/08/11	1.95%	1.00	
Barclays	364 days	16/09/11	1.46%	1.00	
Nationwide	334 days	25/10/11	1.25%	1.00	
Nationwide	364 days	24/11/11	1.33%	1.00	
Bank of Scotland	335 days	28/12/11	1.82%	1.00	
Bank of Scotland	364 days	26/01/12	1.95%	1.00	
Bank of Scotland	364 days	13/02/12	2.05%	1.00	
Newcastle City Council	364 days	15/03/12	1.55%	1.00	9.00
Other fixed term deposits:					
Newcastle City Council	339days	27/02/12	1.48%	2.00	2.00
<b>Total</b>					<b>26.40</b>

- 1.2 As can be seen from the above, of the £26.40 million held at the year end £11.00 million was tied up in term deposits leaving liquid balances of £15.40 million.
- 1.3 Short-term borrowing of £9.50 million was taken out between 04/01/11 and 16/02/11 to provide extra liquidity around the year end. The interest rates payable varied between 0.45% and 0.60% and so on most days, if not all, the interest earned on these additional funds would have exceeded the interest payable. One loan for £4 million at 0.45% was repaid on 31 March 2011. The rest of the loans totalling £5.50 million were repaid in April and early May.
- 1.4 The balances at the year end were also bolstered by a new Public Works Loans Board (PWLB) loan of £5 million which was advanced on 3 March 2011.
- 1.5 During the year the daily interest rate earned on investments varied between 0.72% (June 2010) to 1.26% at the end of the year.
- 1.6 The total invested ranged from £14 million (at the start of the year) to £59 million (in October). The average interest rate achieved for the year was 0.97%, which compares favourably with the generally accepted benchmark of the average 7-Day London Inter-Bank Bid (LIBID) rate of 0.43%.

1.7 The council's investment income exceeded the budget by £162,559 as shown below.

	<b>Average Amount Invested</b>	<b>Interest Earned</b>	<b>Average Interest Rate Earned</b>
	<b>£m</b>	<b>£</b>	
April	23.7	19,866	1.02%
May	30.5	24,156	0.94%
June	44.7	29,272	0.79%
July	49.3	35,726	0.85%
August	41.2	35,136	1.01%
September	47.6	38,175	0.98%
October	48.8	40,381	0.97%
November	44.4	37,782	1.04%
December	42.7	39,597	1.16%
January	47.8	41,759	1.09%
February	42.6	33,477	1.09%
March	37.0	33,717	1.23%
Total treasury management interest earned		409,044	
Add interest from car loans etc		15,195	
Less interest paid out to trust funds etc		(12,610)	
Total net interest received for year		411,629	
Budget for year		249,070	
<b>Surplus interest received</b>		<b>162,559</b>	
Add PWLB discount received (see 2.4)		5,558	
<b>Total surplus</b>		<b>168,117</b>	

## **2. The Council's Borrowing**

2.1 Loan rescheduling occurred during the year, repaying expensive and replacing with new loans from PWLB. In 2010/11 the following transactions were made:

<b><u>New PWLB Loans 2010-11</u></b>					
<b>Date of advance</b>	<b>Amount borrowed</b>	<b>Interest rate</b>	<b>Type of loan</b>	<b>Term</b>	<b>Interest Cost in 2010-11</b>
24/06/2010	10,000,000	2.47%	EIP*	10 years	£186,197
27/07/2010	5,000,000	2.24%	EIP*	9 years	£74,718
27/08/2010	5,000,000	3.95%	Maturity	50 years	£116,877
15/10/2010	4,000,000	1.85%	Maturity	5 years	£33,858
15/10/2010	3,000,000	2.16%	Maturity	6 years	£29,648
03/03/2011	5,000,000	3.71%	EIP*	10 years	£14,230
Total of extra interest paid in 2010-11					£455,528
<b><u>PWLB Loans Repaid in 2010-11</u></b>					
<b>Date of repayment</b>	<b>Principal repaid</b>	<b>Interest rate</b>	<b>Type of loan</b>	<b>Remaining term</b>	<b>Interest Saved in 2010-11</b>
30/07/2010	5,000,000	4.25%	Maturity	23 years	£142,054
02/08/2010	5,000,000	4.20%	Maturity	37 years	£138,657
02/08/2010	5,000,000	4.20%	Maturity	41 years	£138,657
Total interest saved in 2010-11					£419,368

*EIP\* = Equal Instalments of Principal, so that a 10 year EIP loan would necessitate the council repaying £500,000 of principal every six months*

- 2.2 By rescheduling £15 million of longer term loans (see transactions shaded above) the council made interest savings of £158,453 in 2010-11. Total interest savings over the term of the new loans (multiplying the beneficial interest rate differential by the principal outstanding) will amount to £1.38 million.
- 2.3 Loans were taken out in advance of repaying old loans to take advantage of interest rates. The council waited until interest rates had risen sufficiently to repay old loans without having to pay redemption premiums. In fact repayment discounts totalling £83,400 were received. Accounting rules require that this discount is released to revenue over ten years following the date of repayment. For 2011-12 £5,558 has been added to investment income relating to this discount (as shown in 1.8 above).
- 2.4 In order to take advantage of historically low interest rates, most of the new loans were for relatively short maturity periods. The exception to this was when the 50 year maturity rate dropped below 4.00% for a week at the end of August. It is rare for the 50 year rate to drop

below 4.00% (this was the only time in 2010/11) and so the council borrowed £5 million for 50 years at 3.95%.

- 2.5 At 31 March 2011 the average interest rate payable on the council's borrowing was 4.02% compared to 4.35% at 31 March 2010.
- 2.6 Significant savings have been made on borrowing costs as a result of:
- Slippage in the capital programme;
  - Borrowing for shorter maturity periods at reduced rates; and
  - Rescheduling debt – replacing more expensive longer term loans with cheaper shorter-term debt.
- 2.7 As a result of the above, the council achieved savings of £1.389 million in 2010/11, £351,000 relating to MRP (set –aside for principal repayment) and £1.038 million for interest payments.

**3. Summary of Investments and Borrowing at 31 March 2011**

	<b>31 March 2011</b>	<b>31 March 2010</b>
	<b>£m</b>	<b>£m</b>
<b>Borrowing</b>		
PWLB borrowing	128.1	113.1
Bank loans	12.0	12.0
Short-term loans (now repaid)	5.5	-
<b>Gross Borrowing</b>	<b>145.6</b>	<b>125.1</b>
<b>Investments</b>	<b>26.4</b>	<b>12.9</b>
<b>Net Borrowing</b>	<b>119.2</b>	<b>112.2</b>
<b>Treasury management income</b>	<b>£417,187</b>	<b>£254,277</b>
<b>Borrowing costs</b>		
Loan Interest	£5,479,164	£5,178,426
Minimum Revenue Provision	£8,827,236	£8,308,032
	<b>£14,306,400</b>	<b>£13,486,458</b>

PRUDENTIAL INDICATORS

PRUDENTIAL INDICATORS As recommended by CIPFA Prudential Code for Capital Finance	2009/10 Actual	2010/11 Strategy	2010/11 Actual Outturn
<b>Capital Expenditure (£'000)</b>	£84,677	£77,904	£70,315
<b>Ratio of financing costs to net revenue stream</b> <i>*Due to new accounting requirements for PFI schemes, the actual figures for 2009/10 and 2010/11 include PFI interest</i>	*10.70%	9.90%	*11.41%
<b>Capital Financing Requirement as at 31<sup>st</sup> March (£'000)</b> <i>(Includes liabilities relating to Private Finance Initiatives)</i>	£196,665	£222,100	£208,226
PRUDENTIAL INDICATOR Treasury Management Prudential Indicators	2009/10 Final	2010/11 Strategy	2010/11 Final
<b>Authorised Limit for External Debt -</b>			
Borrowing (£'000)	£190,000	£200,000	£200,000
Other Long Term Liabilities (£'000)	£30,000	£30,000	£30,000
Total (£'000)	£220,000	£230,000	£230,000
<b>Operational Boundary for External Debt -</b>			
Borrowing (£'000)	£174,000	£190,000	£180,000
Other Long Term Liabilities (£'000)	£30,000	£30,000	£30,000
Total (£'000)	£204,000	£220,000	£210,000
<b>Upper Limit for Fixed Interest Rate Exposure</b> Net principal re: fixed rate borrowing/investments	100%	100%	100%
<b>Upper Limit for Variable Rate Exposure</b> Net principal re: variable rate borrowing/investments	25%	25%	25%
<b>Upper limit for total principal sums invested for over 364 days (£'000)</b>	£10,000	£10,000	£10,000

Maturity structure of total fixed rate borrowing as at 31 March 2011	2010/11 Strategy		Actual as at 31 March 2011	
	Lower Limit	Upper Limit	Amount £'m	Upper Limit %
Under 12 months	0%	20%	17.84	12.73%
12 months and within 24 months	0%	20%	3.33	2.38%
24 months and within 5 years	0%	30%	14.29	10.20%
5 years and within 10 years	0%	40%	19.81	14.14%
10 years and within 20 years	0%	40%	26.83	19.15%
20 years and over	40%	100%	58.00	41.40%
Total loans			140.10	100.00%
Notes				
1. In the above analysis the council's two bank loans totalling £12 million are stated as payable within 12 months because if the lenders choose to increase interest rates the council may well repay these loans. However, if the interest rates are not increased the council may hold these loans until their maturity in 2054.				

2. Total borrowing does not include £5.5 million of short-term loans repayable before the end of May 2011.

<b>INTERNAL TREASURY MANAGEMENT PERFORMANCE INDICATOR</b>			
<b>Performance at keeping council's current account balance at less than £100,000 (debit or credit) overnight:</b>			
	<b>Target</b>	<b>Actual</b>	<b>Interest cost</b>
Number of times £100,000 exceeded	Less than 10	5 (4 credits plus 1 debit)	Credit interest foregone £55 (using average rate of 0.97%) and debit interest paid of £50 (at 1.50%)
The council's aim is to maintain a nil net cleared overnight balance on its accounts with National Westminster bank as current account balances do not earn interest. In practice this is hard to achieve because some receipts are credited directly to the bank and this can happen quite late on in the day.			

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>30 JUNE 2011</b>
<b>TITLE OF REPORT:</b>	<b>INCOME PROPOSALS AND CHARGING PROPOSALS</b>
<b>REPORT BY:</b>	<b>CORPORATE SERVICES AND EDUCATION</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide.

### **Purpose**

To seek approval for the charging and trading principles outlined in the report and the suggested approach for the development of income proposals for directorates. To update Cabinet on the progress achieved to date and to approve proposals that deliver the income requirement contained in the agreed budget.

### **Key Decision**

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

It was included in the Forward Plan.

### **Recommendation(s)**

**THAT:**

- (a) the charging principles contained at Appendix 1 be approved;
- (b) the proposals in relation to car parking and planning advice charges contained in the report be approved and authority be delegated to the Director for Places & Communities to finalise the schedule of fees and charges to be applied within the principles agreed; and
- (c) the proposals in relation to school transport and adult social care charges contained in the report be approved and authority be delegated to the Director for People's Services to finalise the schedule of fees and charges applied within the principles agreed.

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Further information on the subject of this report is available from  
David Powell, Chief Officer; Finance and Commercial Services on (01432) 383519

## Key Points Summary

- A consistent approach to full cost recovery and increased income generation can be achieved through the adoption of corporate charging principles. Implementation of income proposals should be supported and driven using a managed process with clear timescales and priorities.
- The work undertaken to date around traded services to schools has identified proposals totalling £1.9m which relate to existing income streams. Services need to be further developed to mitigate the risk of lost income due to academy status and external competition.
- A medium-term aim is to develop an appropriate approach to traded services which could be provided on a commercial basis.
- A comparison with other, similar profile authorities (benchmarking) shows Herefordshire in the lower quartile in terms of income generation compared to comparator authorities. There is scope to generate additional income to offset budget pressures and to reduce the level of subsidy provided.

## Considerations

### Current Position and Scope for Additional Charging for Herefordshire Council

1. The 2009-10 out-turn position showed that Herefordshire Council generated approximately £19m through fees, charges and sales.
2. This was split over service directorates as follows:

<b>Income from Charging</b>	<b>£000's</b>
Sustainable Communities	7,511
Adults	6,649
Children's	3,182
Deputy Chief Executive	670
Public Health	640
Resources	188
<b>TOTAL</b>	<b>18,840</b>

3. Total income from all chargeable services was approximately 4.7% of total service gross expenditure. Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking analysis places Herefordshire towards the bottom of the lower quartile of unitary councils for this indicator.
4. A number of income generating services such as Leisure Centres and Arts Centres have been outsourced. Adjusting the benchmark data to reflect the income generated by HALO and the Courtyard gives a more meaningful comparison and increases the % of income to cost to 6.7%. This is still in the lower quartile. If the Council moved from the lower to median quartile this would generate an additional £2.78m in income.
5. Councils are permitted to set charges at a level that recovers the full cost of services, including on-costs; however charges cannot be set that generate a profit.



6. The council also has the potential to develop traded services on a wider commercial basis to generate profits. A medium-term aim is to consider the opportunities to establish a portfolio of traded services. In effect this will result in the creation of a number of small businesses which in turn will require commercial and business management skills. This is a role that is currently being developed under the guidance of the Commercial Board.
7. Examples of services that other councils are already trading on a wider commercial basis include Kent County Council's 'Top Temp' Agency. Herefordshire Council would also have opportunities to develop trading in collaboration with existing partners such as Amey and The Shared Services Partnership.

### **Charging Principles**

8. In order that a consistent authority-wide approach to charging is delivered a set of principles has been developed. These principles are contained at Appendix 1 and provide a framework for testing existing charges and also for assessing any future charges. It lists a number of key principles including the need to be clear about any level of subsidy; that charges should reflect the full cost of provision; and the adoption of an automatic inflationary uplift to fees and charges.

### **Delivery of Savings included in the 2011/12 Budget**

9. As part of the 2011/12 budget setting process directorates identified savings of £10.3m to be achieved in balancing the budget. The agreed budget includes £712k to be delivered through increases in existing income and new income streams.
10. The £712k additional income included in the 2011/12 budget covers the People's Services and Places & Communities directorates. Proposals for delivery of this are set out below; subject to Cabinet approval of the proposals it is requested that delegated authority be given to the respective directors to finalise the schedules relating to their areas.

### **Car Parking**

11. The council last increased car parking charges in June 2008. There is clearly a balance to be struck between ensuring that charges remain comparable with neighbouring authorities to ensure competitiveness when attracting visitors and shoppers; encouraging a reduction in single user car journeys to reduce traffic congestion/carbon emissions; and income generation.
12. A number of policy changes are proposed to achieve these aims:
  - The application of charges to additional council car parks to achieve equity across the county.
  - The withdrawal of the existing concessionary parking scheme for those of retirement age. This is a unique concession amongst comparator authorities and is also contrary to the aims of the Local Transport Plan. It should be noted that no further changes are proposed to the current provision of concessionary bus fares for those of retirement age.
  - The introduction of charges for on-street parking.
  - Extension of charging periods to include, Sundays and bank holidays; most comparator

and neighbouring authorities have already introduced some charges every day and during the evenings.

- An above inflation increase of charges applied to individual car parks.
13. Subject to Cabinet approval of the above proposals it is requested that delegated authority be given to the Director for Places and Communities to finalise the schedule of car parking charges for introduction from 1<sup>st</sup> September 2011, following the car parking strategy within the council's agreed Local Transport Plan, to achieve a full year income increase of £975,000. This would address the budget shortfall, and bring charges within Herefordshire in closer alignment to benchmark authorities.
  14. Consideration will also be given to setting charges to enable an increase in investment in the quality of car park provision, such as the extension of pay on exit facilities at city centre car parks.

### **Planning Advice**

15. Charging for pre-application planning advice is a new income stream. A number of other local authorities are already charging for this service. Historically the service has been provided free by Herefordshire's planning service, and represents a considerable amount of officer time. Charges need to take into consideration the principles of full-cost recovery as well as the rates being charged by other authorities.
16. The annual forecast level of income from pre-application charges is expected to be £50k. This forecast is based on historical numbers of pre-application enquiries and the experiences of other authorities who have already implemented the charges. Actual income will depend on a number of factors and could be higher or lower; however the £50k forecast is felt to be a prudent estimate.
17. The bulk of income is envisaged to come from large scale residential and commercial developments where significant officer time would be required. A beneficial consequence of the proposed charging regime will be to better focus the thoughts of potential applicants and give more structure to discussions, which will enable officer time to be used more effectively in future.
18. Subject to Cabinet approval of this proposal it is requested that delegated authority be given to the Director for Places and Communities to finalise the schedule of charges.

### **School Transport**

19. School transport proposals do not change the existing policy. There will be an above inflation increase in parent/carer contributions towards discretionary post-16 transport, discretionary transport to faith schools on denominational grounds and for vacant seats on school transport for those non-entitled users of transport.
20. The increases in contributions generate £66k in 2011/12 and £100k over a full year. Opportunities to pay on a monthly rather than a term basis are being developed to assist parents and carers in managing the increase. The government has indicated that it is likely to consult on the provision of home to school transport over the summer of 2011, so the proposals cover 2011/12 academic year only pending the outcome of consultation.

## **Adult Social Care**

21. There is a £150k additional income requirement for Adult Social Care contained within the 2011/12 budget. In addition, a more fundamental change to the type and scale of fees and charges is required to support the changing approach to care provision that will see personalised budgets being managed by those in receipt of care. The development of adult social care fees and charges will be carried out having regard both to the changing vision for adult social and community care and the charging principles proposed in this report. Any changes to the fees and charging approach will be subject to consultation.

## **Community Impact**

22. New and increased charging will have some impact on sectors of the community; however the alternative would be further cuts in front-line services. The scope of charging principles includes consideration of concessionary schemes which should give some protection to more vulnerable sectors of the community.

## **Financial Implications**

23. Additional income of up to £3m could be generated by achieving median performance in income generation. Income projects will be assessed in terms of the difficulty in implementation. More complex income proposals may require additional resources to be invested.

## **Risk Management**

24. Additional income is a key strategy in addressing growth pressures and to mitigate any shortfall in funding. Failure to agree income generation measures would result in a requirement to make compensatory savings elsewhere in the budget

## **Legal Implications**

25. None.

## **Consultation**

26. Consultation on individual proposals will be undertaken as necessary..

## **Appendices**

Appendix 1 - Charging Principles

## **Background Papers**

None

### Charging Principles

The following are the proposed charging principles:

- The council should aim to charge for all services where it is appropriate to do so, unless there are conflicting policies or legal reasons not to do so.
- The council should (subject to market conditions) aim to maximise income from fees and charges by ensuring that charges reflect the full cost of provision, unless there are contrary policies, legal or contractual reasons.
- Decisions to subsidise services, or to not make a charge for a service should be clearly linked to council objectives, and the potential income that is not earned must be a consideration in the decision.
- Where the council continues to subsidise the cost of services provided to customers, the level of subsidy should be clearly understood and publicised.
- Comparisons and benchmarking with relevant sectors in terms of charges made, cost of service delivery, levels of subsidy and market variations should be used to inform fees and charging proposals.
- Charges must be linked to both service and strategic objectives and must be clearly understood.
- The direct implications of charging for residents, and the indirect implications for public, private and voluntary sector partners should be clearly understood.
- Any concessionary scheme should be based on ability to pay and be applied in a consistent and transparent approach across all council services.
- The council should through its commissioning arrangements, ensure that the charging policies of partner organisations engaged in delivering council services align with council policies.
- Annual inflationary uplifts will be applied through the budget setting process.

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>30 JUNE 2011</b>
<b>TITLE OF REPORT:</b>	<b>INTEGRATED CORPORATE PERFORMANCE REPORT 2010-11</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE AND EDUCATION</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To invite Cabinet Members to review performance for the operating year 2010-11 against the Joint Corporate Plan 2010-13.

### **Key Decision**

This is not a Key Decision.

### **Recommendations**

**THAT Cabinet**

**Considers performance for the operating year 2010-11**

### **Key Points Summary**

- Direction of travel: for those indicators where data has been reported that can be compared with the same period last year, 50.7% are showing improvement (50% in 2009-10).
- The Council delivered a balanced budget for 2010-11.

### **Alternative Options**

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

### **Reasons for Recommendations**

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

## Introduction and Background

3. The Integrated Corporate Performance Report is a regular report, focusing on progress towards achievement of the seven themes (39 outcomes) in the Joint Corporate Plan 2010-13. Progress is measured through the management and monitoring of selected performance indicators and projects, using our performance management system, 'PerformancePlus' (P+). The appendices to this report include:

**Appendix 1** A key to what the symbols used in P+ represent, and a list of outcomes with lead directors.

**Appendix 2a** The end of year performance data, where available, for all indicators in the Joint Corporate Plan 2010-11 for which data is still collected and reported upon.

**Appendix 2b** The end of year position for all projects in the Joint Corporate Plan 2010-11.

**Appendix 2c** Indicators that have been abolished or that are no longer being reported on.

4. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda. The key financial headlines are included in the commentary in the scorecard below.





## Key Considerations

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

### A – Performance against indicators

6. It is difficult to provide a complete commentary about our performance in 2010-11, as at this stage of the year there are still a number of indicators where data is outstanding, largely due to external factors and national data collection.

Performance against all of the indicators in the Joint Corporate Plan 2010-13 can be seen at **Appendix 2a**. Analysis of the proportion of indicators that have achieved target or improved compared to last year shows that:

	More than 10% ahead of target 	Achieved or exceeded target by less than 10% 	Up to 5% behind target 	More than 5% behind target 
Economic Development and Enterprise	5 38.4%	3 23.1%	2 15.4%	3 23.1%

Healthier Communities and Older People	1 6.7%	4 26.7%	5 33.3%	5 33.3%
Children and Young People	5 17.2%	2 6.9%	6 20.7%	16 55.2%
Safer Communities	4 50%	3 37.5%	0 0%	1 12.5%
Stronger Communities	2 66.7%	1 33.3%	0 0%	0 0%
The Environment	1 12.5%	6 75%	1 12.5%	0 0%
Organisational Improvement and Greater Efficiency	1 6.7%	5 33.3%	2 13.3%	7 46.7%
<b>Total<sup>1</sup></b>	19 21.4%	23 25.8%	16 18%	31 34.8%

	% of indicators improving compared to last year
Economic Development and Enterprise	7 / 11 63.6%
Healthier Communities and Older People	6 / 8 75%
Children and Young People	12 / 26 46.2%
Safer Communities	5 / 7 71.4%
Stronger Communities	2 / 3 66.7%
The Environment	2 / 8 25%
Organisational Improvement and Greater Efficiency	3 / 6 50%
<b>Total</b>	35 / 69

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<sup>1</sup> Total differs from individual Theme count because some indicators appear more than once

	50.7%
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Analysis of indicators where previous performance information is available shows that 50.7% of indicators have improved since last year. This compares to 50% in 2009-10.

We know that we are currently achieving about 47.2% of our targets (where we have data). However, we will not know how we are performing in relation to others, until comparative performance data is published. Our target hit rate is not high, and our performance will ultimately depend on the robustness of our target-setting as to whether we have improved performance against our previous position and how we compare with others' performance in 2010-11. As part of the PWC Benchmarking Group, we can expect to see comparison with others against the National Indicator Set later this year (usually September).

## **Directorate summary reports on performance**

### **7. Places and Communities**

#### *What has gone well?*

There has been significant progress against some of the performance measures in this area; for example

- The percentage change in the number of people killed or seriously injured and the number of children killed or seriously injured – these are both rated as Green. The service has worked to ensure that all incidents are investigated and that appropriate remedial actions are carried out to ensure that the sites are improved to reduce any risk of incidents occurring at the same location. This confirms the positive trend on this important issue over the last few years;
- The number of planning applications processed within a given timescale has improved throughout the year; the rating has fluctuated on a monthly basis but the outturn is green overall;
- In respect of the projects there are a number that have been challenging over the year to deliver, due to changes in the financial environment; however, despite this the majority of projects have been delivered on target;
- Progress has been made in constructing a new livestock market, achieving planning permission for the new retail development in Hereford and commencing construction of the new flood alleviation scheme in the City;
- The homeless service has worked throughout the year on developing the prevention activities that they carry out to ensure that people do not become homeless. The teams work with the clients to understand their situation and then deploy one of a number of prevention methods to alleviate the potential of becoming homeless; and
- The broadband strategy has been published following the successful bid and subsequent allocation of funding from BDUK. The implementation of the BDUK pilot in the south of the county will provide an opportunity for enabling the whole of Herefordshire.

#### *What has not gone so well?*

- The number of alcohol related admissions is currently rated as red and has been for the majority of the year, this is concerning as the number seems to be improving but not significantly;



- The delivery of affordable homes had been a concern at the start of the year as the downturn was causing us issues in respect of contractors and builders delivery of affordable dwellings;
- The average journey times in the city have increased, this was impacted by road works and changes to traffic signal phasing, discussions with the Highways Agency are on-going and other actions are in place to reduce car usage overall;
- The project in relation to the construction of the link road has been delayed and revised capital funding options are being explored; and
- Work has been continuing throughout the year in respect of the proposed waste treatment plant in Worcestershire. The planning application has now been considered by Worcestershire County Council's Planning Committee and has now been referred to the Secretary of State for consideration.

*What has been done to rectify these problems?*

- We review all areas of performance on a regular basis and concerns are raised with assistant directors and service managers to ensure that remedial actions are put in place to ensure we can deliver against agreed or revised targets in agreement with HPSLT;
- The libraries indicators are being reviewed as part of the Future Libraries Programme and the service is working to provide some meaningful measures that can demonstrate the effectiveness and efficiency of the service; and
- The Safer Herefordshire team have identified a number of remedial actions to combat the number of alcohol related omissions including a new Alcohol Harm Reductions care pathway that has been introduced from April 1<sup>st</sup> 2011.

## 8. **Peoples Services**

### **Children & Young People**

*What has gone well?*

- A reduction in children needing a second Child Protection Plan. This indicates that the intervention work with families is making a difference which is sustained and that services are much more readily available to meet lower level needs;
- An increase in number of common assessments completed; the development of multi agency groups which are showing early evidence of making a positive difference for children, parents and professionals;
- Some stabilisation of social care staffing evidenced by a fully staffed duty referral and assessment team from the end of June 2011; and
- Fewer schools in categories of concern – the new school improvement policy has had a positive impact on the timescale within which schools move out of categories of concern as well as reducing the numbers which will move into concern.

*What has not gone so well?*

- The quality of assessments have improved and all agencies are focussing on improving further the speed of initial and core assessments.
- The number of adolescents in and entering the looked after system. There are a greater number of teenagers coming into the care system than we would expect;
- High costs of those with complex needs especially in relation to mental health provision; and

- Discrepancy between overall disappointing early years performance and the good ratings of individual early years establishments in the system.

*What has been done to rectify these problems?*

- All agencies are considering again the levels of need documents to identify where inappropriate referrals are being made to social care. The multi-agency arrangements for domestic violence incidents are being scrutinised to improve the screening of these; new workflow arrangements are in place to speed decision-making and assessments;
- The new Edge of Care arrangements and 16+ team in the Looked After Children Team are specifically in place to arrange more appropriate interventions for adolescents;
- The new mental health provider is in active discussion with the Council and NHS Herefordshire to identify improvements to local arrangements to reduce the need for external placements; and
- Significant levels of training on early years assessment, moderation and data accuracy has taken place. Results available in the summer will evidence the effectiveness of this approach.

### **Adult Social Care**

*What has gone well?*

- Social care clients receiving Self Directed Support (NI130) is now on a positive trajectory;
- Dental access performance is positive; and
- Smoking-related admissions have reduced although further improvement is needed re smoking cessation. There are actions already in place with HALO and hospital based staff to increase engagement with smokers to enable more people to stop smoking.

*What has not gone so well?*

- Only 5 of 15 indicators have reached the expected outcomes, but there is some evidence that performance is now on an improving trajectory;
- Vulnerable people living safely/independently did not meet target and is on a downward trajectory; and
- There remain significant budget pressures in this area.

*What has been done to rectify these problems?*

- Actions are in place which focus on care pathway reform and locality team implementation so that vulnerable people can live independently and safely; and
- Cost improvement plans are in place and being actively progressed in order to address the budget pressures and secure the necessary performance improvements.

## **9. Corporate Services**

*What has gone well?*

Key performance highlights for the theme of Organisational Improvement and Greater Efficiency are covered in the sections below on:

- Customers; and
- Employees.

Performance highlights in financial services include:

- Improved processing times for revenues and benefits claims;
- Good outcomes for benefit subsidy; and
- Good performance on Council Tax collection.

In addition, Corporate Services were engaged in significant activity during 2010/11 relating to:

- Shared Services Project (including the Joint Venture Company);
- Rising to the Challenge Programme Management;
- Commercial Strategy;
- Organisation Design Project; and
- Implementation of Agresso.

*What has not gone so well?*

Overall customer experience and satisfaction of customers with the service provided continues to be a challenging area (as set out in more detail in section D below).

*What has been done to rectify these problems?*

In relation to customer experience, a new system of reviewing performance across key service areas is now resulting in improvements and this process will continue into 2011/12.

## **B – Delivery of projects**

10. The Joint Corporate Plan 2010-13 contained a large number of projects that were identified as key to achievement of the long-term outcomes. Judgement as to the progress of each of the projects can be seen at **Appendix 2b**. With the exception of only a very few, the majority of projects either have or are being delivered to schedule. However, it is too early for the projects to have made an impact on the long-term impacts, as evidenced by the outturns reported against the indicators in **Appendix 2a**.

## **C – Finance**

11. The Council delivered a balanced budget for 2010-11. A report on financial outturn appears elsewhere on Cabinet's agenda for today.

## **D – Customers**

12. **Customer Experience**

Overall in the year 2010/2011 there has been some positive movements to performance in relation to these indicators, albeit that there has not been as much movement as was expected during the target setting process. This has been due to a number of factors, most significantly a developing SLA framework and difficulties in apportioning performance to specific front and back office areas. Although targets have not always been reached, the baseline position was relatively high. Notable expectations were:

- 'Did you get the outcome you wanted'? This is important both in terms of customer expectation and how those expectations are managed. For most of 2010/2011 performance was on target; and
- 'Overall satisfaction with the service provided'. This mainly under-performed in relation to target, which was probably too stretching at 95%. However further work is planned within the Customer Organisation Project to address this particular measure.

## **Service Failure**

Significant improvements were made in relation to this basket of indicators. For Avoidable Contact - towards the latter end of the financial year (in the last quarter), big improvements were seen in performance. This was the result of both improvements to administrative problems, and more so to the impact of service improvements such as improved information and signposting in Revs and Bens correspondence and better self service capability through the Electronic Licensing Management System (state what this is in words) project.

Performance in the contact centre significantly improved. This was entirely due to improvements in the management of the service and the resulting hard work and determination of employees across Customer Services who worked together well in response to peaks in demand caused by the winter weather and council tax/ elections.

## **Service Transformation**

The performance indicators in this section proved difficult to measure consistently. However, using the implementation of the customer organisation project and progress against the project plan as a guide, there were some significant improvements made towards achieving targets here. The Customer Organisation Project is on track and will begin producing benefits within the second half of 2011. The service review process, which is an integral part of the project, has already provided the platform for further improvements and the replacement CRM system will supplement these improvements further.

## **E – Employees**

13. There has been a gradual reduction in FTE and Headcount numbers across all areas, partly in response to HPS organisational change process, and partly in response to withdrawal of funding streams following changes in national policy.

Herefordshire Council has seen an increase in sickness absence levels to just over target whilst NHS Herefordshire has seen a decrease from 5.5% to 3.9% in last quarter.

The annual report on equality profiles has highlighted an imbalance in the ratio of males to females and in the age profile of HPS.

There has been a continued improvement in response rates on Staff Development Reviews since the last report; this area has been prioritised by the management team.

Streamlining the Business:

- Organisational Design Phases are on track; and
- Reducing the Paybill actions are being implemented.

## **F – Risks**

14. Following the completion of the review by Audit Services, the Council's Corporate Risk Management system has been given a satisfactory audit opinion. Notwithstanding the 'satisfactory' opinion, further work is required to provide assurance and evidence that all risks are being captured and monitored at service level and escalated to the Directorate Risk Register, as appropriate. The effective identification and control of risks will be more improved by both a 'top/down' and 'bottom/up' approach which will also lead to an embedded risk culture at all levels.

## Community Impact

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

## Financial Implications

15. None.

## Legal Implications

16. None.

## Risk Management

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

## Consultees

18. None.

## Appendices

**Appendix 1** a key to what the symbols used in P+ represent, and a list of outcomes with lead directors;

**Appendix 2a** the end of year performance data, where available, for all indicators in the Joint Corporate Plan 2010-13 for which data is still being collected and reported on;








**Appendix 2b** the end of year position for all projects in the Joint Corporate Plan 2010-13;

**Appendix 2c** Indicators that have been abolished or that are no longer being reported on;

## Background Papers

19. None.



Measures	Symbols	Projects
More than 10% ahead of target		Ahead of Plan
Achieved or exceeded target by less than 10%		On schedule
Up to 5% behind target		N/A
More than 5% behind target		Behind Plan
Better than the same period last year		N/A
Same performance as last year		N/A
Worse than the same period last year		N/A

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

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















Theme and Outcome	Lead Director
HPS 3.2 Children and young people are safe, secure and have stability	Peoples Services
HPS 3.3 Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment	Peoples Services
HPS 3.4 Children and young people engage in further education, employment or training on leaving school	Peoples Services
HPS 3.5 Children and young people engage in positive behaviour inside and out of school	Peoples Services
HPS 3.6 Improved access to good quality care and other services for children, young people and their families through the work of Herefordshire's Children's Trust	Peoples Services
<b>Theme 4 Safer Communities</b>	
HPS 4.1 Reduced levels of crime	Places and Communities
HPS 4.2 Reduced levels of anti-social behaviour	Places and Communities
HPS 4.3 Reduced harm from drugs and alcohol	Peoples Services
HPS 4.4 Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	Peoples Services
HPS 4.5 Fewer accidents and injuries	Places and Communities
HPS 4.6 People feel as safe as they would like to be	Places and Communities
<b>Theme 5 Stronger Communities</b>	
HPS 5.1 Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief	Corporate Services
HPS 5.2 Communities and individuals participating in local decisions and influencing them	Places and Communities










Theme and Outcome	Lead Director
HPS 5.3 Affordable housing appropriate to people's needs and less homelessness, with support for vulnerable people to live independently	Places and Communities
HPS 5.4 Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities	Places and Communities
HPS 5.5 People are able to participate in, the life of their communities	Places and Communities
<b>Theme 6 The Environment</b>	
HPS 6.1 Reduced waste and increased recycling	Places and Communities
HPS 6.2 Reduced CO2 emissions and successful adaptation to unavoidable impacts of climate change	Places and Communities
HPS 6.3 Increased biodiversity	Places and Communities
HPS 6.4 Natural resources are conserved and landscape character maintained, with sustainable land management	Places and Communities
HPS 6.5 Investment in high quality streets, public spaces and the built environment	Places and Communities
<b>Theme 7 Organisational Improvement and Greater Efficiency</b>	
HPS 7.1 The highest standards of leadership, governance and integrity	Corporate Services
HPS 7.2 Demonstrable value for money	Corporate Services
HPS 7.3 Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations	Corporate Services
HPS 7.4 High levels of customer and citizen satisfaction	Corporate Services
HPS 7.5 A highly skilled, highly motivated workforce that works in effective partnership with other organisations	Corporate Services

Theme and Outcome	Lead Director
HPS 7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally	Corporate Services










THEME 1 – ECONOMIC DEVELOPMENT AND ENTERPRISE				
Outcome & Measure	Outturn	Judgement	DoT since last year	
<b>1.1 Higher quality, better paid jobs and reduced unemployment</b>				
The percentage of the working age population are claiming out of work benefits (NI 152)	Q3 data = 8.8%. Q 4 data will be available in September			
Median gross weekly pay of full-time employees. (NI 166)	380.7			
<ul style="list-style-type: none"><li>Outturn marginally below target in 2010. Challenges remain in this area around funding. An action plan is in development by our Partners to progress Higher Education provision for the County.</li></ul>				
Overall employment rate of working age people (NI 151)	Data not available until September via the Nomis web-site			
<ul style="list-style-type: none"><li>Data not yet available up to March 2011, however data up to October 2010 (74.6%) indicates that we are on track to achieve this target.</li></ul>				
<b>1.2. Increased participation in learning and higher levels of skills and achievement</b>				
Percentage of working age people qualified to Level 2 or higher (NI 163)	There is 12 months lag on this data - 2010 figure will not be available until late 2011			
<ul style="list-style-type: none"><li>The latest data available is from 2009. Adult Safeguard Learning funding confirmed following successful submission of Pre Qualification Questionnaire. Good progress with enrolments on adult learner courses to date. Total for achievements will be clearer at end of courses.</li></ul>				
<b>1.3. More and higher-spending visitors to the county</b>				
Visitor Numbers (as reported by the STEAM Report)	7,200,000			
Visitor Revenue (as reported by the STEAM Report)	423,760,000			
The number of people attending: University of the Great Outdoors:	3,000			
<ul style="list-style-type: none"><li>Target not met, mainly due to the bad weather however the income generated was equal to that of the 2009 event.</li></ul>				
The number of people attending: Food Festival:	13,000			
The number of people attending: Summer Walking Festival	924			
<ul style="list-style-type: none"><li>Three of the initial walks planned had to be withdrawn from the programme at the last minute because the volunteer walk leader had been taken ill- this reduced the overall places available by 100. There were also a number of people who withdrew from the walks at a late stage which did not allow us time to sell these places. Both of these contributed to the target being missed.</li></ul>				
<b>1.4. Improved quality &amp; availability of business accommodation and employment land</b>				

The number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above (NI 171)	There is a 12 month time lag in this data Latest data available is for 2009; Outturn = 42.2. 2010 data will be available late 2011		
Satisfaction of businesses with local authority regulation services (NI 182)	76%		
Processing of major applications within 13 weeks (NI 157a)	71		
Processing of minor applications within 8 weeks (NI 157b)	74		
Processing of other applications within 8 weeks (NI 157c)	83		
<b>1.5. Better roads, reduced traffic congestion, with more people walking, cycling or using public transport</b>			
The average journey time per mile (minutes and seconds) on major routes in Hereford City during the morning peak (NI 167)	20.45		
<ul style="list-style-type: none"> <li>In 2010 average journey times within the AM peak record a minimal increase on the previous year. The reason for this is not completely understood and can not be attributed to increased vehicle flows as there has been a 1.79% decrease in traffic flows within Hereford. The prioritisation of the A49 (Trunk Road) in controlling traffic within Hereford can not be understated and minimal journey time savings for northbound traffic on the A49 appear to have impacted both southbound A49 traffic and northbound traffic on the A465. Consequently increasing journey times across the network.</li> </ul>			
The percentage of principal roads (A-roads) where maintenance should be considered (NI 168)	Awaiting confirmation of outturn for 2010-11 from data provider		
The percentage of non-principal roads (B and C-class carriageways) where maintenance should be considered (NI 169)	Awaiting confirmation of outturn for 2010-11 from data provider		
The percentage of bus services running on time (NI 178 )	85		
<ul style="list-style-type: none"> <li>We have exceeded our 2010/11 target of 73%. The bus service contracts were reviewed and renewed during September. Only two services were withdrawn, one of which is already covered by a commercial service. Monitoring is ongoing.</li> </ul>			
Children travelling to school – (mode of travel usually used (NI 198)	Data comes from the Department of Education and it is due to be reported to the transportation team in late July		

THEME 2 – HEALTHIER COMMUNITIES AND OLDER PEOPLE			
Outcome & Measure	Outturn	Judgement	DoT since last year
<b>2.1 People have longer, healthier lives</b>			
Life expectancy in years for females at time of birth	83.3 years		
Life expectancy in years for males at time of birth	79.1 years		
Mortality rate from cancer per 100,000 population under 75	104.3 per 100,000		
Mortality rate from circulatory diseases per 100,000 population aged under 75 (NI 121) *Mortality rates quoted are provisionally based on 2009 population estimates and will be updated upon receipt of the 2010 estimates in late Summer 2011.	58.3 per 100,000		
No. of admitted patients whose wait from referral to treatment was 18 weeks or less (VSA_04)	97.7		
No. of alcohol-related admissions to hospital/100,000 population (NI 039) Data subject to slight change once 2010 population data released	1466.6 per 100,000		
<p>▪ Development of additional proxy indicator/s for measuring alcohol misuse in the county. Continued development of Linxs assault and alcohol-related injury database in Hereford County Hospital A&amp;E department, data is used at monthly MATAC meetings and to make tactical and licensing decisions.</p> <p>There are a number of remedial actions identified:</p> <p>Identification and Brief Advice (IBA) programme being rolled out across primary care from April 2011; and</p> <p>A new Alcohol Harm Reduction care Pathway is being implemented from April 2011.</p>			
The number of people per 100,000 population aged 16 or over who declare that they have given up smoking for over 4 weeks while receiving support through the NHS Stop Smoking Service (NI 123)	800		
<p>▪ There has been a reduction in smoking related admissions reflecting the success of brief interventions which has demonstrated cost savings through QIPP. The model of service delivery through the Stop Smoking Team has been re-configured to increase the number and variety of providers of smoking cessation support to facilitate an increase in the number of quitters. The Specialist Stop Smoking Team have delivered training and development for staff that offer brief intervention and monitor performance against provider quit targets.</p> <p>The Specialist Stop Smoking Service have trained a wide range of stop smoking advisors in a variety of provider services, however this has been delayed and therefore, to date, the quit rate has not increased.</p>			



<p><i>New contracts are now in place; however, increased activity has not yet been demonstrated. The new service specification for Specialist Stop Smoking Cessation has been issued requiring monthly performance reports to be submitted and remedial action plans to be developed and submitted against all providers, in the event of poor performance against contracts.</i></p> <p><i>Actions are to ensure:</i></p> <ul style="list-style-type: none"> <li>▪ <i>That providers are delivering against key outcomes;</i></li> <li>▪ <i>To develop audit and performance monitoring frameworks in line with identified outcomes and KPI's in order to identify issues early; and</i></li> <li>▪ <i>For brief intervention at HHT to continue via 2011/12 CQUIN</i></li> </ul>			
<b>2.2 Older people living fulfilled lives</b>			
The proportion of people aged 65 or over discharged from hospital to their own home, or to a residential or nursing care home, or extra care housing bed for rehabilitation with a clear intention that they will move on/back to their own home, who are there three months after the date of their discharge from hospital (NI 125)	95.69%	★	
The total number of bus and light rail passenger journeys originating in the local authority area in the year (NI 177)	Bus Services providers will report outturns to Transportation in late September		
<b>2.3 Vulnerable people able to live safely and independently</b>			
The percentage of new social care clients aged 18 or over, where the time from first contact with social services to completion of assessment is four weeks or less (NI 132)	85.99	▲	🔴
<ul style="list-style-type: none"> <li>▪ <i>Commissioners will be undertaking further analysis to look at this indicator as the projected outturn 2010/11 does not meet the end of year target. It is unlikely that in the short -term performance will increase as a result of a period of embedding the work of the new neighbourhood locality teams. Staffing vacancies are currently low and this will assist in the improvement on the timeliness of assessments.</i></li> </ul>			
The percentage of new social care clients for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks (NI 133)	90.86	💡	🟢
The percentage of people receiving Supporting People Services who have established, or are maintaining, independent living (NI 142)	97.81%	💡	
The average weekly rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18 or over. A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed but is still occupying the bed (NI	26.77	▲	🟢



131)			
<ul style="list-style-type: none"> <li>Although the annual target was not achieved, the actions implemented in the middle of the year led to significant improvements in the final five months of the year, where the target was achieved in each month.</li> </ul>			
The number of carers receiving a 'carer's break' or other specific service following a carer's assessment or review, as a percentage of the number of adults receiving community-based services (NI 135)	23.5		
<b>2.4. Enhanced emotional well-being, with fewer suicides</b>			
No indicators			
<b>2.5 Personalised Health and Social Care Services</b>			
The percentage of people receiving Supporting People Services who have established, or are maintaining, independent living (NI 142)	97.81%		
The number of people aged 18 or over per 100,000 population that are assisted directly through social services. This includes all adults receiving any amount of care or support to live independently, both through care packages provided directly by the local authority, and including that provided through organisations that are grant funded (NI 136)	3,761		
Number of adults, older people and carers receiving social care through a Direct Payment and/or an Individual Budget per 100,000 population aged 18 or over (NI 130)	8.72		
<ul style="list-style-type: none"> <li>March performance around the NI130 indicator (Social Care clients receiving direct support), shows an increase in the figures to 8.70, slightly up on February but still somewhat short of the target figure of 31.</li> <li>The impact of training visits undertaken by service managers last autumn to all operational teams to promote and explain all aspects of self directed care, is now being seen in the number of cases coming to the funding panel; the time lag being due to the process for implementing a personalised budget.</li> <li>Work with Impower to develop the customer journey alongside the implementation of a new Resource Allocation System and new assessment is on track and the new central review team has been established to monitor and provide independent reviews of care packages to promote self directed support.</li> <li>A project to review and transform the funding panel to ensure alignment with the personalisation programme is underway and a new panel process should be in place by May 2011.</li> </ul>			
<b>2.6 Improved dental health</b>			
% of children seen by a dentist receiving at least one fluoride varnish application	Data is not currently available - external system being		

interrogated – data available later in year.	
Patients receiving primary dental services, 24mnth (VSB18_01) <b>Note - 2010/11 target shown in JCP as 'per 100k of population' – outturn has been given as a whole number therefore judgement not possible</b>	95,348
<ul style="list-style-type: none"><li>▪ We are currently 9.4% below trajectory. Practices have reported that this is partly due to a significant number of cancelled appointments with the severe weather conditions as well as a wave of winter flu. The new dental activity which was due to commence in October 2010 was slightly delayed due to recruitment issues. One of the providers of this new activity has experienced continued problems with recruitment, and this has affected delivery of the additional activity. There is an expectation, through the trajectories that have been set, that access will steadily increase month by month. However, in reality, this is not the case. The new dental activity mentioned above is to provide additional access for patients from the dental waiting list; some of these patients have been waiting up to three years for access to regular dental care. Therefore the increase in access will be of a much slower pace due to the duration of course of treatment for patients of high dental need, and the access will not be recorded until the completed claim form is submitted at the end of treatment. We are also working closely with dental providers to ensure that they are creating opportunities to provide access for new patients. The central dental waiting list closed on 31st March 2011 for Hereford City and Ross on Wye. We now have seven NHS dental practices across these areas that have open lists to accept new patients. The list is still open to applications for Leominster and Ledbury and the provider for these areas has successfully recruited dental professionals, and expects services to commence within the next few weeks. Patients on the waiting list will be given priority and when the list is exhausted, the services will be available for all residents. At present, there are 81 patients remaining on the list who will be allocated to practices in their chosen location over the next two weeks. We are paying attention to small pockets of the county, i.e.: Bromyard and Weobley, to ensure that access needs are sufficient for the local population.</li></ul>	

THEME 3 – CHILDREN AND YOUNG PEOPLE				
Outcome & Measure	Outturn	Judgement	DoT since last year	
<b>3.1. Children and young people are healthy and have healthy life-styles, with less obesity and substance mis-use, and better dental and sexual health</b>				
Score of service effectiveness based on the authority's self-assessment against four indicators. Effectiveness against each indicator can be rated between 1(lowest) and 4(highest), leading to an overall score of between 4 and 16 (NI 51 / VSB 12)	15	▲	▲	
<ul style="list-style-type: none"><li>The scores of the effectiveness for child and adolescent mental health (CAMHS) services altered in 2010-11 to reflect the elapse of the 12 month short-term agreement of Herefordshire's 24/7 arrangements. Instead of a 4 out of 4 score it has been reduced to 3 out of 4, as Herefordshire does not have 24/7 access to child psychiatry, enabling assessments to be conducted by a CAMHS practitioner. Currently Adult Psychiatry is responding to children and younger people requiring out of hours assessment. Work is beginning with the new mental health provider to address issues and develop improved services. A review of CAMHS is currently underway.</li></ul>				
The percentage of children in year 6 (age 10-11) who are obese, as shown by the National Child Measurement Programme (NI 56)	15.4%	●	▲	
The percentage of young people aged 5-16 participating in at least 2 hours of high quality physical education each week. 16-19 year olds should be offered the opportunity to participate in 3 hours or more of sport (NI 57)	93	●	▲	
<ul style="list-style-type: none"><li>The outturn for this year was lower than anticipated. This may be due in part to the reduction in funding for school sports partnerships which occurred during the year.</li></ul>				
The percentage of population aged 15-24 accepting a chlamydia test (NI 113i / PCT VSB13)	19.63%	▲		
<ul style="list-style-type: none"><li>The GP LES has been decommissioned as it is not effective in terms of screens captured through NCSP. There is still poor uptake within core services and poor reporting by Sexual Health Services re: partner notification and treatment.</li><li>Despite commissioning additional service delivery through 2XL and Primecare activity has not increased. The following actions will be taken:<ul style="list-style-type: none"><li>To review and revise the Sexual Health Service Specification, ensuring alignment to the needs assessment, strategy and commissioning intentions; and</li><li>exploring a 3 level service delivery model. This will capture Chlamydia screening and partner notification ensuring increased uptake and reporting through NSCP.</li></ul></li></ul>				

Access to primary dental services (PCT VSB18)	95,348	
<ul style="list-style-type: none"> <li>We are currently 9.4% below trajectory. Practices have reported that this is partly due to a significant number of cancelled appointments with the severe weather conditions as well as a wave of winter flu.</li> </ul> <p>The new dental activity which was due to commence in October 2010 was slightly delayed due to recruitment issues. One of the providers of this new activity has experienced continued problems with recruitment, and this has affected delivery of the additional activity.</p> <p>There is an expectation, through the trajectories that have been set, that access will steadily increase month by month. However, in reality, this is not the case. The new dental activity mentioned above is to provide additional access for patients from the dental waiting list; some of these patients have been waiting up to three years for access to regular dental care. Therefore the increase in access will be of a much slower pace due to the duration of course of treatment for patients of high dental need, and the access will not be recorded until the completed claim form is submitted at the end of treatment.</p> <p>We are also working closely with dental providers to ensure that they are creating opportunities to provide access for new patients. The central dental waiting list closed on 31st March 2011 for Hereford City and Ross on Wye.</p> <p>We now have seven NHS dental practices across these areas that have open lists to accept new patients. The list is still open to applications for Leominster and Ledbury and the provider for these areas has successfully recruited dental professionals, and expects services to commence within the next few weeks. Patients on the waiting list will be given priority and when the list is exhausted, the services will be available for all residents.</p> <p>At present, there are 81 patients remaining on the list who will be allocated to practices in their chosen location over the next two weeks. We are paying attention to small pockets of the county, i.e.: Bromyard and Weobley, to ensure that access needs are sufficient for the local population.</p>		
Percentage of children aged five who have been immunised with the MMR vaccine (VSB10-6)	81.29	
<ul style="list-style-type: none"> <li>There has been an overall increase in the childhood immunisation uptake in March. However, there has been a longstanding problem with MMR and DTaP/IVP at 5th Birthday. Though they both have improved in March but are still far below the set target. A number of actions are being taken to address this issue:               <ol style="list-style-type: none"> <li>MMR Catch-up campaign will continue in years 2011-12</li> <li>Social marketing campaign will also continue with a programme of Immunisation road shows at children centres across Herefordshire</li> <li>Outreach vaccination clinics will be arranged for certain communities with low uptake of MMR such as gypsies</li> <li>Recently, Screening and Immunisation Manager has been appointed, who will start working by the end of May 2011. She will develop a system (working in collaboration with child health and practice managers) to identify the children who missed their appointments</li> </ol> </li> </ul>		

<i>and offer alternative appointments convenient to the parents on regular basis.</i>			
The percentage of positive diagnoses for chlamydia in the resident population aged 15-24 (NI 113ii) <b>Note - 2010/11 target shown in JCP as number – not a percentage -therefore judgement not possible</b>	6%		
<b>3.2. Children and young people are safe, secure and have stability</b>			
Percentage of initial assessments for children's social care done within seven days (NI 59)	44.8	▲	▶
<ul style="list-style-type: none"> <li>Since 1 January 2011, no assessment has been signed off without meeting the exacting quality standards set by the manager leading to a significant number of assessments being rejected and sent back to the social worker for amendment - with the consequent impact on timeliness. Case file audits by the Assistant Director, Head of Service and team manager have evidenced a significant improvement in the quality of assessments and the child being seen on time. As the team now builds a skilled, dedicated workforce, the percentage of assessments completed on time is expected to steadily improve although caseloads in the team remain high. It is important to recognise that staffing issues, such as sickness, maternity leave, competency issues and resignations, will always remain a threat to any team needing to meet deadlines and statutory responsibilities whilst having little control over the demands for their services.</li> </ul>			
Percentage of looked-after children participating in their reviews (PAF CF/ 63)	95	●	▶
The percentage of children becoming subject to a Child Protection Plan who had previously been the subject of a Plan, or on the Child Protection Register, no matter how long ago that was (NI 65)	9.96	★	▶
<ul style="list-style-type: none"> <li>25 children were subject to a child protection plan for a second or subsequent time during 2010-2011. There is a history of keeping cases subject to a child protection plan for too long in Herefordshire. When a child's plan is discontinued, s/he automatically steps down to a Child in Need plan or a CAF, both of which have full multi agency involvement. Therefore, it is expected that the low percentage of children having a second or subsequent plan will continue with more use being made of CAFs.</li> </ul>			
Number of Common Assessment Framework (CAF) assessments completed across agencies	547	★	▶
Percentage of completed actions following quality audits	90	●	▶
<b>3.3. Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment</b>			
The percentage of children (aged 5) assessed against the Early Years Foundation Stage Profile who achieve at least 78 points across all 13 scales, and achieve at least 6 points in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy (NI 072)	44.6	▲	▶
The percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2 (aged 11) (NI 073)	71.4	▲	▶



<ul style="list-style-type: none"> <li>Results for 2010 have risen by 0.6% from 2009. However, national results have improved by 2% to 74%. Herefordshire results fall short of the overall target of 79%. Results for English at level 4+ have declined (whereas national results have improved) although results for maths at level 4+ have improved by 0.5% from last year. Key interventions such as 1-1 tuition in English and maths will ensure that targeted support will be effective in accelerating progress and improving standards.</li> </ul>			
The percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent, including English and Maths at Key Stage 4 (aged 16) (NI 75)	54.9		
The percentage of secondary pupils missing 20% or more of the school year (NI 87)	5		
Narrowing the gap between the lowest 20% in the Early Years Foundation Stage Profile and the rest (NI 92)	33.4		
The percentage of pupils making at least 2 levels progress in English between tests at Key Stage 1 (aged 7) and Key Stage 2 (aged 11) (NI 93)	86.4		
<ul style="list-style-type: none"> <li>Two levels progress data shows that pupils have made better progress in English than in maths. English progress data has declined significantly since 2009 and is still below the target set. Strategies to address this include key interventions such as 1-1 tuition in English and Maths, improving the quality of leadership in schools to ensure that all pupils make the required progress and achieve well and delivering focused bespoke training and support for schools to help pupils to make the required two levels' progress.</li> </ul>			
The percentage of pupils making at least 2 levels progress in Maths between tests at Key Stage 1 (aged 7) and Key Stage 2 (aged 11) (NI 94)	80.2		
<ul style="list-style-type: none"> <li>Two levels progress data shows that pupils have made better progress in English than in maths. Maths progress data is similar to the 2009 results although the target has been missed. Strategies to address this include key interventions such as 1-1 tuition in English and Maths, improving the quality of leadership in schools to ensure that all pupils make the required progress and achieve well and delivering focused bespoke training and support for schools to help pupils to make the required two levels' progress.</li> </ul>			
The percentage of looked after children who had been in care for at least one year achieving level 4 in English at Key Stage 2 (aged 11) (NI 99)	60		
<ul style="list-style-type: none"> <li>3 pupils out of a cohort of 5 achieved Level 4 in Key Stage 2 English.</li> </ul>			
The percentage of looked after children who had been in care for at least one year achieving level 4 in Maths at Key Stage 2 (aged 11) (NI 100)	60		
<ul style="list-style-type: none"> <li>3 pupils out of a cohort of 5 achieved level 4 in Key Stage 2 mathematics.</li> </ul>			
The percentage of looked after children in year 11 who had been in care for at least one year achieving 5 A*-C GCSEs including English and Maths (or equivalent) (NI 101)	15		
<ul style="list-style-type: none"> <li>3 pupils out of the cohort of 20 achieved 5 A*-C GCSEs including English and Maths. 16 out of the cohort of 20 (80%) achieved at least 1</li> </ul>			

<i>A-G qualification. All looked after children have a personal education plan which includes the targets that are expected to be achieved and this is reviewed as part of the statutory Looked After Children reviews. Schools track individual pupils throughout the year to check on progress. The Education Liaison Support Service provides support to looked after children in school and each school has a designated teacher for looked after children.</i>				
Achievement at Key Stage 1 – Literacy Level 2B+	53.8			
Achievement at Key Stage 1 – Maths Level 2B+	70.1			
Achievement at Key Stage 1 – Reading Level 2B+	70.2			
Achievement at Key Stage 1 – Writing Level 3	9			
<ul style="list-style-type: none"> <li>A number of strategies are in place to address this including implementing intervention programmes, such as Every Child a Writer, improving the transition between Early Years Foundation Stage and the start of the national curriculum at Key Stage 1 and improving the quality of governance to ensure that the leaders in schools are challenged and supported to drive improvements in standards.</li> </ul>				
Achievement at Key Stage 1 – Maths Level 3	15.8			
<b>3.4. Children and young people engage in further education, employment or training on leaving school</b>				
The percentage of 16-18 year olds whose situation is known that are not in education, employment or training (NI 117)	7.2			
<ul style="list-style-type: none"> <li>Year 11 Destinations are now reviewed at two points in the year, September and January (known as the September and January Guarantees) in order to be able to track young people who are not engaged in education, employment or training. The definition for this indicator takes the average of November, December and January and is validated by the Department for Education in February. The data at this stage is, therefore, provisional. The economic climate has, in any event, caused a rise in the NEET figures but there is a particular rise at this time of year in the number of 17 year olds who are NEET because those who stayed on to retake exams will now have left school/college, some will have started courses and then dropped out and the overall economic climate has severely reduced the availability of work based learning opportunities. The 14-19 Consortium which includes the local authority, work based learning organisations, colleges and schools work together to address these issues and identify potential funding opportunities to improve access to education and training for young people. For example, grant funding for 'Live and Learn' has been used over the last three years to work with young people to re-engage them in education and learning – this has proved extremely successful and further funding for this work is being sought.</li> </ul>				
<b>3.5. Children and young people engage in positive behaviour inside and out of school</b>				
Number of permanent school exclusions, including looked-after children	10			
<b>3.6 Improved access to good quality care and other services for children, young people and their families through the work of Herefordshire's Children's Trust</b>				
Annual rating for children's services	3			







- *The rating for Children's Services was lower than target. This was impacted by the outcome of the unannounced and announced inspections undertaken in 2010.*








THEME 4 – SAFER COMMUNITIES				
Outcome & Measure	Outturn	Judgement	DoT since last year	
<b>4.1. Reduced levels of crime</b>				
The average number of offences committed per person by members of a cohort of young people (aged 10-17) during a 12-month tracking period (NI 019)				
Re-offending rate of prolific and priority offenders (NI 030)				
<ul style="list-style-type: none"> <li>There are 20 Prolific and Priority Offenders (PPOs) in the 2010/11 cohort. 2010/11 actual target of no more than 114 offences. Q2 outturn was 39 offences, therefore this is currently on track to meet the target. A local update has been received which indicates that there are currently 18 PPOs in Herefordshire. Data has a delay in being reported.</li> </ul>				
All recorded crime	9,729			
<ul style="list-style-type: none"> <li>Safer Herefordshire target was reduce all recorded crime by 8% by 31/03/2011. A 13% reduction has been achieved since 2007/08 baseline.</li> </ul>				
<b>4.2. Reduced levels of anti-social behaviour</b>				
The average number of offences committed per person by members of a cohort of young people (aged 10-17) during a 12-month tracking period (NI 019)				
Number of anti-social behaviour incidents	10,376			
<ul style="list-style-type: none"> <li>Safer Herefordshire target was to reduce ASB incidents by 10% by 31/03/2011; a 15% reduction has been achieved since 2007/08 baseline.</li> </ul>				
Number of criminal damage incidents	1,827			
<ul style="list-style-type: none"> <li>Safer Herefordshire target was to reduce criminal damage incidents by 10% by 31/03/2011. A reduction of 31% has been achieved since 2007/08 baseline.</li> </ul>				
<b>4.3. Reduced harm from drugs and alcohol</b>				
No. of alcohol-related admissions to hospital/100,000 population (NI 039)	1466.60			
Data subject to slight change once 2010 population data released				
The change in the number of drug users (crack and opiates) in effective treatment this year compared to the number that were in effective treatment in the baseline year 2007/08 (NI 040)				
<ul style="list-style-type: none"> <li>Outturn to 31 December 2010 reports 545 in effective treatment. Numbers fluctuate by a small number each month, however currently on track to meet 2010-11 target of 538. End of year outturn expected July 2011.</li> </ul>				

<i>The National Treatment Agency have provided treatment trajectories to November 2010 which show 548 Problematic Drug Users (PDU's) in effective treatment, therefore currently on course to meet target.</i>			
<b>4.4. Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination</b>			
Number of critical services with a business continuity plan		Indicator not measured	
Number of business continuity plans validated and exercised		Indicator not measured	
Has the Major Incident Recovery Plan been reviewed?	Yes		
<b>4.5. Fewer accidents and injuries</b>			
Number of people killed or seriously injured in road accidents (NI 47)	86		
Number of children killed or seriously injured in road traffic accidents (NI48)	6		
Mortality rate from road traffic accidents	7		
The percentage of principal roads (A-roads) where maintenance should be considered (NI 168)	Awaiting confirmation of outturn for 20010-11 from data provider- end of June 2011		
The percentage of non-principal roads (B and C-class carriageways) where maintenance should be considered (NI 169)	Awaiting confirmation of outturn for 20010-11 from data provider- end of June 2011		
<b>4.6. People feel as safe as they would like to be</b>			
The average number of offences committed per person by members of a cohort of young people (aged 10-17) during a 12-month tracking period (NI 019)		<b>Data awaited from Youth Offending Service</b>	
Re-offending rate of prolific and priority offenders (NI 030)		Data available in August via Iquanta (Police Performance Secure site)	
<ul style="list-style-type: none"><li><i>There are 20 Prolific and Priority Offenders (PPOs) in the 2010/11 cohort. 2010/11 actual target of no more than 114 offences. Q2 outturn was 39 offences, therefore this is currently on track to meet the target. A local update has been received which indicates that there are currently 18 PPO's in Herefordshire. Data has a delay in being reported.</i></li></ul>			
The change in the number of drug users (crack and opiates) in effective treatment this year compared to the number that were in effective treatment in the baseline year 2007/08 (NI 040)		Data available in September via NDTMS (National Drug Treatment Monitoring System).	
<ul style="list-style-type: none"><li><i>Outturn to 31 December 2010 reports 545 in effective treatment. Numbers fluctuate by a small number each month, however currently on track to meet 2010-11 target of 538. End of year outturn expected July 2011.</i></li><li><i>The National Treatment Agency have provided treatment trajectories to November 2010 which show 548 Problematic Drug Users (PDU's) in effective treatment, therefore currently on course to meet target.</i></li></ul>			
No. of alcohol-related admissions to hospital/100,000 population (NI 039) Data subject to slight change once 2010 population data released	1466.60		



THEME 5 – STRONGER COMMUNITIES				
Outcome & Measure	Outturn	Judgement	DoT since last year	
<b>5.1. Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief</b>				
Has the Major Incident Recovery Plan been reviewed?	Yes			
<b>5.2. Communities and individuals participating in local decisions and influencing them</b>				
<b>5.3. Affordable housing appropriate to people's needs and less homelessness, with support for vulnerable people to live independently</b>				
The number of affordable homes delivered. This includes social rented housing and intermediate housing, which is housing at prices or rents above those of social-rent but below market prices or rents. (NI 155)	136			
<ul style="list-style-type: none"><li>Target for delivery has been exceeded and awareness is raised wherever possible. Continue to influence the LDF strategies and policies to maximise delivery. Also, 12 housing need surveys completed against target of 9. Increased targets agreed for 2011/12.</li></ul>				
The number of households living in temporary accommodation provided by the council under the homelessness legislation (NI 156)	69			
<ul style="list-style-type: none"><li>Target has been exceeded for 2010/11 however the numbers in temporary accommodation has increased notably from the end of Quarter 3. This can be attributed to an increase in those households presenting themselves as homeless and prevention measures failing to cope with this increase in demand.</li></ul>				
<b>5.4. Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities</b>				
<b>5.5 People are able to participate in, the life of their communities</b>				

THEME 6 – THE ENVIRONMENT				
Outcome & Measure	Outturn	Judgement	DoT since last year	
<b>6.1. Reduced waste and increased recycling</b>				
The number of kilograms of residual household waste collected per household (NI 191)	589.1	★		
Percentage of household waste sent for reuse, recycling and composting (NI 192)	40			
Percentage of municipal waste landfilled. (NI 193)	58.8			
<b>6.2. Reduced CO<sup>2</sup> emissions and successful adaptation to unavoidable impacts of climate change</b>				
Council CO <sup>2</sup> emissions (NI 185)	Data will be available at the end of June 2011			
<ul style="list-style-type: none"><li><i>The breakdown of the carbon baseline is being used to inform the carbon reduction project; an action plan has been developed and agreed with projects in place.</i></li></ul>				
<i>2010/11 data submission will be made in June with the final data available at the end of June 2011.</i>				
Percentage CO <sup>2</sup> reduction in Local Authority area from baseline year (2005) (NI 186)	Data will next be reported in September by the Department of Energy and Climate Change for the calendar year 2009			
<ul style="list-style-type: none"><li><i>The 2011 target of 13.1% will prove much more challenging. The next report is due in September 2011 from the Department of Energy &amp; Climate Change - this will provide the 2009 data.</i></li></ul>				
PCT CO <sup>2</sup> reduction	<b>Outturn not provided</b>			
<b>6.3. Increased biodiversity</b>				
The percentage of sites in the local authority area where positive conservation management has taken place up to five years prior to the reporting date (NI 197)	Datasets are held by The Forestry Commission and Natural England. Reorganisation of these two organisations has created uncertainty as to whether the datasets will be released.			
<ul style="list-style-type: none"><li><i>27 management plans were completed out of the NI197 Indicator Target of 50 plans with funding from the Area Based Grant in 2010-11. The halt in ABG spending meant the remaining 23 plans could not be completed. This leaves a significant shortfall required to meet the target.</i></li></ul>				
<i>Reporting on and analysis of the years data is also dependant on obtaining grant data sets from the Forestry Commission and Natural England. The current re-organisation and staffing cuts in these organisations puts uncertainty on if and when this data will now be released. For each of the previous 2 years it was released in May. Further information may be released from these organisations over the</i>				















<i>coming weeks.</i>		
<b>6.4. Natural resources are conserved and landscape character maintained, with sustainable land management</b>		
Conservation of; Energy, Clean air, Water resources, Land & soil & reduction in use of resources		Indicator not developed
<b>6.5. Investment in high quality streets, public spaces and the built environment</b>		
The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level (levels of litter) (NI 195a)	5	
The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level (NI 195b)	9	
The percentage of relevant land and highways that is assessed as having deposits of graffiti that fall below an acceptable level (NI 195c)	1	
The percentage of relevant land and highways that is assessed as having deposits of fly posting that fall below an acceptable level (NI 195d)	1	
Improved street and environmental cleanliness e.g.; fly-tipping (NI 196)	1	
<ul style="list-style-type: none"> <li>88 incidents of fly-tipping recorded in March (94 in 2010). 769 incidents recorded for the year compared to 802 in 2009/10 (4.4% reduction).</li> </ul> <p>The biggest challenge remains the size and rurality of the county that assists the anonymity of fly-tipping.</p> <p>Whilst this particular national indictaor has been suspended it remains a requirement to report to Defra. The weighted DEFRA score for the authority for 2010/11 is predicted at grade 1 - very effective - should scores be released this year (doubtful). It nevertheless remains an indication of the ongoing excellent work being carried out in this area.</p> <p>During the year 19 people were prosecuted for fly-tipping with 18 convictions. 7 people received formal cautions, and 14 Fixed Penalty Notices were issued.</p>		












THEME 7 – ORGANISATIONAL IMPROVEMENT AND GREATER EFFICIENCY			
7.1. The highest standards of leadership, governance and integrity		Indicator not defined	
Standards of leadership, governance and integrity as judged by the Audit Commission, the Care Quality Commission, Ofsted and the Local Government Standards Board			
Percentage of ombudsman complaints dealt with within 28 days	100		
Accounts which contain an unqualified audit opinion (Council)	Data is not available until mid-June following audit		
7.2. Demonstrable value for money			
7.3. Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations			
The number of changes of circumstances which affect customer's Housing Benefit/Council Tax Benefit claims and change events (NI 180)	1,886		
<ul style="list-style-type: none"><li>Number of changes dealt with has increased because of improved risk assessment of cases likely to have a benefit change, coupled with improved targeting of cases for interventions. This has resulted in more claimants reporting changes as they arise.</li></ul>			
Time taken to process housing benefit and council tax claims and change events (NI 181)	11.33		
<ul style="list-style-type: none"><li>The increase in the number of changes of circumstances (NI 180 above) has adversely affected the time taken to process claims and change events.</li></ul>			
Percentage of Council Tax collected	98.61		
Percentage of non-domestic rates collected	98.9		
Average number of days taken by the Council to pay an invoice	13.5		
7.4. High levels of customer and citizen satisfaction			
Reducing avoidable contact* [NI 14]	35.75		
The proportion of people making a request for service through Info who are 'satisfied' or 'very satisfied' with the service they receive	80		
7.5. A highly skilled, highly motivated workforce that works in effective partnership with other organisations			
Average sickness absence [Council]	4.04		
Average sickness absence [PCT]	4.78		
Staff turnover [Council]	11.92		

Measures of the diversity of the workforce and of equal opportunities within it (Ethnicity) (Council)	2.48%	▲	
Measures of the diversity of the workforce and of equal opportunities within it (Disabled) (Council)	2.09%	▲	
Level of vacancies (Council)	10.1%	▲	
<b>7.6. Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally</b>			
Direction of travel (% of improved indicators)	50.7%	▲	▲





<b>THEME 1 – ECONOMIC DEVELOPMENT AND ENTERPRISE</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>1.1 Higher quality better paid jobs and reduced unemployment</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	Economic Development Manager	
Produce Inward Investment Strategy as a framework to attract businesses to the county	Economic Development Manager	
Manage the Rural Grants Programmes (RBG and REG)	West Midlands Rural Grants Manager	
Support home working businesses and small business growth	Economic Development Manager	
Produce a revised Economic Development Strategy	Assistant Director, Economy and Culture	
Local Development Scheme	Planning Policy Manager	
Develop and deliver worklessness programmes	Community Learning and Employability Manager	
Connect 2 cycle route	Construction Manager	
<b>1.2 Increased Participation in learning and higher levels of skills and achievement</b>		
Support home working businesses and small business growth	Economic Development Manager	
Develop and deliver Adult Learning Plan for academic year 2010/11	Adult and Community Learning Manager	
Pursue creation of University Gateway Facility in Hereford City	Regeneration Programmes Manager	
Deliver Adult Learning	Community Learning and Employability Manager	
<b>1.3 More and higher spending visitors to the county</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	Economic Development Manager	
Local Development Scheme	Planning Policy Manager	



New Livestock Market	Director for Places and Communities	
<b>1.4 Improved quality &amp; availability of business accommodation and employment land</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	Economic Development Manager	
Promote Rotherwas as a key location of businesses	Senior Economic Development Manager	
Deliver Model Farm employment site	Economic Development Officer (Inward Investment and Infrastructure)	
Address Broadband issues effecting businesses in the county	Regeneration Programmes Manager	
New Livestock Market	Director for Places and Communities	
<b>1.5 Better roads, reduced traffic congestion</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	Economic Development Manager	
Review, renew and monitor bus service contracts	Public Transport Manager	
Connect 2 cycle route	Construction Manager	

THEME 2 – HEALTHIER COMMUNITIES AND OLDER PEOPLE		
PROJECT	LEAD OFFICER	JUDGEMENT
<b>2.1 People have longer, healthier lives</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve services and quality of life for Older People in Herefordshire	Acting Director of Adult Social Care	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.2 Older people living fulfilled lives</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve dementia services	Amanda Edwards	●
Improve services and quality of life for Older People in Herefordshire	Acting Director of Adult Social Care	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.3 Vulnerable people able to live safely and independently</b>		
Provide Community Transport services for disadvantaged people	Public Transport Manager	●
Review of Safeguarding	Acting Director of Adult Social Care	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Transition/re-design of Supporting People	Programme Manager, Maximising Independence	●
Improve dementia services	Programme Manager, Mental Health and Learning Disabilities	●

Assistive Technologies	Programme Manager, Maximising Independence	●
Carers Support Programme	Programme Manager, Maximising Independence	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.4 Enhanced emotional well-being, with fewer suicides</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve Mental Health Services	Programme Manager, Mental Health and Learning Disabilities	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.5 Personalised Health and Social Care Services</b>		
e-catalogue system	Head of Business Support	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Transition/re-design of Supporting People	Programme Manager, Maximising Independence	●
Assistive Technologies	Programme Manager, Maximising Independence	●
Define a clearer commissioning cycle for PBC	Director of NHS Resources and Delivery	●
RAS workstream	PPF Programme Manager	●
External Brokerage	Head of Business Support	●
Carers Support Programme	Programme Manager, Maximising Independence	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.6 Improved dental health</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health	●



		and Wellbeing	
World Class Commissioning Strategy and integration into Health & SC Commission Plans		Director of NHS Resources and Delivery	
Joint Strategic Needs Assessment		Principal Research Officer	

THEME 3 – CHILDREN AND YOUNG PEOPLE		
PROJECT	LEAD OFFICER	JUDGEMENT
<b>3.1 Children and Young People are healthy and have healthy life-styles</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
Development of Children's Health Commissioning Plans	Planning Officer	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>3.2 Children and Young People are safe, secure and have stability</b>		
Common Assessment Framework	Assistant Director, Children and Young People Provider Services	●
Corporate Parenting Strategy Implementation	Assistant Director, Safeguarding and Vulnerable Children	●
Safeguarding and Vulnerable Children Service Review	Assistant Director, Safeguarding and Vulnerable Children	●
<b>3.3 Children and Young People achieve standards</b>		
KS1&2 Improvements With Schools	Assistant Director, Improvement and Inclusion	●
Capital Programme, Including Primary Capital Strategy and Co-location Programme	Assistant Director, Peoples Services Commissioning	●
Cabinet Recommendations on Education Provision For The Future	Director for Peoples Services	▲
Implementation of Additional Needs Strategy	Head of Additional Needs	●
<b>3.4 Children and Young People engage in further education, employment or training</b>		
Raising Participation Age Strategy and Roll Out	Assistant Director, Improvement and	●







	Inclusion	
<b>3.5 Children and Young People engage in positive behaviour inside and outside of school</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	
Engagement And Involvement Strategy	Director for Peoples Services	

THEME 4 – SAFER COMMUNITIES		
PROJECT	LEAD OFFICER	JUDGEMENT
<b>4.1 Reduced levels of crime</b>		
Integrated Offender Management System	Sustainable Communities Manager	●
<b>4.2 Reduced levels of anti-social behaviour</b>		
Develop 20/20 vision scheme	Performance and Data Officer	●
<b>4.3 Reduced harm from drugs and alcohol</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Implement Hidden Harm Strategy	Performance and Data Officer	●
Implement recommendations from drug treatment review	Sustainable Communities Manager	●
<b>4.4 Communities to have enhanced resilience and recovery from emergencies</b>		
Recovery Plan	Assistant Directorate Services Manager (Strategy)	●
<b>4.5 Fewer accidents and injuries</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
High priority accident site investigation and engineering	Transportation Manager	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS	●



	Resources and Delivery	
<b>4.6 People feel as safe as they would like to be</b>		
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	
Develop 20/20 vision scheme	Performance and Data Officer	



<b>THEME 5 – STRONGER COMMUNITIES</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>5.1 Cohesive Communities</b>		
Equality & community cohesion	Equality and Diversity Manager	▲
Recovery Plan	Assistant Directorate Services Manager (Strategy)	●
Hereford Multi-Use Centre	Director for Places and Communities	▲
Place Survey	Principal Research Officer	Place Survey not conducted nationally
<b>5.2 Communities and individuals participating in local decisions and influencing them</b>		
Community Engagement	Parish Liaison and Rural Services Officer	●
Develop working relationships with the voluntary and community sector	Third Sector Liaison Officer	●
Equality & community cohesion	Equality and Diversity Manager	▲
Local Development Scheme	Planning Policy Manager	●
Implementation of the LEADER	Project Manager	●
<b>5.3 Affordable Housing appropriate to people's needs</b>		
Deliver Affordable Housing throughout Herefordshire	Housing Needs and Development Manager	●
Prevention of Homelessness through effective housing options	Housing Needs and Development Manager	●
<b>5.4 Fair access to the services residents need</b>		
Support rural access initiatives and address access issues	Sustainable Communities Manager	●
Local Development Scheme	Planning Policy Manager	●

Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	
Address Broadband issues effecting businesses in the county	Regeneration Programmes Manager	
Run Grants projects that support community development	Project Manager	
Writing of Library Strategy	Libraries Manager	
<b>5.5 People are able to participate in the life of their communities</b>		
Strengthen and support volunteering in Herefordshire	Third Sector Liaison Officer	
Local Development Scheme	Planning Policy Manager	

THEME 6 – THE ENVIRONMENT		
PROJECT	LEAD OFFICER	JUDGEMENT
<b>6.1 Reduced waste and increased recycling</b>		
Introduce recycling for schedule 2 household waste	Waste Services Manager	★
Evaluate the benefits of introducing recycling for trade waste customers	Waste Services Manager	●
Deliver variation to waste disposal PFI	Head of Special Projects	●
<b>6.2 Reduced CO2 emissions</b>		
Manage council carbon emissions	Waste Services Manager	●
Manage county carbon emissions	Director for Places and Communities	●
Produce Planning Policy documentation outside of Local Development Scheme	Planning Policy Manager	●
Carbon Management Programme 2010-11	Waste Services Manager	●
<b>6.3 Improved Biodiversity</b>		
Management of Local Biodiversity Sites	Conservation Manager	●
Contribute to Local Development Scheme	Conservation Manager	●
<b>6.4 Natural resources are conserved and landscape character maintained</b>		
Contribute to Local Development Scheme	Conservation Manager	●
Green Infrastructure	Conservation Manager	●
<b>6.5 Investment in high quality streets, public spaces and the built environment</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme	Economic	●

	Development Manager	
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THEME 7 – ORGANISATIONAL IMPROVEMENT AND GREATER EFFICIENCY		
PROJECT	LEAD OFFICER	JUDGEMENT
<b>7.1 The highest standards of leadership, governance and integrity</b>		
Shared Services	Shared Services Lead Officer	★
Develop Overarching Section 75 Framework	Head of Business Support	●
2011 Census Liaison	Senior Research Officer (Demography)	●
<b>7.2 Demonstrate value for money</b>		
Develop Overarching Section 75 Framework	Head of Business Support	●
Fair Pricing Initiatives	Acting Director of Adult Social Care	▲
Agreement of secondary care contracts	Head of Contracting	●
<b>7.3 Streamlined, efficient operations</b>		
Business Intelligence to Support Commissioning	Head of Business Support	▲
Define a clearer commissioning cycle for PBC	Director of NHS Resources and Delivery	●
<b>7.4 High levels of customer and citizen satisfaction</b>		
Customer Service Strategy	Assistant Director, Customer Services and Communications	●
Place Survey	Principal Research Officer	Place Survey not conducted nationally
<b>7.5 A highly skilled, highly motivated workforce</b>		
<b>7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning</b>		

World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	
Improve CAA managing performance score 2010 - 2012	Head of Policy and Performance	CAA abolished
Improve CAA use of resources score	Head of Financial Services	CAA abolished
Improve Data Quality	Head of Policy and Performance	





<b>THEME 1 – ECONOMIC DEVELOPMENT AND ENTERPRISE</b>	
<b>1.4. Improved quality &amp; availability of business accommodation and employment land</b>	
The percentage of VAT/PAYE registered small businesses (fewer than 50 employees) showing a year-on-year increase in the number of employees (NI 172)	Indicator deleted nationally
<b>THEME 2 – HEALTHIER COMMUNITIES AND OLDER PEOPLE</b>	
<b>2.2 Older people living fulfilled lives</b>	
The percentage of people aged 65 or over who are satisfied with both their home and the area that they live in (NI 138)	Indicator not measured due to cancellation of national Place Survey
<b>THEME 3 – CHILDREN AND YOUNG PEOPLE</b>	
<b>3.1. Children and young people are healthy and have healthy life-styles, with less obesity and substance mis-use, and better dental and sexual health</b>	
The percentage of young people reporting frequent misuse of drugs / volatile substances, alcohol or both (NI 115)	Indicator not measured due to cancellation of national Tell Us Survey
<b>3.5. Children and young people engage in positive behaviour inside and out of school</b>	
The percentage of pupils in year 10 responding 'yes' to the question "In the last 4 weeks, have you participated in any group activity led by an adult outside school lessons (such as sports, arts or a youth group)?" (NI 110)	Indicator not measured due to cancellation of national Tell Us Survey
<b>THEME 4 – SAFER COMMUNITIES</b>	
<b>4.2. Reduced levels of anti-social behaviour</b>	
The percentage of people who think that anti-social behaviour and crime are tackled effectively by the local authority and the police (NI 21)	Indicator not measured due to cancellation of national Place Survey
<b>4.4. Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination</b>	
The percentage of people who feel that they are well informed by local agencies about what they should do in the event of a large-scale emergency (NI 037)	Indicator not measured due to cancellation of national Place Survey

<b>4.6. People feel as safe as they would like to be</b>		
The percentage of people stating that antisocial behaviour is a problem, based on their combined response to a question about seven types of antisocial behaviour (NI 017)		Indicator not measured due to cancellation of national Place Survey
<b>THEME 5 – STRONGER COMMUNITIES</b>		
<b>5.1. Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief</b>		
The percentage of people who believe that people from different backgrounds get on well together in their local area (NI 001)		Indicator not measured due to cancellation of national Place Survey
The percentage of people who are satisfied overall with the area as a place to live (NI 005)		Indicator not measured due to cancellation of national Place Survey
Percentage of people in disadvantaged / ethnic minority groups who are satisfied with their local area as a place to live		Data not available due to cancellation of Herefordshire 100 Survey locally
<b>5.2. Communities and individuals participating in local decisions and influencing them</b>		
The level of civic participation in the area, measured as the percentage of people participating in decision making groups that affect their local area and how often they do so (NI 003)		Indicator not measured due to cancellation of national Place Survey
The percentage of people who feel they can influence decisions in their locality (NI 004)		Indicator not measured due to cancellation of national Place Survey
<b>5.4. Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities</b>		
The percentage of the adult population who say they have used a public library service at least once in the last 12 months (NI 009)		Indicator deleted nationally
The percentage of the adult population that has engaged in the arts at least three times in the past 12 months. Engagement involves attending or participating in arts activities or events, regardless of whether they are funded by the authority (NI 011)		Indicator deleted nationally
Percentage of people who find it difficult to access a local shop		Indicator not measured due to cancellation of

	national Place Survey
Percentage of people who find it difficult to access <i>advice provision</i>	Indicator not measured due to cancellation of national Place Survey
Percentage of people who find it difficult to access <i>a public transport facility</i>	Indicator not measured due to cancellation of national Place Survey
Percentage of people who find it difficult to access <i>a cultural / recreational facility</i>	Indicator not measured due to cancellation of national Place Survey
<b>5.5 People are able to participate in, the life of their communities</b>	
The percentage of people who take part in formal volunteering at least once a month. Formal volunteering is defined as giving unpaid help through groups, clubs or organisations which support social, environmental, cultural or sporting objectives (NI 006)	Indicator not measured due to cancellation of national Place Survey
<b>THEME 6 – THE ENVIRONMENT</b>	
<b>6.2. Reduced CO<sup>2</sup> emissions and successful adaptation to unavoidable impacts of climate change</b>	
The level of preparedness the authority has reached in managing risks to service delivery, the public, local infrastructure, businesses and the environment from a changing climate, and in making the most of new opportunities. The authority can be rated from 0 to 4, depending on achievement of criteria necessary for each level (NI 188)	No submission made 2011 as NI dropped and data collection ended by CLG
<b>THEME 7 – ORGANISATIONAL IMPROVEMENT AND GREATER EFFICIENCY</b>	
<b>7.2. Demonstrable value for money</b>	
NI 179: Value for money (vfm) expressed as the total net value of ongoing cash-releasing vfm gains that have impacted since the start of the financial year. (Council)	Indicator deleted nationally
To be in upper quartile for NI 179 when compared with statistical neighbours	Indicator deleted nationally
<b>7.3. Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations</b>	
Percentage of people satisfied with the Council	Indicator not measured due to cancellation of

	national Place Survey
People agreeing that the council is 'doing a good job	Indicator not measured due to cancellation of national Place Survey
People finding it easier to access public services	Indicator not measured due to cancellation of national Place Survey
People who feel they are well informed about how public services are performing	Indicator not measured due to cancellation of national Place Survey
<b>7.6. Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally</b>	
Council's organisational score under CAA	Indicator not measured due to abolition of CAA
Managing performance score (Council)	Indicator not measured due to abolition of CAA
Use of resources score (Council)	Indicator not measured due to abolition of CAA
Data Quality	Indicator not measured due to abolition of CAA

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>30 JUNE 2011</b>
<b>TITLE OF REPORT:</b>	<b>JOINT CORPORATE PLAN</b>
<b>PORTFOLIO AREA:</b>	<b>CORPORATE SERVICES AND EDUCATION</b>

**CLASSIFICATION:** Open

## **Wards Affected**

County-wide

## **Purpose**

To approve the measures, targets and projects to support the delivery of the Joint Corporate Plan (JCP) as attached at appendix 1

## **Key Decision**

This is not a Key Decision.

## **Recommendation**

**THAT:** The measures, targets and projects (as shown on pages 2 to 8 of appendix 1) be approved.

## **Key Points Summary**

- Council approved the JCP at its meeting on 4 February 2011.
- Measures targets and projects form the JCP implementation plan and provide the basis against which future performance can be measured

## **Alternative Options**

- 1 None

## **Reasons for Recommendations**

- 2 Cabinet is required to approve the Measures and Targets in the JCP. Quarterly reports will be presented to Cabinet on performance against the agreed Measures and Targets.

## **Introduction and Background**

- 3 Cabinet are asked to consider and approve the measures, targets and projects that support

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

the achievement of the priorities and outcomes of the JCP as approved by Council at their meeting on 4 February 2011.

## **Key Considerations**

- 4 The Joint Corporate Plan contains the strategic priorities and long term outcomes that the Council and NHS Herefordshire Board have indicated should be achieved for the benefit of the residents of the county. Supporting the successful achievement of these priorities and outcomes are a range of measures, targets and projects. Progress towards the achievement of these measures, targets and projects will be reported on a regular on-going basis to Cabinet and the HPS Leadership Team.

## **Community Impact**

- 5 The Joint Corporate Plan sets out what the Council and NHS Herefordshire intend to achieve over the coming three years to improve services and the quality of life for the people of Herefordshire

## **Financial Implications**

- 6 None. The plan is designed to be deliverable within the medium term financial strategy and agreed budgets.

## **Legal Implications**

- 7 None

## **Risk Management**

- 8 The JCP is an integral element of the Council's Risk Management processes. Once the JCP is approved, a risk assessment will be undertaken by the owner of each Outcome and this will be reviewed by the HPS Leadership Team. Any significant risk will be reported to Cabinet as part of the quarterly performance review report.

## **Consultees**

- 9 Herefordshire Public Services Leadership Team

## **Appendices**

- 10 Appendix 1; Joint Corporate Plan.

## **Background Papers**

- None identified.

THE HEREFORDSHIRE PUBLIC SERVICES VISION					
<div>Working together to deliver efficient, excellent services and improve outcomes for the people of Herefordshire. We aim to put <b>PEOPLE</b> at the heart of everything we do.</div> <div>Our shared values are; <b>P</b>eople – treating people fairly, with compassion, respect and dignity, <b>E</b>xcellence – striving for excellence and the highest quality of service, care and life in Herefordshire, <b>O</b>penness – being open, transparent and accountable for the decisions we make, <b>P</b>artnership – working together in partnership and with all our diverse communities, <b>L</b>istening – actively listening to, understanding and taking into account people’s views and needs, <b>E</b>nvironment – protecting and promoting our outstanding natural environment and heritage for the benefit of all.</div>					
OUR PRIORITIES TO MEET THE VISION ARE TO					
1. Create a thriving economy	2. Improve health care & social care	3. Raise standards for children and young people	4. Promote self reliant local communities	5. Create a resilient Herefordshire	6. Commission the right services
We will ensure that our priorities are met by the achievement of the following long term outcomes					
LONG TERM OUTCOMES					
1.1 The regeneration of Herefordshire with a particular focus on Hereford City	2.1 Improved intervention and support for older people and keeping them safe	3.1 Sustainable educational provision throughout Herefordshire	4.1 Vibrant cultural opportunities	5.1 The preservation and enhancement of our environment.	6.1 High quality assessments of need
1.2 The delivery and maintenance of key infrastructure including actions to reduce congestion	2.2 A robust & healthy provider market	3.2 Improved intervention and support for children & young people and keeping them safe	4.2 Safe places where people feel secure	5.2 Accessible services and countryside	6.2 Streamlined, working practices
1.3 Growing businesses, jobs & wage levels.	2.3 Financial balance across Herefordshire’s health & social care economy	3.3 Improved performance by early years and primary school pupils including vulnerable groups relative to their peers	4.3 Enhanced local democracy and community engagement.	5.3 A strong regional and national reputation	6.3 High levels of customer and citizen satisfaction
1.4 The development of employment skills, including access to higher education	2.4 The development of a new local commissioning infrastructure	3.4 Reduced child poverty	4.4 Ways of working that reflect the needs and priorities of people & place	5.4 The protection of people’s health & wellbeing	6.4 A high quality workforce
1.5 A reduction in health inequalities for the working age population	2.5 Good quality corporate and clinical governance standards are embedded in all services provided	3.5 Families & communities that are able to support all children & young people effectively	4.5 A balanced housing market to meet residents needs	5.5 Increased equality of opportunity	
1.6 Improved access to superfast broadband and wider use of technologies	2.6 A reduction in health inequalities for frail, elderly people	3.6 A reduction in health inequalities for children & young people		5.6 Sustainable public transport provision	
	2.7 More people retaining their independence through greater choice and control				
<div>Ensuring that our policies improve the <b>localities</b> where we live, work and play</div> <div>Ensuring that our policies are <b>evidence</b> based</div> <div>Ensuring that our policies improve <b>well being</b> in Herefordshire</div>					
We will deliver our vision through the implementation of our “Rising to the Challenge” change programme which has the following five work streams:		Customer focus	Communities first	Streamlining the business	Better services
					People and Performance

1. Create a thriving economy					
RTTC link	Better services	Better services	Better services	Better services	Better services
	Communities first	Communities first	Communities first	Communities first	
<b>Long term outcome</b>	<b>1.1 The regeneration of Herefordshire with a particular focus on Hereford City</b>  <i>Director: Places and Community</i> <i>Lead AD: Economic, Environment and Cultural Services</i>	<b>1.2 The delivery and maintenance of key infrastructure including actions to reduce congestion</b>  <i>Director: Places and Community</i> <i>Lead ADs: Placed Based Commissioning/Economic, Environment and Cultural Services</i>	<b>1.3 Growing businesses, jobs &amp; wage levels.</b>  <i>Director: Places and Community</i> <i>Lead AD: Economy and Culture</i>	<b>1.4 The development of employment skills, including access to higher education</b>  <i>Director: Places and Community</i> <i>Lead AD: Economy and Culture</i>	<b>1.5 A reduction in health inequalities for the working age population</b>  <i>Director: People’s Services</i> <i>Lead AD: Health and Well Being Services</i>
	<ul style="list-style-type: none"><li>● Visitor Spend in the County; <u>Target</u>: £420 million</li><li>● Hereford City Shop Vacancy rate; <u>Target</u>: 10%</li></ul>	<ul style="list-style-type: none"><li>● Bus Punctuality; <u>Target</u>: 85%</li><li>● Average journey time during AM Peak; <u>Target</u>: 19 minutes</li><li>● Cycle use; <u>Target</u>: 104 (indexed)</li></ul>	<ul style="list-style-type: none"><li>● Gross Value Added; <u>Target</u>: £35,000 per employee (County) (note: there is a 2 year time-lag on this data)</li><li>● Gross workplace based earnings; <u>Target</u>: £390.00</li><li>● Working age people on out of work benefits; <u>Target</u>: 2.9% below the national average</li></ul>	<ul style="list-style-type: none"><li>● Number of learners participating in Community Learning; <u>Target</u>: 1,500</li><li>● Community Learning Achievement Rate; <u>Target</u>: 82%</li><li>● Overall employment rate; <u>Target</u>: 70%</li></ul>	<ul style="list-style-type: none"><li>● Number of smokers that quit for a period of 4 weeks or more within;<ul style="list-style-type: none"><li>▪ Amey</li><li>▪ Herefordshire Public Services</li><li>▪ The Private Sector.</li></ul><u>Target</u> across all sectors: 100</li><li>● The proportion of the population aged 40-74 to be offered an NHS Health Check <u>Target</u>: 18%</li><li>● NHS Health Checks to be offered to individuals living in the most deprived fifth of areas in Herefordshire <u>Target</u>:16%</li><li>● Increase the number of NHS staff trained to deliver brief intervention through CQUIN programme (local baseline to be set by July 2011)</li><li>● Increase the number of smokers receiving brief intervention by NHS staff through CQUIN programme (local baseline to be set by July 2011)</li><li>● Increase number of 4 week quitters supported by primary care including community pharmacies and dental practices (local baseline to be set by July 2011)</li><li>● Reduce smoking related admissions by (QIPP plan target)</li><li>● Reduce alcohol related admissions (QIPP plan target)</li></ul>
<b>Measures and targets</b>					<ul style="list-style-type: none"><li>● Percentage of homes and business premises having the opportunity to connect to next generation broadband; <u>Target</u>: All homes and premises to have access to broadband at speeds of 4Mbps by end of 2012</li><li>● Number of public services accessed via a range of wider technologies <u>Target</u>: Baseline to be established 2011/12</li></ul>
<b>Projects</b>	<ul style="list-style-type: none"><li>● Complete construction of Livestock Market</li><li>● Butter Market redevelopment</li><li>● Affordable Homes in the Urban Village</li><li>● Adoption of Local Development scheme</li><li>● Hereford futures - flood mitigation scheme</li></ul>	<ul style="list-style-type: none"><li>● Delivery of Link Road</li><li>● Local Transport Plan</li><li>● Implement Connect 2 Cycle Route</li><li>● Hereford Relief Road route</li></ul>	<ul style="list-style-type: none"><li>● Development of Rotherwas Futures</li><li>● Business Grants Project</li><li>● Implement the business elements that contribute to the Herefordshire Child Poverty Strategy</li></ul>	<ul style="list-style-type: none"><li>● Realisation of HE Gateway Project</li><li>● Economic Development Strategy</li><li>● Meet People’s potential through Lifelong Learning</li><li>● Support employment in the County</li></ul>	<ul style="list-style-type: none"><li>● Borders Broadband Project<ul style="list-style-type: none"><li>▪ Implement infrastructure project</li></ul></li><li>● Business support programme<ul style="list-style-type: none"><li>▪ Improve range and access to services</li><li>▪ Implement programme of demand stimulation to increase uptake by business and individuals</li></ul></li></ul>



2. Improve health care & social care					
RTTC link	Customer focus	Better services	Streamlining the business	Better services	Customer focus
<b>Long term outcome</b>	<b>2.1 Improved intervention and support for older people and keeping them safe</b>	<b>2.2 A robust &amp; healthy provider market</b>	<b>2.3 Financial balance across Herefordshire's health &amp; social care economy</b>	<b>2.4 The development of a new local commissioning infrastructure</b>	<b>2.5 Good quality corporate and clinical governance standards are embedded in all services provided</b>
	<i>Director: People's Services Lead AD: Adult Social Care</i>	<i>Director: People's Services Lead AD: Adult Social Care</i>	<i>Director: People's Services Lead AD: TBA</i>	<i>Director: DCX &amp; Director Corporate Services Lead AD: Head Commercial Services GP Commissioning Lead - Director NHS resources and Delivery</i>	<i>Director: People's Services Lead AD: Health and Well Being Services</i>
<b>Measures and targets</b>	<ul style="list-style-type: none"> <li>● Increase the number of older people discharged from hospital to rehabilitation or intermediate care, who are living at home 91 days after discharge by 10%</li> <li>● Reduce emergency bed days associated with multiple (two or more in a year) acute hospital admissions for over 75s by 4%</li> <li>● Reduce by 15% admissions to residential care homes, per 1,000 population</li> <li>● Reduced average length of stay for older people by 10% over 2 years</li> <li>● Reduced average length of stay for older people by 10% over 2 years non-elective spells</li> </ul>	<ul style="list-style-type: none"> <li>● 5% reduction in new outpatient referrals in 2011/12 resulting in a 1% reduction in input and day case activity.</li> <li>● Reduce in outpatient new to follow ups by 1.5% and follow up by 17.5%</li> <li>● Reduced number of consultant to consultant referrals by 1% (2011/12)</li> <li>● Increase in proportion of people who have had a stroke who spend at least 90% of their time in acute hospital on a stroke unit to 100% by 2012</li> <li>● Increase in proportion of people at high risk of Stroke and experience a TIA who are assessed and treated within 24 hours to 60% over 4 years</li> <li>● Decrease the percentage of emergency admissions to any hospital in England occurring within 28 days of the last, previous discharge from hospital by 10% over 5 years</li> <li>● Decrease A&amp;E attendances by 730 in 2011/12 by utilising rapid response</li> </ul>	<p>Saving measures 2011-12</p> <ul style="list-style-type: none"> <li>● Same Activity for less (cost) <ul style="list-style-type: none"> <li>▪ Right Care - £1,377,000</li> <li>▪ Planned Care - £1,648,000</li> <li>▪ Mental Health and Learning Disabilities - £500,000</li> <li>▪ Care pathways approach - £1,771,000</li> </ul> </li> <li>● Same demand for less (service charge) <ul style="list-style-type: none"> <li>▪ Urgent care - £274,000</li> <li>▪ Maternity and new born - £500,000</li> <li>▪ Low priority treatments - £28,000</li> <li>▪ Medicines use &amp; procurement - £1,400,000</li> <li>▪ Whole system re-ablement review - £1,200,000</li> <li>▪ Other Qipp schemes TBA</li> </ul> </li> <li>● Mental health procurement - £500,000</li> <li>● Reduced demand</li> <li>● Healthy individual projects - £75,000</li> <li>● <u>Management costs</u> - £1,300,000</li> </ul>	<ul style="list-style-type: none"> <li>● Number of services re-commissioned and market tested in accordance with the Plan <u>Target:</u> TBA once plan and savings agreed</li> <li>● Savings achieved for each new re-commissioned service <u>Target:</u> TBA once plan and savings agreed</li> <li>● Lower costs from co-working with key suppliers on initiatives to lower or remove costs <u>Targets:</u> 2011-12 - 1% savings 2012-13 - 2% savings 2013-14 - 2% savings</li> <li>● % of commissioning budget managed by the GPC <u>Target: 70%</u></li> </ul>	<p><b>Measures and targets to be advised</b></p>
<b>Projects</b>	<ul style="list-style-type: none"> <li>● Personalisation and protection</li> <li>● Whole system re-ablement and CHC and free nursing care demand</li> <li>● Frail Elderly People Pathway</li> <li>● Develop Urgent Care</li> <li>● Prevention, early</li> </ul>	<ul style="list-style-type: none"> <li>● Personalisation and protection including Personal Health Budgets</li> <li>● Whole system redesign to improve prevention, early intervention and care closer to home</li> <li>● NHS Dentistry access and use</li> <li>● Mental health service</li> </ul>	<ul style="list-style-type: none"> <li>● Personalisation and Protection</li> <li>● Whole system re-ablement</li> <li>● Further develop Rapid Response</li> <li>● Urgent Care</li> <li>● Increase the take up of Telecare by 50%</li> <li>● Reduce cost of packages &gt; £25,000 by 10%</li> <li>● Reduce the number of older people in residential care by 50 placements</li> <li>● Increase in charges made to clients</li> </ul>	<ul style="list-style-type: none"> <li>● Commissioning and Commercial Market Strategy</li> <li>● Commissioning Plan</li> <li>● Develop a prioritised milestone plan for re-commissioning and market testing services</li> <li>● GP Consortium - Implementation of a work</li> </ul>	<p><b>Projects to be advised</b></p>
				<ul style="list-style-type: none"> <li>● Extend the falls prevention programme to deliver effective prevention measures to a greater proportion of the older population at risk of falling.</li> </ul>	<ul style="list-style-type: none"> <li>● Personalisation and Protection</li> <li>● Whole system re-ablement work and CHC and free nursing care demand</li> <li>● Further develop rapid response service</li> <li>● Supporting people into employment</li> </ul>

	<div>intervention and reablement in mental health and dementia<ul style="list-style-type: none"><li>● Improve end of life care</li></ul></div>	<div>improvement<ul style="list-style-type: none"><li>● Market Development Project to improve the range of provision</li><li>● Diabetes pathway implementation</li><li>● Radiotherapy service improvement</li></ul></div>	<div><ul style="list-style-type: none"><li>● Reduce the number of working age adults in residential care by 25 placements</li><li>● Review existing service users as to Increase the number of personal budgets costing &lt; £13k by 30%</li><li>● Reduce the number of reablement residential beds within the County</li><li>● Increase use of reablement to improve number of people no longer requiring health and social care or with substantially reduced on-going needs for care &amp; support</li><li>● ICO vacancy target</li></ul></div>	plan for GP commissioning		
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3. Raise standards for children and young people					
	Better services	Better services	Better services	Customer focus	Customer focus
RTTC link					
Long term outcome	3.1 Sustainable educational provision throughout Herefordshire  Director: People’s Services Lead AD: People’s Services Commissioning	3.2 Improved intervention and support for children & young people and keeping them safe  Director: People’s Services Lead AD: Safeguarding and vulnerable Children	3.3 Improved performance by early years and primary school pupils including vulnerable groups relative to their peers  Director: People’s Services Lead AD: Improvement and Inclusion	3.4 Reduced child poverty  Director: People’s Services Lead AD: People’s Services Commissioning	3.5 Families & communities that are able to support all children & young people effectively  Director: People’s Services Lead AD: CYP Provider Services
Measures and targets	<ul style="list-style-type: none"><li>● Number of schools in an Ofsted category – <u>Target: 0</u></li><li>● Percentage of PRU pupils having 25 hours of provision available <u>Target: 100%</u></li><li>● Reduction in cost of out of county education placements <u>Target: 5%</u></li></ul>	<ul style="list-style-type: none"><li>● Percentage of initial assessments completed in 10 working days <u>Target: 75%</u></li><li>● Reduction in the number of contacts and referrals not resulting in social care services <u>Target: 30%</u></li><li>● Reduction of high cost agency placements by 3</li></ul>	<ul style="list-style-type: none"><li>● NI 72 – Achievement of at least 78 points across the early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy <u>Target: 53.5%</u></li><li>● NI 73 – Achievement of Level 4 and above at Key Stage 2 in both English and Maths <u>Target: 79%</u></li><li>● NI 92 – Narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage profile and the rest <u>Target: 32%</u></li><li>● NI 99 – Looked after children reaching level 4 in English at Key Stage 2 <u>Target: 60%</u></li><li>● NI 104 - The SEN/non-SEN gap – achieving Key Stage 2 English and Maths threshold <u>Target: 42%</u></li></ul>	<ul style="list-style-type: none"><li>● NI 102 – Achievement gap between pupils eligible for FSM and their peers at Key Stage 2 <u>Target: 32%</u></li><li>● NI 117 – Percentage of 16-18 year olds who are NEET <u>Target: 4.7%</u></li><li>● Percentage of 16-18 year olds whose participation activity is not known <u>Target: 4%</u></li></ul>	<ul style="list-style-type: none"><li>● Percentage of CAFs that are not subsequently re-referred to Children’s Social Care <u>Target: 75%</u></li><li>● Percentage of people reporting that things have improved for them/their child <u>Target: 80%</u></li><li>● Percentage of professionals reporting that the Multi-Agency Groups (MAGs) have made a positive difference to their work with children and young people and their families <u>Target: 80%</u></li><li>● Percentage of children and young people supported through CAF and MAGs <u>Target: TBA</u></li></ul>
Projects	<ul style="list-style-type: none"><li>● Framework/policy for sustainable schools systems (including academies and free schools)</li><li>● Review of the provision to meet the most complex needs and the operation of the Complex Needs Solutions Panel (Section 75 budget agreement), including commissioning strategy for SEN</li><li>● Supporting the development of school and setting leadership at all levels in Herefordshire</li></ul>	<ul style="list-style-type: none"><li>● Revised model of interventions for child protection and children in need</li><li>● Development and implementation of the integrated LAC strategy</li><li>● Reconfiguration of multi-agency referral and assessment arrangements</li></ul>	<ul style="list-style-type: none"><li>● Herefordshire school improvement policy, protocols and practice to support schools/settings causing concern</li><li>● Closing the achievement gap of vulnerable children and young people</li><li>● Raising educational achievement and outcomes of children in early years and primary schools</li></ul>	<ul style="list-style-type: none"><li>● Development and implementation of Herefordshire’s Child Poverty Strategy</li><li>● Reduction in the proportion of 16-18 year olds who are in the NEET category</li></ul>	<ul style="list-style-type: none"><li>● Implementation of Phase 2 of Locality Multi Agency Group development</li><li>● Strengthening of CAF/ joint assessment of need</li><li>● Implementation of Women, Children and Families Commissioning Programme</li></ul>
					<ul style="list-style-type: none"><li>● Promotion of safe alcohol consumption amongst children, young people and pregnant women thus supporting those that drink unsafe amounts</li><li>● Support for sexually active young people across all localities within Herefordshire:</li><li>● Implement Change4Life programme to reduce prevalence of obesity and overweight in children</li><li>● Complete tender process for new chlamydia screening provider and award new contract</li></ul>



4. Promote self reliant local communities					
	Streamlining the business	Communities first		Communities first	Communities first
RTTC link					Better Services
Long term outcome	4.1 Vibrant cultural opportunities	4.2 Safe places where people feel secure		4.4 Ways of working that reflect the needs and priorities of people & place	4.5 A balanced housing market to meet resident's needs
	<b>Director: Places and Community</b> <b>Lead AD: Economy and Culture</b> <ul style="list-style-type: none"><li>● Visitor Spend in the County; <u>Target:</u> £420 million</li><li>● Total number of library visits; <u>Target:</u> 732,017</li><li>● Number of people using Halo Leisure Facilities; <u>Targets:</u> Total number of Swims 450,000 Total number of Gym Visits 380,000 Total Number of visits 1,250,000</li></ul>	<b>Director: Places and Community</b> <b>Lead AD: Homes and Community</b> <ul style="list-style-type: none"><li>● No of recorded crimes in the County; <u>Target:</u> 1% reduction per year (over 3 years)</li><li>● Percentage increase in the number of people who feel safe in their local area; <u>Target:</u> 40%</li><li>● Repeat incidents of domestic abuse cases reviewed at MARAC; <u>Target:</u> 30%</li></ul>		<b>Director: Places and Community</b> <b>Lead AD: Homes and Community</b> <ul style="list-style-type: none"><li>● Number of locality based partnerships established; <u>Target:</u> 9</li><li>● Number of additional Parish and Town Councils implementing Participatory Budgeting; <u>Target:</u> 9</li><li>● Total Place Asset Reviews; <u>Target:</u> 9 reviews to be completed by April 2012</li></ul>	<b>Director: Places and Community</b> <b>Lead AD: Homes and Community</b> <ul style="list-style-type: none"><li>● Delivery of new affordable housing; <u>Target:</u> 130</li><li>● Number of households in Temporary Accommodation; <u>Target:</u> 82</li><li>● Average number of weeks taken to process Disabled Facilities Grant (DFG) applications; <u>Target:</u> 36 weeks</li></ul>
Projects	<ul style="list-style-type: none"><li>● Visit Herefordshire Contract Management</li><li>● Future Delivery of Cultural Services</li><li>● Future Libraries Programme</li></ul>	<ul style="list-style-type: none"><li>● Local Democracy Initiatives and Charter Review</li><li>● Development and implementation of Hearts of Herefordshire approach</li><li>● Development and implementation of the Community Engagement Framework</li></ul>		<ul style="list-style-type: none"><li>● Implementation of Localities Strategy</li><li>● Support for Community Asset Transfers</li><li>● Engage communities in Participatory Budgeting</li><li>● Implementation of third sector review and support establishment of third sector board</li></ul>	<ul style="list-style-type: none"><li>● Continued Delivery of Affordable Housing</li><li>● Prevention of Homelessness</li><li>● Address housing conditions and their impact on health</li></ul>

5. Create a resilient Herefordshire																																				
	Better Services	Better Services	Customer focus	Customer focus	Better Services																															
RTTC link					Streamlining the business Communities First																															
Long term outcome	5.1 The preservation and enhancement of our environment.  Director: Places and Community Lead AD: Economic, Environment and Cultural Services	5.2 Accessible services and countryside  Director: Places and Community Lead ADs: Economic, Environment and Cultural Services / Homes and Community	5.3 A strong regional and national reputation  Director: DCX & Director Corporate Services Lead AD: Customer relations and Communications	5.4 The protection of people’s health & wellbeing.  Director: People’s Services Lead AD: Health and Well Being Services	5.5 Increased equality of opportunity  Director: DCX & Director Corporate Services Lead AD: People Policy and Partnerships																															
Measures and targets	<ul style="list-style-type: none"><li>● % of household waste sent for recycling, composting and reuse; <u>Target</u>: 41%</li><li>● % of municipal waste sent to landfill; <u>Target</u>: 60%</li><li>● Residual household waste (kg) per household; <u>Target</u>: 600kg</li><li>● Reduction in fly tipping; <u>Target</u>: Level 1</li><li>● Annual Carbon Emissions; Council <u>Target</u> 30% reduction by 2015; NHSH <u>Target</u>: 10% by 2015</li><li>● Number of Schools taking part in Schools Energy Challenge: <u>Target</u>: 10</li><li>● County Carbon emissions; <u>Target</u>: 13.1%</li></ul>	<ul style="list-style-type: none"><li>● Number of improved locally accessible services; <u>Target</u>: Baseline to be established – 2011/12</li><li>● Number of services, where it can be demonstrated that they have been designed / redesigned to reflect local need; <u>Target</u>: Baseline to be established – 2011/12</li><li>● User satisfaction- Queenswood Country Park; <u>Target</u>: 78%</li></ul>	<table><tr><td colspan="3">● Organisation reputation</td></tr><tr><td><u>Targets</u></td><td><u>Council</u></td><td><u>NHS</u></td></tr><tr><td>2011/12</td><td>40%</td><td>65%</td></tr><tr><td>2012/13</td><td>50%</td><td>70%</td></tr><tr><td>2013/14</td><td>55%</td><td>75%</td></tr></table> <table><tr><td colspan="3">● Number of complaints escalated to ombudsman</td></tr><tr><td><u>Targets</u></td><td><u>Council</u></td><td><u>NHS</u></td></tr><tr><td>2011/12</td><td>5%</td><td>5%</td></tr><tr><td>2012/13</td><td>3%</td><td>3%</td></tr><tr><td>2013/14</td><td>2%</td><td>2%</td></tr></table> <ul style="list-style-type: none"><li>● National Capabilities Survey 2012 - <u>Target</u> : To ensure all critical services have developed contingency plans by 2012</li><li>● Achieve BS2599 Self Assessment during 2011</li></ul>	● Organisation reputation			<u>Targets</u>	<u>Council</u>	<u>NHS</u>	2011/12	40%	65%	2012/13	50%	70%	2013/14	55%	75%	● Number of complaints escalated to ombudsman			<u>Targets</u>	<u>Council</u>	<u>NHS</u>	2011/12	5%	5%	2012/13	3%	3%	2013/14	2%	2%	<ul style="list-style-type: none"><li>● Number of people killed or seriously injured in road traffic accidents; <u>Target</u>: 100</li><li>● Achieve compliance with Cabinet Office ‘Expectations and Indicators of Good Practice Set for Category 1 and 2 Responders’</li><li>● Achieve and maintain BS 25999 - Business Continuity Management</li><li>● Achieve compliance under HSG65 - Successful Health and Safety Management</li><li>● Health and Well Being Board –</li><li>● Vision agreed by Shadow Health and Wellbeing Board by November 2011</li><li>● New JSNA methodology agreed by Shadow Health and Wellbeing Board by November 2012</li><li>● Initial Health and Wellbeing Strategy agreed by Shadow Health and Wellbeing Board by March 2012</li></ul>	<ul style="list-style-type: none"><li>● Equality objective developed, base line data collected <u>Target</u>: to be agreed and published April 2012</li><li>● HEHRC Training programme, sessions delivered <u>Target</u>: deliver 6 sessions</li><li>● Partner organisations to sign up to charter <u>Target</u>: 6</li></ul>	<ul style="list-style-type: none"><li>● Bus patronage; <u>Target</u>: 3.35 million</li><li>● Traffic Volumes; <u>Target</u>: 99 (indexed)</li><li>● Bus Punctuality; <u>Target</u>: 85%</li></ul>
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Projects	<ul style="list-style-type: none"><li>● Refresh Biodiversity Strategy</li><li>● Commission Waste to Energy Plant</li><li>● Enforcement and preventative activity (fly-tipping, littering and chewing gum)</li><li>● HPS Carbon Management Programme</li><li>● Herefordshire Schools Energy Challenge and Engagement</li><li>● Embedding of carbon awareness and management across the County (including work with New Leaf)</li></ul>	<ul style="list-style-type: none"><li>● Policy framework to support the planning and design of services at a local level</li><li>● Options for how services can be delivered effectively, to reflect local need</li><li>● Produce King George V and Queenswood Country Park Management Plans</li></ul>	<ul style="list-style-type: none"><li>● Experience Feedback Repository</li><li>● Widen Public Experience Team remit</li><li>● Ongoing development of Customer Insight Unit function.</li><li>● Development of overarching Corporate and service level business continuity plans for all critical services.</li></ul>	<ul style="list-style-type: none"><li>● Deliver programme of road safety improvements</li><li>● Deliver Emergency management requirements under the Civil Contingencies Act 2004</li><li>● Provide necessary arrangements and undertake agreed programme of inspections under the Health &amp; Safety at Work Act.</li><li>● <u>Health and Well Being Board</u> –</li><li>● Develop a shared vision for Herefordshire's Health and Wellbeing Board</li><li>● Extend JSNA process to incorporate the third sector and the voice of the public</li><li>● Develop an initial Health and Wellbeing Strategy for Herefordshire</li></ul>	<ul style="list-style-type: none"><li>● Develop action plan with Herefordshire Equality and Human Rights group</li><li>● Develop Herefordshire Equality and Human Rights training programme with BIHR</li><li>● Develop Herefordshire Equality and Human Rights charter mark</li></ul> <ul style="list-style-type: none"><li>● Bus Network Review</li><li>● Local Transport Plan</li><li>● Deliver Road Safety improvements</li></ul>																															

6. Commission the right services			
RTTC link	Better services	Streamlining the business	Customer focus
	<b>6.1 High quality assessments of need</b>	<b>6.2. Streamlined, working practices</b>	<b>6.3. High levels of customer and citizen satisfaction</b>
<b>Long term outcome</b>	<b>Director: NHS Resources and Delivery</b> <b>Lead AD: TBA</b>	<b>Director: DCX &amp; Director Corporate Services</b> <b>Lead: Chief Officer Finance and Commercial</b>	<b>Director: DCX &amp; Director Corporate Services</b> <b>Lead AD: People Policy and Partnerships</b>
<b>Measures and targets</b>	<ul style="list-style-type: none"> <li>Updated JSNA <u>Target</u>: complete by October 2011</li> <li>Process for an Integrated Assessment of Herefordshire's needs <u>Target</u>: agreed by November 2011</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the Accommodation Programme <u>Target</u>:               <ul style="list-style-type: none"> <li>Contractor appointed – December 2011</li> <li>Savings - £20.2m over 7 year period from 2012</li> </ul> </li> <li>Shared Services savings achieved <u>Targets</u>:               <ul style="list-style-type: none"> <li>£1.1M – FY 2011/12</li> <li>£3.4M – FY 2012/13</li> <li>£4.3M – FY 2013/14</li> <li>£4.8M – FY 2014/15</li> </ul> </li> <li>Commercial Strategy savings achieved <u>Target</u>: Savings forecast - £2.3M FY 2011/12</li> <li>Implementation of Agresso - <u>Targets</u>:               <ul style="list-style-type: none"> <li>Go-live HR, Finance, Creditors, Debtors, Fixed Assets, PCB and Procurement Self Service – April 2011</li> <li>Council – Payroll – July 2011</li> <li>ICO/ PCT – go-live Finance &amp; Procurement Self Service – October 2011</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improved feedback from employee surveys: <u>Targets</u>:               <ul style="list-style-type: none"> <li>20% improvement in Council survey composite indicator for employee empowerment</li> <li>20% improvement in Council survey composite indicator for senior management support to succeed</li> <li>improvement from 3.61 to 3.68 on NHS Staff Survey overall indicator of staff engagement</li> </ul> </li> <li>Number of ideas from the “Why? ideas” scheme that are implemented <u>Target</u>: Demonstration of achievement of iip standards by March 2012</li> <li>Average Sickness absence – <u>Targets</u>:               <ul style="list-style-type: none"> <li>2011-12 Council 4.1% / PCT 3.9%</li> <li>2012-13 Council 3.9% / PCT 3.7%</li> </ul> </li> <li>Staff appraisals; <u>Target</u> 90% of appraisals (and six monthly reviews) completed</li> </ul>
<b>Projects</b>	<ul style="list-style-type: none"> <li>JSNA Update - Revisions to the current JSNA to inform 2011/12 commissioning decisions</li> <li>New Integrated Strategic Needs Assessment</li> <li>Development of a comprehensive and integrated assessment of the needs of the people of Herefordshire               <ul style="list-style-type: none"> <li>That meets the requirements of the new Health and Well Being Board and any other statutory requirements</li> <li>That incorporates a needs assessment for each of the 9 localities</li> <li>That incorporates data from resident surveys on quality of life, priorities/priorities for improvements, customer insight, customer segmentation</li> <li>That incorporates the third sector and the voice of the public</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Office Accommodation/Flexible Working</li> <li>Shared Services</li> <li>Commercial Strategy</li> <li>ICT Strategy (key projects: ISS, EDRMS, ISCS, IERS etc)</li> <li>Process Change (candidate projects to be agreed)</li> </ul>	<ul style="list-style-type: none"> <li>Creation of the Customer Service Organisation: staff transferred, savings made</li> <li>Implementation of new CRM system: processes reviewed</li> <li>Website and Intranet transformation</li> <li>Customer Insight: Segmentation, Signposting, Service Improvement</li> </ul>
			<ul style="list-style-type: none"> <li>Production of a People Strategy and Workforce Plan</li> <li>Flexible working project</li> <li>Organisational Design Project</li> <li>Employee Engagement (including Why Initiative) 90 Day Plans: EOS and other engagement devices</li> </ul>

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>30 JUNE 2011</b>
<b>TITLE OF REPORT:</b>	<b>REDESIGN OF DELIVERED LIBRARY SERVICE AND DEVELOPMENT OF COMMUNITY LIBRARY SITES</b>
<b>PORTFOLIO AREA:</b>	<b>ENTERPRISE AND CULTURE</b>

**CLASSIFICATION:** Open

## **Wards Affected**

County-wide

## **Purpose**

To agree remodelling of the Delivered Library Services from a universal mobile service to a home delivery service based upon the needs of the users, and to encourage delivery of community library sites.

## **Key Decision**

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

It was included in the Forward Plan.

## **Recommendations**

**THAT:**

- (a) **the redesign of the Delivered Library Services in favour of a home delivery service based upon the needs of the users and the withdrawal of a universal mobile library service be agreed; and**
- (b) **local groups and organisations be invited to consider operating community based libraries.**

## **Key Points Summary**

- The library service has been engaged in the government sponsored Future Libraries programme. One of the recommendations of that report was a remodelling of the delivered services on the basis of need, in conjunction with the development of community led library sites.

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Further information on the subject of this report is available from  
Mick Ligema Cultural Services Manager on (01432) 260631

- The proposed changes to the service involve the extension and development of the current home delivery service whereby the needs of users are assessed against set criteria.
- Those current mobile library users who would not be eligible for home delivery would be encouraged to access the service through the main libraries and through community libraries.

## **Alternative Options**

- 1 The alternative option would be to continue with the current universal mobile library service. This option is inherently expensive and would not deliver the required savings.
- 2 The service would need to consider the closure of main libraries or community transfer to achieve the budget targets.

## **Reasons for Recommendations**

- 3 The changes proposed aim to create a more targeted service for people who would not be able to access library services through any other means. Through this more targeted approach there is potential to work with other partners and services to provide a range of information services.
- 4 The library service is required to make £200,000 cost reductions during 2011-12, £40,000 of which is expected to come from the review of the Delivered Services.

## **Introduction and Background**

- 5 The Delivered Library Service currently provides a library service for 996 mobile library users and 115 Home Delivery users who receive a service direct to their homes.
- 6 The basis on which mobile library users receive the service is not currently related to needs.
- 7 The government sponsored Future Libraries Programme report recommends a redesigning of rural library services through a restructuring of mobile/delivered library services to focus on individuals most in need and to encourage local self-reliance.
- 8 The report also recommends a locality-based approach to enable community organisations to become involved in the running of libraries and supporting access to library services.
- 9 The recommendations are a product of the background of the Future Libraries Programme, the need to meet financial challenges, and to provide a library service with long term sustainability.

## **Key Considerations**

- 10 The universal mobile library service will be withdrawn and an increased home delivery service will be provided to customers, based upon their health and mobility needs.
- 11 In locations without a main library, community library hubs offer the potential to support continued access to a wider library services.
- 12 The change is required because of financial pressures from the comprehensive spending review and the consequent need to reduce the library budget, and the move towards an approach of providing a service in rural communities on the basis of need.



- 13 The proposals will result in a reduction of the delivered services budget of at least £40,000 for 2011/12 financial year
- 14 The proposal links to national government priorities for increasing community involvement in the running of local services.
- 15 Dialogue has taken place with a number of current community transport or home visit providers to see how the home care service can be delivered and enhanced through existing networks. Also, discussions have taken place with health and education professionals on a shared approach to distributed information and services to those who need it.
- 16 The service will seek to explore and facilitate the development of neighbourhood and community library provision, for example in village shops or community halls. This will be in places where there is evidence of significant past use of the mobile library service, which can be easily accessed by different parishes and hamlets.
- 17 Parish Councils will be invited to discuss options for delivering community library services in their communities.
- 18 The approach is consistent with the overall strategy for sustaining library services, primarily:
- Retaining Hereford City and the market town library functions, integrated with a wide range of customer services
  - Developing a network of community and neighbourhood libraries – run by local groups or organisations and operated in a way that meets local needs and circumstances
  - Targeted access to library stocked through the home delivery services, combined with other education and social care functions
  - Continuation of targeted delivered services to venues such as day and residential centres (currently 24)
  - On-line access to book stock and reference
  - School library service and wider outreach activity (e.g. book clubs and events) maintained.
- 19 Initial discussions have taken already place with partners and organisations. Subject to the decision of Cabinet, these will be continued with a view to a September 2011 implementation. Notice will be distributed to users at the beginning of July 2011 of the changes being made to the service and to begin the process of identifying who will receive the home delivery service on the basis of need.

## **Community Impact**

- 20 There are currently 996 users of the mobile library service.
- 21 It is calculated that approximately 200 of these current users will be eligible for the home delivery service. The remainder would need to access the service through existing service points or one of the new community sites.
- 22 Those likely to be affected are people without their own transport or to transport links within their villages; those with a physical disability; the elderly who may struggle to carry a large number of books from a static library.

- 23 An equalities impact assessment has been carried out and has supported the criteria by which people will be assessed for a home delivered service.
- 24 Library facilities are widely valued within the county. The redesign of the mobile service was outlined during the setting of the 2011/12 Council Budget and in briefings. A communications strategy for the users, local media, local members and parish councils will be implemented.

## **Financial Implications**

- 25 The current budget for the Delivered Library Services is £178,317 which includes the costs for the current mobile library service, the home delivery service, the nursing home service and the stock delivery service around the libraries.
- 26 The proposals will result in a net minimum saving of £40,000 for 2011/12. The cost per user for the remodelled home delivery service based upon staffing, vehicles and fuel would be £114 per annum based upon there being 300 users.

## **Legal Implications**

- 27 The 1964 Libraries Act does not require local authorities to provide a mobile library service. Nonetheless, the needs of those most vulnerable members of the community will continue to be met through the home delivery service and are addressed in the impact statement.
- 28 Any staffing reductions will be managed in accordance with current policies and procedures.

## **Risk Management**

- 29 A key risk will be the perception that the most vulnerable will not be able to access the service. An Equalities Impact Assessment has been completed. There will be a period during which the need for the changes to the services will be explained to current users those assessed as in need will be given access to alternative methods of access to the service. This risk will be managed within the service.
- 30 If the changes are not made to the Delivered Library Service then the budget reductions will not be met. Given the commitment to maintain a county wide library service, the only alternative would be to consider closure of the branch libraries and a further reduction of the service. This risk is to be managed within the directorate.

## **Consultees**

- 31 Through the Future Libraries Programme consultation:

Council members  
Library staff  
User Groups  
Non user Groups  
Partners and stakeholders

## **Appendices**

- 32 None.

## **Background Papers**

Herefordshire and Shropshire Future Libraries Programme Final Options Report February 2011.

Document is Restricted

