

AGENDA

Cabinet

Date: **Thursday 14 June 2012**

Time: **2.00 pm**

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

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

For any further information please contact:

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Agenda for the Meeting of the Cabinet

Membership

Chairman Councillor JG Jarvis

Councillor H Bramer
Councillor RB Hamilton
Councillor PM Morgan
Councillor RJ Phillips
Councillor GJ Powell
Councillor PD Price

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

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
6	Edgar Street Link Road	Highways, Transportation & Sustainability, Enterprise & Culture and Environment, Housing & Planning	Overview and Scrutiny	Yes
7	Children Centre Services Review	Health & Wellbeing	Overview & Scrutiny	Yes
9	Strategic Plan for Children & Young People in Herefordshire; Yes We Can Plan	Health & Wellbeing	Overview & Scrutiny	Yes–Budget and Policy Framework Item

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 10 May 2012.

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4. FINAL OUT-TURN REPORT 2011/12

To consider and approve the final revenue and capital outturn position for 2011/12.

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5. INTEGRATED CORPORATE PERFORMANCE REPORT 2011-12

To invite Cabinet Members to review performance for the operating year 2011-12 against the Joint Corporate Plan 2011-14.

37 - 74

6. EDGAR STREET LINK ROAD IMPLEMENTATION

To seek authority to acquire by negotiation the land, properties, easements and rights of access over land needed for the construction of the Link Road

75 - 84

	between Edgar Street and Commercial Road, Hereford, and for in principle approval for the making of Compulsory Purchase Order (CPO) and Side Roads Order (SRO) if required, for the same purpose.	
7.	CHILDREN CENTRE SERVICES REVIEW For Cabinet to be informed of the findings from the children centre services consultation and agree a course of action to determine the future delivery model.	85 - 90
8.	RECOMMENDATION FOR THE ESTABLISHMENT OF A SINGLE YOUTH OFFENDING SERVICE FOR WEST MERCIA The purpose of this report is to seek agreement on the establishment of a single Youth Offending Service for the authorities within the West Mercia police area.	91 - 100
9.	STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE; THE "YES WE CAN" PLAN To consider and recommend for approval the <i>Yes We Can</i> plan, as the strategic partnership plan for children and young people in Herefordshire.	101 - 128
10.	UNDERSTANDING HEREFORDSHIRE - SUMMARY OF THE 2012 INTEGRATED NEEDS ASSESSMENT For Cabinet to receive: <ul style="list-style-type: none"> • the 2012 summary Integrated Needs Assessment "Understanding Herefordshire", Appendix 1; • the programme of work towards a "Gold Standard" Integrated Needs Assessment, Appendix 2. 	129 - 158
11.	YOUTH REVIEW - CONSULTATION RESPONSES The purpose of this follow up report is for Cabinet to be advised on the outcome of the public consultation regarding the review, and a further review of equality impacts as agreed in December 2011; to affirm decisions made on a preferred model for the future delivery of youth service functions in Herefordshire, and to explain what will happen next with regard to implementation.	159 - 170

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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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 10 May 2012 at 2.00 pm

Present: Councillor JG Jarvis (Chairman)

Councillors: AJM Blackshaw, H Bramer, PM Morgan and PD Price

In attendance: Councillors RB Hamilton, JA Hyde, AW Johnson, NP Nenadich, GJ Powell, P Sinclair-Knipe, TM James, RI Matthews, A Seldon, PA Andrews, EMK Chave, PJ Edwards, EPJ Harvey, JLV Kenyon and MD Lloyd-Hayes

Officers:

175. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors: RJ Phillips, Cabinet Member Enterprise and Culture and DB Wilcox, Cabinet Member Environment Housing and Planning.

176. DECLARATIONS OF INTEREST

There were no declarations of interest made.

177. MINUTES

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

178. GUIDING PRINCIPLES FOR THE HEREFORDSHIRE LEARNING COMMUNITY

The Cabinet Member Corporate Services and Education presented the report of the Head of Sufficiency and Capital Commissioning People's Services. The Cabinet Member informed Cabinet that the guiding principles outlined in the report would be incorporated into the working principles in education. He stated that good education provision was provided in the secondary schools and sixth form colleges, however, early years were currently performing below the national average. During discussion the following points were made:

- Currently there was a changing picture in education provision and the guiding principles give all education providers a clear indication of where the County is expecting to go and how it intends to get there.
- The guiding principles have been welcomed by all in the Hereford Learning Community, including Academies. There are a high proportion of Academies in the County, which are seeking direction and wishing to join the partnership.
- Now need to take the guiding principles forward and ensure all parties in the Hereford Learning Community establish their own action plans which incorporate the guiding principles.
- Schools are being challenged to work proactively and to be leaders in the community, particularly school governors.
- It was asked if the guiding principles would be sufficient to carry out what was aspired to and whether the principles could be extended to include life long learning. In response the Director reminded Cabinet that the role of the authority was now a

different one and could only influence and guide but did not have the same control over schools.

- There was an expectation by the authority that action plans would be made covering a five year period providing improved outcomes. The main emphasis was on collaborative working with an expectation that Herefordshire could be in the highest performing sector rather than at national average.
- It was emphasised that all Councillors needed to work with their local schools and encourage them to take on the actions outlined in the guiding principles.

RESOLVED

THAT:

- a) the guiding principles for the Herefordshire learning community be endorsed and adopted on behalf of the Council; and**
- b) the Council uses the guiding principles in policy making and decisions in all business affecting the education and development of children and young people.**

179. ESTABLISHMENT OF POLICE AND CRIME PANEL

The Leader presented the report of Democratic Services on the Establishment of a Police and Crime Panel. The following points were made in discussion.

- Worcester County Council would be the lead authority and administer the Police and Crime Panel for the ten authorities in the West Mercia Police area.
- There would be one member from each of the ten authorities on the panel plus five further co-opted members from the non Worcestershire authorities i.e. one from Herefordshire, three from Shropshire, and one from Telford and Wrekin.
- The PCP would operate in shadow until the election of the Police and Crime Commissioner in November 2012.
- Agreement from all the local authorities to the Panel arrangements and composition is required.
- Cabinet was advised that the role of the Police authority didn't detract from the powers of the PCP, which would work with the new Commissioner and other multi agencies.
- A question was raised on the future role of the Crime and Disorder panel of Herefordshire's Overview and Scrutiny Committee against that of the PCP as there was concern that Herefordshire would have little influence over the PCP.

RESOLVED

THAT:

- a) Cabinet recommends to Council on 25 May 2012 the establishment of a West Mercia Police and Crime Panel (PCP) as a joint committee of the 10 principal local authorities in the West Mercia Police force area, to be administered by Worcestershire County Council as lead authority;**
- b) Cabinet notes that the Council on 25 May 2012 be requested to approve the proposed membership of the PCP, the Panel arrangements and any consequential actions required under the Act; and**

- c) **authorisation be given to the Deputy Chief Executive to finalise the details of the proposals in consultation with the Leader.**

The meeting ended at 2.55 pm

CHAIRMAN

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	FINAL OUT-TURN REPORT 2011/12
PORTFOLIO AREA:	CORPORATE SERVICES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider and approve the final revenue and capital outturn position for 2011/12.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet :

- (a) **approves the final outturn for 2011/12;**
- (b) **approves the movements to new reserves outlined in paragraph 11 of Appendix A; and**
- (c) **recommends that Full Council approves the Treasury Management out-turn report.**

Key Points Summary

- Appendix A shows that the revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012. The £236k will be met by a transfer from the general fund working balance. Repayment will be factored into future years' budgets.
- The general reserve balance as at 31st March 2012 was £6.1m and the council held £13.4m of earmarked reserves, which are detailed in Appendix A.
- Appendix B shows the capital programme outturn. It shows that in 2011/12 the final outturn was £49.4m, £9.3m less than forecast in February. The main reason for this decrease is as a result of capital schemes slipping into future years.
- Appendix C includes the formal treasury management outturn report in line with the CIPFA Code of Practice on Treasury Management, which is required to be approved by Full Council. The Treasury Management out-turn was an under spend of £1.18m on borrowing costs and £226k on interest received.

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 2011/12, it is sufficiently advanced for Cabinet to consider the final outturn for the year.

Introduction and Background

3. Throughout 2011/12 the council's revenue and capital position has been reported to Cabinet. The reporting is a discrete part of the performance reporting regime and ensured Cabinet was informed of the council's financial position.
4. The reports also conformed to best practice by informing Cabinet of Treasury Management activities.

Key Considerations

5. The detailed report at Appendix A shows that the revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012.
6. The most significant overspend related to commissioning of adult services. This had been anticipated and included in budget monitoring reports throughout the year. The final figures on adult social care were an overspend of £5.54m. Even so the directorate managed to make a considerable level of savings as part of its overall recovery plan. The position was mitigated by savings within other services, resulting in an over spend within Directorate budgets of £2.9m.
7. A significant contribution was made from corporate budgets. The Treasury Management out-turn was an under spend of £1.18m on borrowing costs and £226k on interest received. The savings on loan charges are due to slippage on the capital programme, lower borrowing rates than forecast and the timing of taking out loans. Additional interest earned is due to both higher cash balances and improved returns through investing in longer term deposits in the first half of the year. In accordance with accounting policy the council capitalised interest costs totalling around £113k in the year. Appendix C includes a detailed analysis and the formal treasury management out-turn report in line with the CIPFA Code of Practice on Treasury Management.
8. During the year a detailed review of "central" budgets identified areas where a contribution could be made to offset the projected overspend. The final position on these budgets was as follows:

	£,000
Redundancy capitalisation	508
Contract savings	722
Inflation savings	284
Waste disposal contingency	575
Unallocated contingency budget	155
Other central budgets	35
Procurement	(1,727)
Net underspend	552

- 5 The general reserve balance as at 31st March 2012 was £6.1m, after funding the £236k overspend and the council held £13.4m of earmarked reserves, which are detailed in Appendix A. One new reserve has been created relating to the Three Elms Industrial Estate, as detailed in paragraph 11 of Appendix A.
- 6 Appendix B includes the position on the capital programme for 2011/12. It shows that in 2011/12 the final outturn was £49.4m, £9.3m less than forecast in February. The main reason for this decrease is as a result of schemes' forecast spend slipping into future years.
- 7 Appendix C includes the formal treasury management out-turn report in line with the CIPFA Code of Practice on Treasury Management, which is required to be approved by Full Council. The Treasury Management out-turn was an under spend of £1.18m on borrowing costs and £226k on interest received.

Community Impact

- 8 Not applicable

Equality and Human Rights

- 9 The recommendations do not have equality implications

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 2011/12 accounts by 30th June 2012 including signing off of the statutory statements by the Council's Chief Finance Officer. Failure to do so carries a reputational risk for the council in relation to its corporate governance role.

Consultees

13. None

Appendices

Appendix A – Revenue Budget Monitoring

Appendix B – Capital Monitoring

Appendix C – Treasury Management

Background Papers

None

REVENUE BUDGET MONITORING
Summary

1. The following table summarises the 2011/12 final financial position as at 31st March 2012.

£'000	Budget	Projected (over) or under spend
People's Services	89,340	(4,121)
Places and Communities	60,409	705
Corporate Services	8,439	487
Directorate Position	158,188	(2,929)
Capital funding	16,436	1,184
Investments	(249)	226
Revenue contribution to capital	497	217
WMS Profit Share	(624)	(79)
Centrally Held Budgets	545	552
Government grants	(3,873)	(66)
Transfer to/from Reserves	(3,195)	659
Year end adjustments including internal recharges	(21,412)	0
Total	146,313	(236)

2. As of the end of March 2012 the overall revenue budget position for 2011/12 showed a £236k overspend, which is approximately 0.16% of the council's £146m revenue budget (excluding Dedicated Schools Grant funding). The £236k will be met by a transfer from the general fund working balance.
3. The most significant overspend related to commissioning of adult services, which had been anticipated and included in budget monitoring reports throughout the year. The final position was an overspend of £5.54m and details are set out in paragraphs 19 to 31. The spending pressure was mitigated by savings within other services, resulting in an overspend within Directorate budgets of £2.9m.
4. A significant contribution was made from corporate budgets. The Treasury Management out-turn was an underspend of £1.18m on borrowing costs and £226k on interest received. The savings on loan charges are due to slippage on the capital programme, lower borrowing rates than forecast and the timing of taking out loans. Additional interest earned is due to both higher cash balances and improved returns through investing in longer term deposits in the first half of the year. In accordance with accounting policy the council capitalised interest costs totalling around £113k in the year. Appendix C includes a detailed analysis and the formal treasury management out-turn report in line with the CIPFA Code of Practice on Treasury Management.

5. Net savings were also achieved within centrally held budgets as follows;

	£,000
Redundancy capitalisation	508
Contract savings	722
Inflation savings	284
Waste disposal contingency	575
Unallocated contingency budget	155
Other central budgets	35
Procurement	(1,727)
Net underspend	552

The projected savings from procurement within centrally held budgets have been re-phased and carried forward to 2012/13 due to the timing of the realisation of benefits.

6. The year-end overall figures reflect the requirement to allocate internal recharges to comply with CIPFA's Service Reporting Code of Practice (SERCOP). This makes the accounts comparable across all local authorities by ensuring services report their full costs including overheads.
7. The capital programme outturn is provided at Appendix B. It shows that in 2011/12 the final outturn was £49.4m, £9.3m less than forecast in February. The main reason for this decrease is the slippage of some schemes into future years.

Revenue Reserves Position

8. The general reserve balance as at 31st March 2012 was £6.1m, after funding the £236k overspend. This amount is above the council's policy of maintaining a minimum of £4.5m of general reserves as a contingency against unforeseen emergencies and events.
9. At 31st April 2012 the council held £13.4 m of earmarked reserves, which are detailed in the table below. The specific nature of those reserves means that some are not available for reclassification as general reserves. One such example is the balance held for schools.

Earmarked Reserves

	31st Mar 2011 £000	2011/12 Transfers	31st Mar 2012 £000
Schools balances	6,002	(213)	5,789
Grange Court	41	42	83
Commutated sums	36		36
Industrial Estates - maintenance	400	13	413
Schools Insurance	100	395	495
Schools sickness	75	9	84
ICT	595	(504)	91

Members ICT	40		40
Planning	24		24
Community Centre	180		180
Waste Disposal	2,907	(500)	2,407
Invest to Save	305	(305)	0
Contingent liabilities	300	(300)	0
Hereford Futures	482	(357)	125
Whitecross school PFI	331	(10)	321
LPSA 2 reward grant	210	(210)	0
Schools Rates Reserve	217	(111)	106
Economic Development	168	(5)	163
Insurance reserve	296	(296)	0
Pool car reserve	10	0	10
Three Elms Industrial Estate	0	362	362
Unused Grants carried forward	4,853	(2,124)	2,729
	17,572	(4,114)	13,458

10. The largest movement in reserves relates to revenue grants not yet used at year-end. At 31st March 2011 the figure was higher as it included a road repair grant of £2.4m, which was spent in 2011/12. The 2011/12 budget included the use of £500k of the waste disposal reserve and also reserves were applied during the year in line with their approved purpose. In addition, a review of the reserves during the year identified £659k to mitigate the overall out-turn position.
11. One new reserve was set up relating to the Three Elms Industrial Estate. Prior to the abolition of Advantage West Midlands (AWM) Herefordshire Council entered in to a management agreement with AWM for the council to take over the general estate and property management, thereby maintaining the original objectives of the property and supporting the council's programme of regeneration projects. The property is now in the ownership of the Homes & Communities Agency (HCA). We collect the rent on behalf of HCA and use that income to defray running costs i.e. void rates, repairs & maintenance and if there is any surplus this is to be held for future major capital expenditure/improvements on the estate. The surplus funds amounted to £362k as at 31st March.

PEOPLE'S SERVICES DIRECTORATE

2011/12 Outturn

£'000	Annual Budget	Under / (Over) spend
Services Commissioning – Adults	51,257	(5,545)
- Childrens	6,869	42
Health & Wellbeing- Env Health & Trading Standards	3,015	196
Children's and Young People Provider Services*	28,199	1,186
Total	89,340	(4,121)

Highlights

12. The Peoples Services Directorate and Adult Social Care in particular has faced a challenging year which has resulted in an overspend of £4.121m. However there are some strong positive performances to be highlighted and which are not apparent from the summary outturn figures in the table above.
13. Adult Social Care has delivered savings in year of £2.377m in year one of the two year programme to deliver a balanced budget. It has also achieved cost avoidance of circa £1.2m without which the over spend would have been £6.7m. A number of work streams to deliver transformation of Adult Social Care are underway and expected to deliver savings of £7.965m in 2012/13 to bring service budget back in to balance.
14. Children's Provider Services have delivered an under spend after two years of over spends. This has been delivered through a combination of rigorous cost control, one off opportunities for grant utilisation and a strong focus on effective management of costs across all services but particularly within Children's Safeguarding and especially in Looked after Children placement costs.
15. Of particular note is that in a year when national trends show a 10% increase in numbers of children to be cared for (which is mirrored in Herefordshire numbers) placement costs (residential, agency fostering and in house fostering) have been reduced by £345k since 2010/11. This has been achieved through the appropriate reduction of high cost residential placements and increasing use of in house foster carers. Herefordshire has increased carer numbers by a net 7 in 2011/12 when nationally foster carer numbers are in decline.
16. In addition the new Edge of Care work has delivered intensive intervention work with 20 children on the edge of care and has achieved cost avoidance of £294k and has successfully kept 10 with their families and delayed the need to place the others into care.
17. The under spend for 2011/12 in Children's Provider services is unlikely to be replicated in 2012/13 as much of the savings are non-recurrent and those which are have already been built into the 2012/13 budget as savings. Additionally there is no anticipated reduction in the overall pressures relating to looked after children and child protection cases.
18. Environmental Health & Trading Standards has also had a successful year delivering almost 10% savings through a programme of vacancy management and rigorous cost control.

Services Commissioning – Adults

19. The outturn position of £5.545m includes £3.614m deferred to 12/13 as part of the target to achieve a balanced budget by March 2013 and £1.931m of in year pressures. The opening gap of £7.179m was split over a two year period with a plan to deliver £3.565m in 11/12 and £3.614m in 12/13. Therefore the actual overspend for 11/12 is £1.931m.
20. The over spend of £1.931m includes in-year pressures of £3.204m and a £1.188m slippage in the 2011/12 cost improvement programme target of £3.565m. This has been mitigated by NHS funding of £1.043m and one-off opportunities of £1.418m.
21. There has been a change in outturn since the February report of £329k. This is largely due to the further under delivery of the recovery plan of £188k, increase in care packages of £172k, increases in commissioning spend (top-slice savings, Section 75 legal costs and care funding calculator work) £174k, provisions for bad debts £125k, Section 75 year-end adjustments of £48k and actuarial strain £17k. This has been offset by: increases in charges and deferred payments £146k, commitments previously made but not materialised £123k and capitalisation of revenue spend of £126k.
22. A review of current outstanding debts has been completed and provisions have been made in the event they are not recoverable. Actuarial strain has been included to provide for future pensions. A robust review has been undertaken to ensure (as far as possible) that all packages are included within the outturn position. This includes; full provision for invoices on the disputed list and packages put in place to support hospital discharge which are not yet included within the current systems.
23. A summary of the major in-year pressures totalling £2.633m out of the £3.204m above are:
Domiciliary Care – total pressure £2.153m
24. Intensive homecare support packages have been put in place for learning disability clients transferring from residential care. A planned care pathway has been put in place to reduce costs appropriately below the clients previous residential care package. The process of monitoring the reduction in costs is managed by care management who provide regular progress reports. Also, the assessments of people who were previously funded through Supporting People has resulted in circa 94 service users deemed eligible for Adult Social Care Services. The combined effect results in a total pressure of £772k.
25. The overspend within mental health of £172k is due to packages put in place for intensive support.
26. Pressures of £1.209m within older people and physical disabilities are due to supporting early discharge from hospital, breakdown of main carer support, and people previously receiving Supporting People services. Development of a robust reablement team will reduce pressures in 12/13 from October 2012.
Residential and Nursing Care – total pressure £480k
27. During the year nineteen nursing care placements were made above projected activity of 11 within mental health, due to a mental illness ward closure. In recent months activity has reduced due to a number of deaths, revised financial assessments carried out leading to clients becoming self-funding, and one client now meeting continuing healthcare eligibility criteria. This has reduced the overall overspend to £352k.
28. Pressures within older people residential and nursing care of £128k are as a result of hospital discharge and backdated packages. Previous outturn assumed that all packages

would remain in place until the end of the year. A review at the year-end has highlighted a number of these commitments are deferred payments and provision has been made to recover these balances in the future.

29. One-off opportunities of £1.395m included within the outturn position are:
- Use of capital grants of £736k
 - DOH passported funding to the PCT for winter pressures of £548k which has been set against pressures during January and February to avoid delayed discharge.
 - Underspend within Supporting People budget of £111k.

Cost Improvement Programme Progress Report

30. The plan has achieved £2.384m as at the end of March from the original target of £3.565m. A review of the programme in September identified that £1m would not be achievable in this financial year due to delays in some of the schemes requiring longer lead times for delivery. During March a total of £117k was achieved against the remaining target of £304k from the following:

- Reviews of service users continue to take place, targeting those high cost placements. This resulted in a part year saving of £7k following re-negotiation of contracts effective from 1st February. The full impact of this and other high cost placements will occur in 2012/13.
- In March £69k of personal budget surplus' was recovered compared to the target of between; £10k to £57k.
- Further savings through a more robust financial assessment process resulted in savings of £28k against the anticipated £25k.
- Recovery of £6k from a block contract due to a reduction in agreed rate.
- Reduction in discretionary top-up paid to a residential care provider £7k.
- The Section 117 review has resulted in an individual being able to fund their own care. However, the savings of circa £42k will occur in 2012/13.
- Negotiations continue with a provider to deliver planned savings of £150k where part of the contract sum has not been used as intended. The Assistant Director has met with the provider and a complex review of the existing contract is required following a proposal for efficiencies submitted to the council for consideration. Once finalised the savings will be delivered in 2012/13.

31. An evaluation of Telecare has been completed and has identified for 2011/12 efficiency savings of between £1.179m and £1.310m (based on a sample of clients). This amount reflects of the cost of care avoided by using this preventative support. Further work to extend the use by 50% in 12/13 is being worked on in order to realise future cashable and non-cashable benefits.

Children's Services Commissioning

32. Children's Services commissioning reported an under spend of £42k on a budget of £2.4m which equates to 1.7%. This has been delivered through a combination of vacancy management and tight cost control.
33. The Children's commissioning team has also contributed to cost savings in Provider services through the negotiation to enter a joint Framework with Worcestershire in relation to agency foster placements. This was implemented in November 2011 and has delivered discounts and savings on sport purchase prices of circa £15k.

Health and Wellbeing – Environmental Health and Trading Standards

34. The Environmental Health and Trading Standards service has delivered a saving of £196k which equates to 9% of the operational budget.
35. The majority of the savings were made within pollution controls and landfill sites. Pollution controls have delivered savings of £65k through a combination of lower than planned costs for burials / improved cost recovery, additional charges for water testing and savings on staffing costs.
36. Landfill savings of £81k are largely as a result of the milder winter which has reduced expenditure on fees / consultancy and repairs.
37. Trading Standards and Commercial have achieved savings of £40k through a combination of additional funding for dealing with illicit tobacco and targeted feed operators and recovery of court costs following successful prosecutions.
38. Other savings have been made across a range of teams through tight control of staffing and other costs.

Children's Provider Services

39. The Children's Provider Service outturn is an under spend of £1.186m, this is a significant improvement on the predicted £372k February outturn. It was however flagged at the time that further savings were anticipated but not quantified at that time through further grant utilisation. The forecast under spend also contained contingencies for some costs which have not been incurred (£100k) and other costs which have been capitalised (£99k). In addition some services have over achieved the predicted savings. These savings have been delivered through a combination of appropriate use of grants which have delivered a non-recurrent saving of £700k and cost savings across a wide range of services arising from a combination of vacancy management, rigorous cost control and effective income generation to offset the pressures within Safeguarding.
40. Overall the Safeguarding service was £1.392m over spent but additional funding of £435k received by Children's Services has helped to reduce the overall impact. The pressures within the Safeguarding service relate to the increasing numbers of children becoming looked after.
41. Across residential placements, agency foster placements and in house foster care the total spend was £5.669m which represented a net overspend of £837k after a one off repayment of £44k. This is £345k less expenditure than was incurred in 2010/11 at a time when overall placement numbers in residential and agency placements have not reduced in total and numbers overall are continuing to rise. This reduction has been achieved through the appropriate and managed reduction of high cost residential placements (15 in March 2011 to 7 in March 2012) and increasing use of in house foster carers. Herefordshire has increased carer numbers by a net 7 in 2011/12 when nationally foster carer numbers are in decline, which is a significant achievement following a small investment in an on-going recruitment and training campaign. The service has also incurred additional costs within the Family Assessment and Children in Need teams due to increasing numbers of referrals and cases and long term sickness which has resulted in an increase in agency staff giving an over spend of £267k.
42. The increase in numbers has also impacted on other costs such as direct payments, court costs and special guardianships which together with increasing leaving care and post 16 accommodation costs created an over spend of £279k.

43. Additional Needs delivered savings of £437k compared to the £469k reported previously. The two of the key areas of savings were for Complex Needs where savings of £183k have been delivered, largely through the movement of children either out of the LA or to social care only placements, short breaks services where a saving of £127k this was lower than the previous estimate of £155k. The other main area of saving was in staffing costs where savings of £119k have been achieved through vacancy management and maximisation of Dedicated Schools Grant from which the majority of this service is funded.
44. Learning and Achievement has an under spend of £575k. School transport accounts for £253k of the total and has arisen from a combination of additional income and route reviews and is £50k better than previously predicted. Grant utilisation has contributed £212k with the remainder of the savings being achieved through vacancy management (notably within the School Improvement team) and cost control.
45. Locality Services have achieved £675k of savings which is £59k better than previously predicted.
46. The principal savings have been achieved across the Children's Centres where the rationalisation of management costs and a policy of only filling essential vacancies and committing to essential expenditure has delivered savings of £293k. The centres have also been very effective in generating income of £53k which is almost double the budget and contributes £26k to the overall savings.
47. Parenting & Family Support services have delivered savings of £112k which was in line with previous estimates. The majority of the saving relates to offsets to grants, with the balance relating to maternity leave savings (no backfill of post).
48. Locality youth and connexions teams have achieved savings of £160k, through a combination of grant contributions and vacancy management which was again broadly in line with forecast. The youth service has also successfully achieved the income targets set at the beginning of the year.
49. Multi agency office costs were £75k below budget as a result of more accurate costs being available after the offices had opened in year. Other savings were achieved within Education Welfare as a result of vacancies.
50. Within Children's Services central costs the overall savings have increased compared to the February position as contingencies had been held at directorate level. Overall savings of £353k (excluding additional base funding of £435k and Early Intervention grant of £20k) relate to lower than expected costs on severances (schools funded centrally) and costs for former employees of £120k, as well as additional savings of £35k from the earlier than budgeted departure of two assistant directors as part of the organisational design project. In addition contingencies for additional charges were not required in full giving savings of £127k, and a provision for a grant adjustment was capitalised saving £71k.

PLACES AND COMMUNITIES DIRECTORATE

2011/12 Outturn

£'000	Annual Budget	Under / (Over) Spend
Economic, Environment and Cultural Services	19,596	(170)
Homes and Community Services	3,039	147
Place Based Commissioning	37,729	720
Director and Management	45	8
Total	60,409	705

51. The final 2011/12 outturn for the Directorate is an underspend of £705k.
52. In year pressures detailed below were managed within the Directorate annual budget along with the £2.2m savings target for the year.

Economic, Environment & Cultural Services

53. Building control income was 22% lower than the previous financial year. However this pressure was partly mitigated by Development Control income being 14% higher than the previous year. The total shortfall of planning income for the year was £60k and was largely due to the economic climate.
54. There was an additional pressure in Development Control of £84k which was mainly as a result of the loss of a recent case at the Court of Appeal where the council was ordered to pay the complainant's costs.
55. Additional one off savings of £96k in Planning Services and £29k in Cultural Services were achieved in relation to the hold on all discretionary spend,
56. In 2011/12 there were unbudgeted costs in relation to the Branding and Broadband of £150k which were managed within the Directorate from one-off savings in other services thereby securing future years funding through grants reserves.

Homes & Communities

57. Car parking charges were increased from 1st November and income for the five months to the end of 2012 was 24% higher than the same period last year. The shortfall on income budget for the year was £193k and mainly reflected the slippage in the introduction of price increases from the original implementation date of 1st September 2011. This pressure was partly mitigated by £71k from other parking income exceeding income budget and staff vacancy savings within the parking team.
58. This pressure was mitigated by one off savings within the services achieved through staff vacancy management and the halt on discretionary spend leading to a net underspend for the service of £147k. This is an increase in underspend of £62k since last reported mainly due to providing the Low Level Handyperson Service within existing service budgets thereby releasing one-off grant funding that was received through the finance settlement as a saving for the year.

Place Based Commissioning

59. The final cost to Herefordshire of the joint Waste Disposal contract for 2011/12 was £8.95m, a reduction of £180k since last reported mainly due to savings negotiated with Worcestershire County Council on the final settlement of 2010/11 costs. Additional budget of £790k had been set aside as part of the Medium Term Financial Strategy to meet these contract costs above the Directorate budget however £215k was utilised in 2011/12 releasing the remaining budget of £575k to be used to mitigate the overall council position.
60. There were also contract savings of £145k within the Waste budgets in relation to collection contracts with FOCSA and Amey due to reduction in collections from 'bring' recycling sites following the extension of kerbside recycling in previous years. Income from Trade Waste collection exceeded income budgets by £95k along with further savings of £65k on discretionary spend budgets.
61. Transportation savings expectations for the year were exceeded by reducing expenditure on public transport. This was due to the changes in concessionary fares re-imburement rates which secured greater savings than had been anticipated. As this was the first year of the change it was difficult to forecast final savings. Savings on concessionary travel were compounded by the in year review of subsidised bus services. Whilst previous forecast had identified pressures £70k on this budget in relation to bus service subsidies, it was difficult to ascertain the impact of the review implemented in October and final outturn was £37k underspend.
62. Further savings were made in Transportation on significant reduction in discretionary spend on public transport publicity and utilisation of external grant funding in relation to Destination Hereford.
63. The 2011/12 winter season required, up to and including 31st March 2012, 74 gritting runs and 7645T of road salt were used to maintain the safety and availability of the highway network and meet our duty to ensure, as far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. The 74 grit runs includes 3 treatments of secondary routes.
64. Whilst all winter months, with the exception of February, saw mean temperatures well above previous years' averages, there were a high number of occasions where forecast and observed temperatures dictated the need for precautionary treatment. The previous 3 winters have been more noticeably severe and based upon the highway service's assessment of the winters prior to these more severe seasons, a 'normal' winter has been regarded as one that will require 50 full salts on priority routes, 5 on secondary routes.
65. Previous outturn projections have been based on the activity to date and the likelihood of milder than average temperatures and dry conditions prevailing for the remainder of the season. These reflected 65 full salts on priority routes and 4 on secondary routes however the need to treat on 74 occasions throughout the winter period led to an overspend of £50k.
66. Overspend in street lighting budgets of £228k exceeds previous projections although the pressure was always expected to be managed within service budgets. Refinements in the quality of the inventory held and related energy tariffs have led to increases in energy costs. Investment has been approved and a programme of works are underway that will cumulatively save £2.48 Million and 10,599 tonnes CO₂e over the next 20 years. This will be achieved through the replacement of approximately 3500 lanterns with LED lights. This pressure was mitigated by savings within the Street Lighting maintenance budgets of £71k and the remainder within the Place Based Commissioning service budgets. The inventory used to calculate the energy charges is being updated to account for the more energy efficient LED lights as they are being installed and additional work is underway to ensure that the 2012/13 energy budget accurately reflects the known changes in inventory and tariffs.

67. Further one-off contract management efficiencies and discretionary spend mean the overall outturn for the service was an underspend of £720k for the year.

Director and Management

68. The final savings on these budgets were £8k underspend in relation to the hold on discretionary spend to help mitigate the council's deficit position.

CORPORATE SERVICES DIRECTORATE

2011/12 Outturn

£'000	Annual Budget	Under / (Over) Spend
Customer Services and Communications	1,276	241
People, Policy and Partnership	(294)	(243)
Law, Governance and Resilience	1,946	(71)
Chief Finance Officer and Commercial	5,084	295
Directors	427	265
Total	8,439	487

69. The final outturn for the Directorate is an overall underspend of £487k.
70. The savings target for the Directorate in 2011/12 was £1.5m and these have been managed within the Directorate budget.
71. The budget included elements contracted to The Shared Services Partnership (Hoople) and the provider of Internal Audit.

Customer Services and Communications

72. As previously reported, the funding model for capital elements of the Customer Service project has been reviewed and has reduced pressures on the revenue budget in 2011/12 by funding through prudential borrowing. This has also released funds held in reserve to help mitigate the council overall budget position.
73. Further savings were delivered within Web Services relating to a policy of achieving one off savings in software and technology expenditure. The LINK Project relating to a transitional management which has delivered savings as a result of NHS changes.

People, Policy and Partnership

74. One off savings of £153k were achieved within the services mainly in respect of staff vacancy savings.
75. A review of the ICT Strategy was carried out to identify projects that could be delivered in the future to help mitigate the council's overspend position and £27k savings have been achieved after taking account of pressures in corporate systems development as part of the Shared Services.
76. The current funding model for Corporate Transformation Service (CTS) is based on full costs recovery from internal income. This is no longer sustainable as funding for this work in directorates is no longer available and the expertise and capacity in the CTS needs to be focussed on supporting our major change area. This is resulting in a current year pressure of £422k. This issue is being resolved for 2012/13 with a significant reduction in corporate transformation fixed staff costs and base lining of the core budget.

Law, Governance and Resilience

77. There was a net pressure within the Legal Services budget of £243k mainly relating to the cost of temporary cover of a senior management post due to sickness and shortfall of income.
78. As predicted there was pressure on the Land Charges budget of £80k mainly related to the shortfall of income due to reduced activity reflecting the current economic climate. However, this was mitigated by a net underspend of £57k, mainly relating to income levels in Registrars. Legal proceedings have been commenced against the council (and other councils) by private search companies, which could result in this council having to repay around £200k. The outcome of this claim will have an impact on the way we deliver this service in the future.
79. There is an additional overspend in the Coroners Service of £50k which reflects an increase in specialist cases and means that the annual savings target of £50k was not achieved in 2011/12, although has been managed within the directorate.
80. These pressures have been managed within the service as far as possible. There were one off savings totalling £90k in the Resilience Team and £132k in Governance Services in relation to staff vacancy management. Savings within Members Expenses were realised due to the reduction of number of special responsibility allowances required and the provision of more in house training.
81. There were further savings of £23k across the service in relation to the Chief Executive's direction that there is a halt on discretionary spend reducing the outturn for the services to an overspend of £71k.

Chief Finance Officer and Commercial

82. The net underspend for the service in 2011/12 was £295k.
83. In year pressure was managed mainly through the halt on discretionary spend savings of £350k.
84. As previously reported, the current system of Housing Benefit provides a financial incentive for authorities to recover overpayment of benefits from recipients. The Department for Works and Pensions pays Housing Benefit Subsidy to authorities based on benefits disbursed inclusive of overpayments (subject to conditions). Authorities effective in recovering overpayments may therefore receive a higher level of subsidy. The final savings achieved were £545k, even after taking into account the reduction in the government subsidy for administering benefits. Reductions in the level of benefits payable and changes to the subsidy system are likely to mean that this level of surplus will not continue in future years.
85. There was a further saving on the court costs income target in relation to Council Tax Collection of £211k.
86. There were further pressures managed within the service in 2011/12 relating to one-off Audit fees in relation to a potential fraud investigation, settlement of a legal case and procurement staff costs relating to Shared Services.
87. There was significant pressure on property revenue budgets of £534k, reflecting work required on assets.

Other

88. A further £265k was achieved in relation to the Directorate's non pay inflation budgets and reduction in discretionary spend for the year to contribute to the council's overspend position.

Capital Outturn 2011/12

1. The capital outturn for 2011/12 totals £49.4m, £9.3m less than forecast in February. The main reason for this decrease is as a result of scheme forecast spend slipping into future years, including grant funded spend against the schools basic need funding allocation and spend on the new all through primary school in Leominster. A summary by directorate and funding source is provided in Table A below.

Table A – Funding of 2011/12 Capital Outturn

Directorate	2011/12 Outturn £'000	Prudential Borrowing £'000	Grants & Contributions £'000	Capital Receipts Reserves £'000
People's Services	14,420	438	13,731	251
Places & Communities	25,498	2,426	20,072	3,000
Corporate Services	9,519	7,438	839	1,242
Total	49,437	10,302	34,642	4,493

2. The changes from the previous forecast are due to the following:-
- As part of the closedown process the revenue account was reviewed for any spend of a capital nature. This resulted in £597k of spend incurred on boilers, IT and vehicles being capitalised and funded through a combination of the use of contingency, revenue contributions and capital receipts reserve funding. Also, expected revenue contributions to fund capital outlay of £217k were replaced with capital receipts reserve funding and borrowing costs incurred in relation to two capital schemes of £113k were capitalised.
 - Two capital schemes incurred an overspend to budget in 2011/12. These are the new Hereford livestock market and the Rotherwas enterprise zone. Hereford livestock market incurred an overspend of £277k due to additional works being required on site, mainly in relation to providing drainage to the car park. The Rotherwas enterprise zone incurred a timing of funds shortfall of £305k; this is being funded by the capital receipts reserves which will be replenished by future capital receipts from plot sales.
 - Other changes in the main represent slippage; the funding of this slippage has been carried forward. Detailed explanations of changes between outturn and forecast where the scheme spend exceeded £500k in 2011/12 is provided in the table below.

3. Table B - Schemes with an outturn exceeding £500k in 2011/12

Scheme	2011/12 Outturn £'000	Scheme Forecast as at February £'000	Explanation of change
People's Services			
Hereford Wyebriidge Academy	5,215	5,852	Scheme within budget and on schedule, funding remaining carried forward
Schools Devolved Capital Programme	2,623	3,755	Devolved school grant funding allocations can be and have been carried forward
Condition property works	2,550	2,696	Annual programme of works at various sites, small amount of funding remaining carried forward
SEN Targeted Capital Fund	1,455	2,417	Grant funds committed but not spent so carried forward
Adult social care	849	874	This capital funding has been spent on capital equipment purchased in 2011/12
Co-location schemes	512	500	Final spend on the counties co-location centres, the small overspend has been funded by the schools maintenance grant
Places & Communities			
Local Transport Plan	10,670	10,506	Annual grant funded programme of capital works to highways, footways and bridges
Yazor Flood Alleviation Scheme	3,252	3,285	Small amount of funding remaining carried forward
Rural Enterprise Grant	2,120	1,667	Various wholly grant funded schemes
Livestock Market	2,052	1,608	The overspend on this scheme has been met from using the contingency funds available and capital receipts reserve
Grange Court	1,061	2,213	Expected completion date slipped by contractor, funders have agreed to re-profile their funding into the next financial year
Rotherwas Enterprise Zone	958	653	Spend is being incurred on the enterprise zone in advance of realisation of capital receipts
Disabled Facilities Grant	848	1,727	Grant funding fully spent, remaining funding carried forward
Ledbury Library	548	600	This scheme is being progressed as a series of individual projects.
Connect 2	544	509	Future years' funding brought forward to balance the 2011/12 outturn position
Affordable Housing Grants	486	766	Funding fully committed and carried forward
Corporate Services			
Hereford Leisure Pool	2,669	3,306	Remaining funding carried forward to fund 2012/13 costs
Corporate accommodation	2,452	1,893	Budget available brought forward to fund
Herefordshire's ICT efficiencies	1,156	846	A capital grant of £490k has been received which increases the budget to fund the outturn position
Capitalisation direction	1,058	1,543	Funding approval reduced to match outturn

Customer Organisation Project	703	-	A revenue savings funded capital budget has been allocated to this scheme
Smallholdings	642	672	Small amount of funding remaining carried forward
Sub Total	44,423	47,888	
Schemes with a budget <£500k in 2011/12	5,014	10,857	
Total	49,437	58,745	

Prudential Borrowing

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

	£'000	£'000
2011/12 Original Prudential Borrowing Forecast		10,920
Add: Halo loan	1,790	
Street lighting and traffic signals upgrades	776	
Capitalisation direction	1,543	
		4,109
Less: Slippage into future years		(4,727)
Use of Prudential Borrowing in 2011/12		10,302

5. The slippage of capital funds into future years mainly relates to corporate accommodation and Ledbury library budget re-profiling.

Capital Receipts Reserve

6. The opening capital receipts reserve balance was £6.8m as at 1st April 2011. During 2011/12 £4.5m was used to fund capital spend. Receipts of £0.5m were realised leaving a year end balance of £2.8m. Capital receipts are expected from the sale of Hillrise and the Stanhope retail development agreement. In 2012/13 £1.4m has also been received as the council's share from the sale of West Mercia Supplies.

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1. Background

- 1.1 The Council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the Code"), which requires local authorities to annually produce Prudential Indicators and a Treasury Management Strategy Statement on the policies and objectives of the council's treasury management activities for the forthcoming year and then an outturn report at the end of the year detailing the actual results for the year.
- 1.2 Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.3 Overall responsibility for treasury management remains with the Council. No treasury management activity is without risk; the effective identification and management of risk are integral to the Council's treasury management objectives.

2. Economic Background

- 2.1 At the time of determining the 2011/12 strategy at the beginning of 2011, there were tentative signs that the UK was emerging from recession with the worst of the financial crisis behind it. Recovery in growth was expected to be slow and uneven as the austerity measures announced in the 2010 Comprehensive Spending Review were implemented in order to bring down the budget deficit and government borrowing and rebalance the economy and public sector finances.
- 2.2 Inflation
During 2011-12 inflation remained high with CPI (the official measure) and RPI reaching a peak in September at 5.2% and 5.6% respectively, primarily due to escalating utility prices and the January 2011 increase in VAT to 20%. Inflation eased slowly as reductions in transport costs, food prices, intensifying competition amongst retailers and supermarkets and the VAT effect falling out in 2012, pushed February 2012's CPI down to 3.4% and RPI to 3.7%. This, however, was not enough to offset low wage growth and, as a result, the UK suffered the biggest drop in disposable income in more than three decades.
- 2.3 Monetary Policy
The Bank of England's Monetary Policy Committee maintained the Bank Rate at 0.5%, but increased asset purchases by £75bn in October 2011 and another £50bn in February 2012 taking the Quantitative Easing (QE) total to £325bn.
- 2.4 The policy measures announced in the March 2012 Budget statement were judged to be neutral. The government stuck broadly to its austerity plans as the economy was rebalancing slowly. The opinion of the independent Office for Budget Responsibility (OBR) was that the government was on track to meet its fiscal targets; the OBR identified oil price shocks and a further deterioration in Europe as the main risks to the outlook for growth and in meeting the fiscal target.
- 2.5 Europe
In Europe, sovereign debt problems for some peripheral countries became critical. Two bailout packages were required for Greece and one for Portugal, and the contagion spread to Spain and Italy whose sovereign bonds came under increased stress in

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November. The credit agency Standard & Poor's downgraded nine European sovereigns and the European Financial Stability Facility bailout fund.

2.6 Gilts

Over the 12-month period from April 2011 to March 2012, 5-year gilt yields more than halved from 2.40% to 1.06%; 10-year gilt yields fell from 3.67% to 2.25%; 20-year yields fell from 4.30% to 3.20% and 50-year yields from 4.20% to 3.35%. PWLB borrowing rates are set approximately 1% higher than gilt yields and so PWLB interest rates also fell but the cost of carry associated with borrowing longer-term loans, whilst investing the monies temporarily until required for capital financing, remained high.

3. The Borrowing Requirement and Debt Management

3.1 Borrowing transactions during the year, and the year end position, were as follows:

	Balance on 01/04/11 £m	Debt Maturing £m	New Borrowing £m	Balance on 31/03/12 £m
Short Term Borrowing	5.50	(5.50)	-	-
Long Term Borrowing	140.1	(6.1)	10.5	144.5
TOTAL BORROWING	145.6	(11.6)	10.5	144.5
Other Long Term Liabilities	29.4	(0.9)	0.7	29.2
TOTAL EXTERNAL DEBT	175.0	(12.5)	11.2	173.7

The above amounts show the principal outstanding. The figures in the council's annual accounts will be higher as they include accrued interest and other accounting adjustments.

3.2 The council's underlying need to borrow at 31 March 2012, as measured by the Capital Financing Requirement (CFR) was £208 million. The figure for council balances and reserves stood at £38 million and it is the utilisation of these reserves that enabled the council to borrow around £34 million less than the CFR.

3.3 The PWLB remained the Council's preferred source of borrowing given the transparency and control that its facilities continue to provide. In total £10.5m of new loans were raised which included the replacement of maturing debt.

New loans taken out during 2011-12				
Type of loan	Date	Principal £m	Interest Rate	Period
PWLB Fixed Rate EIP Loan	14/07/11	7.5	3.59%	15 years
PWLB Fixed Rate EIP Loan	03/11/11	3.0	3.35%	20 years
Total		10.5		
*EIP = Equal Instalments of Principal (with the loan being repaid in equal instalments over the term of the loan)				

3.4 Given the large differential between short and longer term interest rates, which is likely to remain a feature for some time in the future, as well as the pressure on the council's revenue budget, the debt management strategy sought to lower debt costs within an acceptable level of volatility (interest rate risk). Loans that offered the best value in the prevailing interest rate environment were PWLB variable interest rate loans, PWLB

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medium-term Equal Instalments of Principal (EIP) loans and temporary borrowing from the market. The council chose EIP loans as variable rate loans are not so attractive following the October 2010 rate increase.

- 3.5 The changes in the debt portfolio were not significant and had little effect on the overall average life of the loans in the portfolio and the average rate of interest paid. Comparing the position at the start of the year to that at the end the average life decreased by one year from 22 years to 21 years and the interest rate fell slightly from 4.02% to 4.01%.
- 3.6 The long-term borrowing budget was set in January 2011 at a time when PWLB rates were steadily increasing and there was concern over the interest rates that would need to be paid on future borrowing. At that time the forecast provided by the council's treasury adviser, Arlingclose, was for the 20 year PWLB rate to reach 6% in the third quarter of 2011. In order to set a prudent budget, and give the council flexibility with regard to maturity periods, the budget was set using an interest rate of 5.75%. The budget was also set assuming that, faced with increasing interest rates, the council may take the opportunity to externalise amounts internally borrowed in recent years. However, deteriorating economic conditions in the Eurozone meant that PWLB interest rates actually fell during the year and so the total loans taken out, and the interest rates available, were less than forecast resulting in a surplus for the year. This surplus can be analysed as follows:

	Budget	Outturn	Surplus
	£m	£m	£m
Minimum Revenue Provision	9.87	9.61	0.26
Loan interest paid	6.73	5.75	0.98
Original budget	16.60	15.36	1.24
Agreed budget virement to property disposal costs	(0.05)	-	(0.05)
Budget adjustment relating to a reduction in capital financing contributions from directorates	(0.12)	-	(0.12)
Adjustment for capitalised interest	-	(0.11)	0.11
Budget surplus as at 31 March 2012	16.43	15.25	1.18

- 3.7 The council is able to capitalise interest costs relating to interest paid on borrowing used to fund large capital schemes that take substantial periods of time to get to the point at which the assets may be utilised. Such interest, incurred at the construction or installation phase, may be capitalised and added to the cost of the associated asset. In 2011-12 the council capitalised interest costs totalling £113,000 and this figure has increased the surplus at the end of the year.

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4. Investment Activity

4.1 The CLG's Investment Guidance requires local authorities to focus on security and liquidity, rather than yield. The council takes this approach.

4.2 Investments held at the start and end of the year were as follows:

Investments	Balance on 01/04/2011 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 31/03/2012 £m
Instant access accounts	15.40	308.26	(322.03)	1.63
Term deposits	11.00	25.50	(27.00)	9.50
Total	26.40	333.76	(349.03)	11.13
Decrease in Investments				(15.27)

4.3 Security of capital remained the Council's main investment objective. This was maintained by following the council's policy as set out in its Treasury Management Strategy Statement for 2011/12. Investments during the year included:

- Deposits with other Local Authorities
- Investments in AAA-rated Stable Net Asset Value Money Market Funds
- Call accounts and deposits with systemically important UK banks and also with Nationwide Building Society.

4.4 Counterparty credit quality was assessed and monitored with reference to all sources of available information including credit ratings, credit default swaps and share prices. With reference to credit ratings, the minimum acceptable long-term rating specified in the 2011/12 treasury strategy was A+/A1 across all three credit rating agencies (Fitch, Standard & Poor's and Moody's).

4.5 Downgrades in October 2011 to the long-term ratings of Royal Bank of Scotland, National Westminster Bank and Nationwide Building Society resulted in their ratings falling below the minimum threshold. The downgrades were driven principally by the agencies' view of the extent of future government support (flowing from the recommendations to the government from the Independent Commission on Banking) rather than any deterioration in the institutions' creditworthiness. Further use of these counterparties was suspended until a revised criteria was approved for use from 1st April 2012.

4.6 Because of uncertain and deteriorating credit conditions in Europe, the maturity periods for term deposits shortened as the year progressed.

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4.7 Investment balances and interest earned during the year was as follows:

Month	Average Invested £m	Average rate of interest earned	Amount of interest earned £
April 2011	40.6	1.08%	36,046
May 2011	47.4	1.15%	46,099
June 2011	47.0	1.17%	45,261
July 2011	48.2	1.17%	47,788
August 2011	48.0	1.23%	49,707
September 2011	42.6	1.28%	44,914
October 2011	38.0	1.30%	42,061
November 2011	40.0	1.27%	40,728
December 2011	36.7	1.24%	39,029
January 2012	36.2	1.17%	36,116
February 2012	32.4	1.11%	28,981
March 2012	21.6	1.10%	20,253
Total treasury interest received			476,983
Loan interest received			12,786
Interest paid on third party funds etc.			(14,187)
Net total interest for year			475,582
Budget			249,070
Surplus			226,512

4.8 The council sought to optimise returns commensurate with its objectives of security and liquidity. The UK Bank Rate was maintained at 0.50% through the year.

4.9 The average invested during the year was £39.85 million and the average rate of interest achieved was 1.15%. This rate compares favourably with the generally accepted benchmark of the average 7-day London Inter-Bank Bid (LIBID) rate of 0.52%.

4.10 The interest received exceeded budget by £226,512 due to both higher investment balances and higher average interest rates, due principally to a rolling programme of placing term deposits for up to twelve months (and then six months) during the first part of the year.

5. Compliance with Prudential Indicators

5.1 The Council can confirm that it has complied with its Prudential Indicators for 2011/12, which were approved by full council on 4th February 2011 as part of the council's Treasury Management Strategy Statement. Details can be found in Appendix 1.

5.2 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2011/12. None of the Prudential Indicators have been breached and a prudent approach has been

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taking in relation to investment activity with priority being given to security and liquidity over yield.

6. Other Items

6.1 Potential for reduced PWLB borrowing rates

A brief paragraph in the 2012 Budget Report (March 2012) contained HM Treasury's intention to offer a 20 basis points discount on loans from the PWLB "for those principal local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans" and raised the possibility of an independent body facilitating the provision of "a further reduced rate for authorities demonstrating best quality and value for money". More detail is awaited and, given that discussion with relevant bodies will be required, it could be some months before either of these measures is implemented.

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Appendix 1

1. Capital Financing Requirement (CFR)

Estimates of the Council's cumulative maximum external borrowing requirement for 2011/12 to 2013/14 are shown in the table below:

	31/3/2012 Estimate £000s	31/3/2012 Actual £000s	31/3/2013 Estimate £000s	31/3/2014 Estimate £000s
Gross CFR	209,550	208,014	213,392	224,524
Less:				
Existing Profile of Borrowing	129,766	144,516	140,532	136,535
Other Long Term Liabilities	27,982	29,204	28,228	27,161
Cumulative Maximum External Borrowing Requirement	51,802	34,294	44,632	60,828

2. Usable Reserves

Estimates of the Council's level of Balances and Reserves for 2011/12 to 2013/14 are as follows:

Usable Reserves	31/3/2012 Estimate £000s	31/3/2012 Actual £000s	31/3/2013 Estimate £000s	31/3/2014 Estimate £000s
Earmarked Reserves	12,236	13,459	13,909	13,909
General Fund	6,390	6,113	6,113	6,113
Capital Receipts Reserve	2,228	2,769	1,400	1,500
Capital Grants Unapplied	-	15,679	6,500	1,500
Total	20,854	38,020	27,922	23,022

The addition of Capital Grants Unapplied to usable reserves is a change in accounting treatment under International Financial Reporting Standards, having previously been disclosed in the Balance Sheet under liabilities.

3. Prudential Indicator Compliance

3.1 Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- The Council's Authorised or Affordable Borrowing Limit was set at £230 million for 2011/12 (being borrowing of £190 million and other long-term liabilities of £40 million).

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- The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.
- The Operational Boundary for 2011/12 was set at £210 million (being borrowing of £175 million and other long-term liabilities of £35 million).
- There were no breaches to the Authorised Limit and the Operational Boundary during the year.

3.2 Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Limits for 2011/12	Maximum during 2011/12
Upper Limit for Fixed Rate Exposure	100%	100%
Compliance with Limits:	Yes	Yes
Upper Limit for Variable Rate Exposure	25%	0%
Compliance with Limits:	Yes	Yes

3.3 Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Lower Limit for 2011/12 %	Upper Limit for 2011/12 %	Actual Fixed Rate Borrowing as at 31/03/2012 £m	%	Compliance with Set Limits?
Under 12 months	0%	25%	15.98	11.06%	Yes
12 months and within 24 months	0%	20%	4.00	2.77%	Yes
24 months and within 5 years	0%	30%	19.29	13.35%	Yes
5 years and within 10 years	0%	40%	16.97	11.74%	Yes
10 years and within 20 years	0%	40%	37.28	25.80%	Yes
20 years and within 30 years	25%	100%	18.00	12.45%	Yes
30 years and within 40 years			10.00	6.92%	Yes
40 years and within 50 years			23.00	15.91%	Yes
Total			144.52	100.00%	

The council's two LOBO loans are included as being repayable within twelve months as this is the earliest that the loans could be repaid. However, if the lenders do not increase the interest rates being charged the loans could remain outstanding until 2054.

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3.4 Actual External Debt

- This indicator is the closing balance for actual gross borrowing (short and long-term) plus other deferred liabilities.
- The indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2012	£m
Borrowing	144.5
Other Long-term Liabilities	29.2
Total	173.7

3.4 Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2011/12 was set at £10 million.
- In May 2011 the council placed £500,000 on deposit with Lloyds TSB for 449 days at an interest rate of 2.65%. However, during the rest of the year credit conditions deteriorated, with maturity limits being reined in, and this was the only investment placed for a period longer than 364 days.

3.5 Capital Expenditure

- This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits, and, in particular, to consider the impact on council tax..

Capital Expenditure	2011/12 Estimate £'000	2011/12 Actual £'000	2012/13 Estimate £'000	2013/14 Estimate £'000
Total	55,477	49,437	44,029	46,577

Capital expenditure has been and will be financed or funded as follows:

Capital Financing	2011/12 Estimate £'000	2011/12 Actual £'000	2012/13 Estimate £'000	2013/14 Estimate £'000
Capital receipts	4,260	4,493	2,097	503
Government grants	40,297	34,642	30,027	22,287
Total financing	44,557	39,135	32,124	22,790
Prudential borrowing	10,920	10,302	11,905	23,787
Total financing and funding	55,477	49,437	44,029	46,577

The table shows that the capital expenditure plans of the Authority could not be funded entirely from sources other than external borrowing.

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3.6 Ratio of Financing Costs to Net Revenue Stream

- This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs.
- The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2011/12 Estimate %	2011/12 Actual %	2012/13 Estimate %	2013/14 Estimate %
Net Revenue Stream	146,130	146,314	143,356	144,095
Financing Costs	17,520	18,171	18,836	18,480
Percentage	11.99%	12.42%	13.14%	12.83%

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	INTEGRATED CORPORATE PERFORMANCE REPORT 2011-12
PORTFOLIO AREA:	CORPORATE SERVICES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To invite Cabinet Members to review performance for the operating year 2011-12 against the Joint Corporate Plan 2011-14.

Key Decision

This is not a Key Decision.

Recommendation

THAT: Cabinet considers performance for the operating year 2011-12

Key Points Summary

- The proportion of performance measures achieving or better than target is 64%, compared to 47.2% last year. The proportion improving against the same period last year is 56.8%; compared to 50.7% last year.
- The majority of projects have been delivered to schedule.

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 2011-14, 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 six themes (34 outcomes) in the Joint Corporate Plan 2011-14. Progress is measured through the management and monitoring of selected performance indicators and projects.
4. The more detailed financial context for this report is set out in the budget monitoring report elsewhere on your agenda. The revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012.
5. Faced with a backdrop of continuing reductions in the levels of resources being made available through Central Government, positive progress in delivery of the Joint Corporate Plan has been made through the reorganisation over the past 18 months, and maintained focus on the priorities within the Joint Corporate Plan. This has led to 64% of the performance measures currently reported against within the report achieving target, significantly higher than last year; and a direction of travel that shows, where historical data is available, 56.8% of the measures in the Joint Corporate Plan are improving compared to last year.
6. Broadly 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 HPS to achieve the desired outcomes of the Joint Corporate Plan. These elements are monitored bi-monthly by the Herefordshire Public Services Leadership Team.

Key Considerations

A – Performance against indicators

7. A large range of data is used to assess the quality of services provided and aid decision making. HPS is committed to ensuring that its performance data is both reliable and accurate. Performance against target is broadly similar to last year. The direction of travel is 56.8%, better than at year-end last year. When considering the direction of travel it needs to be recognised that the majority of performance measures in the Joint Corporate Plan have no historic data to allow a judgement to be made, and comparisons with last year are made against a different indicator set. There are a few performance measures for which performance data is not yet available; some should be available in time for the meeting of this Cabinet and will be added as an addendum accordingly.
8. Performance against the measures in the Joint Corporate Plan can be seen at Appendix 2a. Analysis of the proportion of measures that have achieved target or improved compared to last year is shown in the tables below:

					
Theme	No. of indicators where data is available	More than 10% ahead of target	Achieved or exceeding target by less than 10%	Up to 5% behind target	More than 5% behind target
Create a thriving economy	15	5	4	2	4

		33.3%	26.7%	13.3%	26.7%
Improve health and social care	18	4 22.2%	9 50%	1 5.6%	4 22.2%
Raise standards for children and young people	21	4 19%	3 14.3%	1 4.8%	13 61.9%
Promote self reliant local communities	13	1 7.7%	8 61.5%	0 0%	4 30.8%
Create a resilient Herefordshire	13	7 53.8%	5 38.5%	0 0%	1 7.7%
Commission the right services	9	5 55.6%	2 22.2%	0 0%	2 22.2%
Total	89	26 29.2%	31 34.8%	4 4.5%	28 31.5%

	% of indicators improving compared to last year
Create a thriving economy	3 / 6 50%
Improve health and social care	6 / 7 85.7%
Raise standards for children and young people	4 / 8 50%
Promote self reliant local communities	4 / 9 44.4%
Create a resilient Herefordshire	4 / 7 57.1%
Commission the right services	4 / 7 66.7%
Total	25 / 44 56.8%

9. The above tables show a particular issue with achievement of targets within the area of 'Raise standards for children and young people'. It should be noted that many of the targets in this area are set externally, and are based on historical performance when results in this area were particularly high, meaning that achievement currently is extremely aspirational when you look at more recent performance data. Although based on only a small number of measures, the direction of travel in this area shows that half are improving.
10. Cabinet should be aware that, as reported to them on 12th April as part of the 'Corporate Delivery Plan' report, work is underway to develop a more robust set of performance measures more closely aligned to measuring the outcomes of the Joint Corporate Plan. Progress on the development of these measures will be reported to Cabinet as part of the first

quarter's performance report in July.

Directorate summary reports on performance

11. The following directorate reports provide a more in-depth overview of performance than the review of indicators and projects in appendices 2a and 2b alone. The directorate reports reflect not only on performance against the Joint Corporate Plan, but also on other performance issues that may have an impact on delivery of the Joint Corporate Plan.

12. Places and Communities

What has gone well?

- The end of year (2011/2012) figures show positive performance against the number of crimes recorded in the County with a reduction on 2010/11 levels achieved. The same can also be said for the number of recorded assaults with less serious injury; this is an in year measure for alcohol related violent offences.
- All performance measure targets in the waste management service have been achieved; in particular we have achieved our waste recycling target of 41%.
- 90 affordable homes have been brought into the market with a further 88 long term empty properties being brought back to use.
- The number of families within temporary accommodation has also been reduced to 74 households, which is below the target level of 78.

Examples of projects/schemes currently progressing well are:

- The Hereford Enterprise Zone has been established and is now operational.
- The new Hereford livestock market has opened and is successfully trading
- The Yazor Brook flood alleviation scheme in Hereford has been completed and has operated successfully.
- Hereford swimming pool has been successfully refurbished.
- Work on the refurbishment and redevelopment of Grange Court Leominster is now nearing completion.
- The Hereford city centre retail quarter redevelopment is now able to be progressed and hoardings have been erected around the old livestock market site.
- Phase 1 of the Masters House in Ledbury has been successfully delivered, and funding applications are being progressed to enable phase 2 to be delivered.
- Following the decision to remodel delivered library services and our request to Parish Councils to consider establishing community library services, within 6 months we had six community libraries operational, a further three are scheduled to open shortly and more in the pipeline. This is an excellent example of how we can work creatively together and has been recognised by the Cabinet Office as an example of good practice in localism.

What has not gone so well?

- There are challenges that remain around Repeat instances of Domestic Violence, which is the focus of more detailed attention and enquiry. The service area is also managing to maintain good intelligence and partnership working across priority issues.
- A revised timetable for the Local Development Framework (LDF) was approved by Council at its last meeting, in order to allow for responses to the consultation on a Revised Preferred Option to be properly analysed. To enable Cabinet to consider the implications of recent case law and any further consultation required to ensure our LDF process is as

robust as possible, Cabinet will not now be considering the LDF in June, and will receive a report in July to inform future actions.

- Despite some previously recorded challenges in Handy person jobs delivery resulting from the loss of national funding to support private sector renewal the service has managed to sustain significant delivery (although under targeted levels) and therefore continues to contribute strongly to preventative agendas. DFG satisfaction levels (66%) require further investigation as this may be due to delays at OT referral stage currently being explored with People's Services. Performance on e.g. enforcement activity positive and the service has done well to sustain delivery despite the considerable changes in the funding environment.
- Failure to meet the targets in respect of the total number of library visits and also active borrowers in the County can be attributed to a number of factors including site closures and reduced service capacity for periods of time due to refurbishments, and the national and regional decline in visitor numbers continuing the downward trend of the last few years.
- In order to improve these measures in the coming year libraries will be promoted through a number of activities including World Book Night, Community library schemes and school holiday activities for children. The service also now has a SLA in place with customer services as well as having established a number of partnerships e.g. Social Care, Hay and Ledbury Festivals. Finally the service is aiming to increase access by expanding the home delivery service as well as increasing and developing our links to community run library schemes.

What has been done to rectify these problems?

- See above for detailed actions against each measure/project.
- In addition 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, and Cabinet Members.
- As a directorate we continue to review our action plans and targets for the forthcoming period through performance sessions at DMT.

Major Contract/Commissioning Agreements update:

- The majority of the performance measures in the Amey contract have been met. The financial performance is on target. A possible contract extension based on performance and VFM measures is currently being negotiated.
- All performance measure targets in the area of Waste Management have been achieved through the FOCSA and Severn Waste Contracts.
- Finally contractors have applied for planning permission for an energy from waste plant at Hartlebury in Worcestershire, which was approved by the WCC planning committee. The Secretary of State has called in the decision; his decision has been deferred from April to July 2012.

13. **People's Services**

What has gone well?

- Seasonable flu vaccination is the highest in the West Midlands for over 65s and second highest for all other vulnerable groups.
- 2011/12 Adults Cost Improvement Programme delivered £2,377k against adjusted target of £2,565k underachieving by £188k (Less than 1%). Monitoring and management arrangements in place for 2012/13 budget transformation plan. Target of £7.9 million

particularly challenging and a number of areas red rated. Charging consultation begins at the end of May 2012.

- Programme approach in place for KPMG audit recommendations on their whole systems review of adult social care budget and funding decision processes across Hoople, DCEXs, Wye Valley, 2gether and People Services Commissioning. Good support from DCEXs transformation team.
- Resource Allocation System (RAS) introduced in July 2011 and now being embedded resulting in increase in Personal Budgets from 4% pre RAS to just under 40% by April 2012.
- Commissioning of services for children. New processes followed with support from the Centre of Excellence. New staff undertaking this for the first time. Now undertaking similar process for adult services.
- Guiding principles for the Herefordshire Learning Community approved by Cabinet
- Children's budget management is improving. With regard to the Complex Needs Solutions budget this is tightly managed and there are more robust challenge and multi agency solutions. The LAC strategy and edge of care work is providing benefits to children and families as well as assisting with the budget pressures.
- Children's Centre Ofsted inspections have been solid. The Bromyard Children's Centre which is managed by HOPE was rated Good with outstanding features. The Greencroft and Kington Children's Centres were rated Good.
- Under the Trading Services Redress service, £91,704 has been recovered for residents and businesses of Herefordshire who have complained about traders in Herefordshire.
- There have been improvements in outcomes across the Early Years Foundation Stage (moving Herefordshire from the bottom quartile to the national average) and Primary Schools in the published 2011 assessments and tests. Achievement in Key Stage 2, English and Maths in Herefordshire is above the national average, indicating an upward trend which, if continued, will move Herefordshire primary schools into the upper quartile of performance nationally. For the first time since 2007, the educational performance of children with Special Educational Needs (SEN) has improved faster than those without SEN.
- Integrated work on priority areas of safeguarding have included the launch of the joint 16+ service involving social care and housing to tackle homelessness amongst 16 and 17 year olds, Ofsted's Annual Assessment judging children's services in Herefordshire as performing well and the invest to save foster carer project has exceeded the target approving a further 8 fostering families.
- Reducing the number of delayed transfers of care from hospital has improved significantly over the year, and Herefordshire is now best performing in the region. There has been further improvement in the proportion of people with learning disabilities in employment and the proportion living in settled accommodation.

What has not gone so well?

- a) Although progress continues to be made in relation to childhood immunisation, smoking cessation and health checks, we are not yet at target. Work is being undertaken with the providers to improve performance in these areas.
- b) Vacancies in children's social care and the use of agency workers are still causing budgetary pressures. Due to location, pay, house prices and some issues relating to immigration rules, Herefordshire finds it more difficult than other authorities to attract experienced social workers. Conversely, recruitment of newly qualified social workers is better than many other authorities.

- c) The percentage of young people not in education, employment or training (NEET) stands at 7.2% or 336 16-18 year olds at the end of December 2011. This compares to 6.7% or 314 16-18 year olds in December 2010.
- d) The adult transformation programme and QIPP delivery remains a very high risk overall, though some schemes are forecast to deliver more than first expected (see attached). Further work is being undertaken to assess and manage the 2012/13 budget position, including demographic factors and spend that was not accounted for in 2011/12.
- e) Adults social care performance has deteriorated during the year in relation to the speed of assessments although speed of providing support remains positive.
Performance reporting in adult social care has been problematic due to data accuracy issues in Frameworki and consistency of reporting.

What has been done to rectify these problems?

- a) The Local Medical Committee has agreed to all GP practices operating a standardised Failsafe system to identify children not yet immunised, Wye Valley NHS Trust has improved timeliness of data entry into the child health system and options are being developed for Health Visitors to immunise children whose parents do not respond to repeated requests to bring their child to the GP surgery for immunisation. Following a training event in March all GP Practices covering 93% of the population have now signed a contract and been provided with necessary equipment and software to provide Health Checks and will all have started to offer Health Checks by the end of March 2012. A further 4.2% of the population are covered by practices that do not want to provide Health Checks but are willing to send out the offer of a Health Check at another practice. The barriers to offering Health Checks to the last 2.6% of the population are being explored to find a resolution. There is large variation in the quit rate between providers of smoking cessation support. The focus of activity to improve performance is to improve the quit rate of the poorly performing providers.
- b) In terms of social worker recruitment a clear strategy has been developed in conjunction with Corporate Services to alleviate the pressure over a three year timeframe.
- c) The Council has secured an external grant to fund in-depth research into the NEET population to inform a new action plan for 2012-2013.
- d) Improvement and Transformation Group chaired by the Director of People, with representation from Wye Valley, 2gether and People Services Commissioning is meeting on a monthly basis to assess progress and put in place actions to address slippage. Work programme to improve systems, culture and practice is being developed to address the issues highlighted in the KPMG report, with senior commitment from Hoople, Wye Valley, 2gether and the Council. The Root and Branch review of older people will not only look at the expectations for 2020 but what can be done this year to address spend and service delivery.
- e) Discussions are taking place with Wye Valley regarding investment and where resource can have the greatest effect to improve performance, including enhancing capacity for reviews and brokerage. A revised suite of performance indicators from Frameworki has been agreed and data is being validated to enable accurate monitoring for 2012/13.

14. **Corporate Services**

An overview of performance for Finance, Customers and Employees appears in Sections C, D and E. For other areas of Corporate Services:

What has gone well?

- Improvements continue to be made to our ICT systems with a new financial system now in place, better management of on line procurement and an increasing level of self service on financial and human resources transactions.
- The introduction of a new customer relationship management system means that more customer enquiries are being resolved at the first point of contact; we have also seen a sharp decline in the number of customer calls that we receive which are avoidable, due to improved self service through the website. The Council's website also received a top rating four stars in the annual "Better Connected" survey, putting Herefordshire in the top 20 in the country
- Progress has been made in developing shared services. The Council received £1.3m of savings in the year through our shared services initiative with the PCT and Wye Valley Trust. Hoople Ltd is now one year old and is already establishing a national reputation for innovation, being recently commended in the Municipal Journal Awards.
- The new web content management system, Beta.herefordshire.gov.uk, is now live and publicly available listing the full waste and recycling service. The web page content has been changed to a more user friendly format. Feedback from the general public on the changes has been very positive. This feedback has also helped inform the implementation of further web pages.
- An internal audit of the treasury management function has provided a **Substantial Assurance** Audit Opinion, which is the highest level of assurance. It concluded that the Council has a good control framework in place, clear and effective high level controls and robust day to day operational controls.
- Work is continuing between Council and NHS colleagues on managing the transition from the PCT to the new Clinical Commissioning Group and the transfer of public health responsibilities. This involves significant change for employees. In parallel, the local support services offer to the clinical commissioning group, based on our current integrated services within the Council and Hoople is being developed in conjunction with other NHS functions at a national and cluster level.
- A number of engagement sessions across the organisation have helped to shape the structure and approach to the Root and Branch Reviews. Over the next 18 months we will look at everything that we do and ask fundamental questions about why we do things.

What has not gone so well?

- a) The public satisfaction rating of locality engagement events was not as good as expected. This was largely due to a short timescale for advertising and an adequate process for agreeing questions and formatting of information not being in place.
- b) A deterioration in the results from the 2011 Employee Opinion Survey.

What has been done to rectify these problems?

- a) A new consultation policy and guidance is currently in draft and will be used in conjunction with the engagement strategy for the Root and Branch Reviews from April onwards.
- b) Action planning is taking place across all Directorates and corporately to address the critical issues and make improvements.

B – Delivery of projects

15. The majority of projects are being delivered to plan, although five are currently reported as

being behind schedule; the majority of projects are rated Blue, as being delivered to schedule. As part of the ongoing development of delivery plans, projects for 2012-13 will be developed with a more robust set of tasks so that progress and their future impact on the relevant outcome can be more accurately reported. The projects are listed in Appendix 2b.

C – Finance

16. The Budget Report is a separate item on the agenda. The revenue budget overspent by £236k compared to an anticipated £634k overspend as at the end of February 2012. The £236k will be met by a transfer from the general fund working balance. Repayment will be factored into future years' budgets.
17. The most significant overspend related to commissioning of adult services. This had been anticipated and included in budget monitoring reports throughout the year. The final figures on adult social care were an overspend of £5.54m. Even so the directorate managed to make a considerable level of savings as part of its overall recovery plan. The position was mitigated by savings within other services, resulting in an over spend within Directorate budgets of £2.9m.

D – Customers (*Corporate Plan indicators identified in bold*)

18. **Service Delivery**

Organisational Reputation (Council 40%, PCT 65% approval rating) Performance against both measures are derived from annual/ bi-annual surveys. On-going performance therefore needs to be measured by proxy. In this instance this is progress against the Organisational Communications and Reputation Management Strategy action plan. Progress against each section of the 6 sections continues to be on track. Of note throughout 2011-2012 are the results of the Herefordshire Matters survey, the changes to the corporate communications processes – core brief and EnCore, key communications messages and the re-focus of activities to support the organisational values.

LICS2 Time taken to answer telephone queries -15 secs (70%). Outturn for the year was below target due to the disruption encountered around Christmas with the replacement of the CRM system. This impacted on capacity in the contact centre. However, performance year on year was significantly better overall with 61.4% of calls being answered in 15 secs or less, compared to 57% in 2010/2011.

LICS6 % of Issues resolved at first contact (YTD) (65%) Outturn for this indicator has remained at the 57.25% level, also due to the changes with the CRM system. This has resulted in changes to the way in which the data is collected and whilst the Customer Organisation project has demonstrably improved processes, the transitional 3 month phase since December 2011 has impacted on the ability to acquire all of the necessary information. Further work being undertaken within the customer organisation and digital channels projects will result in this situation improving considerably.

LI.ICT.PI.03 Better Connects annual audit of website (3*) Performance for this indicator was significantly higher than expected and the annual audit for the Council's current website was 4*. Herefordshire was in the top 20 overall nationally and 3rd regionally. Feedback from the assessment would appear to indicate that the forthcoming changes to the website will put the Council in a very strong position for the 2012/2013 assessment.

Service Quality

For LICS4 'Overall satisfaction with the service provided' (80%) The latest performance

figures showed an outturn of 79%, which is marginally below year on year comparison. Standardised access to service information will be expected to improve this position further as the customer organisation changes become further embedded. Later in 2012 a range of self-service capability will also become available which should help improve satisfaction in this area further.

LICIU1 Satisfaction of complaint handling (90%) High performance in this area (100%) should be tempered with a low return rate for questionnaires. However, the 'Making experiences count' complaints process continues to be successful in the elimination of complaints being unnecessarily escalated- both the Local Government and Health and Parliamentary ombudsmen have not found in favour of a complainant since the new process was adopted in January 2010. This would appear to confirm performance in this area.

For LICS2 'Whether you felt listened to and understood' (90%) and LICS3 'Politeness and courtesy of staff' (98%) Both indicators have shown a year on year increase in performance, although they have not achieved the annual target. The latest figures show an 87% and a 95% performance.

Service Failure

LICS5 – Reduction in avoidable contact (20%) The final performance figure for this indicator was 18%, which is a continuation of the strong performance throughout the year. The work being undertaken by the customer organisation and digital channels projects should help improve this figure further. For example, the customer organisation project has achieved system integration between the council's CRM system and the Amey works management system, enabling customer service officers to track service requests in real time. Further developments of this functionality will eventually enable customers to track service requests directly, thereby reducing the need to contact the council for updates.

Number of complaints escalated to the ombudsman (5%) Performance was 1.1% which is a direct result of the flexibility and effectiveness of the 'making experiences count' complaints method.

LICS7 Call Centre Abandon Rate (5%) This figure was also affected by the customer organisation project. However, performance in 2011/2012 has been better than the previous 2 years, which indicates a significant improvement in the management of the operation of the contact centre. This downward trend is expected to continue as the new telephony system becomes integrated into the CRM system, enabling further flexibility in the working practices within the call centre.

E – Employees

19. The key headline is that sickness levels have decreased.

F – Risks

20. Key performance risks are covered in the directorate reports in paragraphs 11-13 above.

Community Impact

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

Equality and Human Rights

22. The amalgamated delivery plan recognises our Public Sector Equality Duty, and includes a specific project that contributes towards its achievement. Equality Impact Assessments will be carried out as an integral part of decision making in respect of all new projects/policy changes.

Financial Implications

23. None.

Legal Implications

24. None.

Risk Management

25. 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

26. None.

Appendices








27. Appendix 1 a key to what the symbols used in Appendices 2a and 2b represent and a list of the themes and outcomes with lead directors

Appendix 2a the end of year performance data, where available, for all performance measures in the Joint Corporate Plan for which data is still collected and reported upon; and

Appendix 2b the end of year position for all projects in the Joint Corporate Plan.

Background Papers

- 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
Theme 1 Create a thriving economy	
HPS 1.1 The regeneration of Herefordshire with a particular focus on Hereford City	Places and Communities
HPS 1.2 The delivery and maintenance of key infrastructure including actions to reduce congestion	Places and Communities
HPS 1.3 Growing businesses, jobs & wage levels.	Places and Communities
HPS 1.4 The development of employment skills, including access to higher education	Places and Communities
HPS 1.5 A reduction in health inequalities for the working age population	People's Services
HPS 1.6 Improved access to superfast broadband and wider use of technologies	Places and Communities
Theme 2 Improve health care and social care	
HPS 2.1 Improved intervention and support for older people and keeping them safe	People's Services
HPS 2.2 A robust & healthy provider market	People's Services
HPS 2.3 Financial balance across Herefordshire's health & social care economy	People's Services
HPS 2.4 The development of a new local commissioning infrastructure	DCX and Corporate Services
HPS 2.5 Good quality corporate and clinical governance standards are embedded in all services provided	TBC
HPS 2.6 A reduction in health inequalities for frail, elderly people	People's Services
HPS 2.7 More people retaining their independence through greater choice and control	People's Services
Theme 3 Raise standards for children and young people	
HPS 3.1 Sustainable educational provision throughout Herefordshire	People's Services
HPS 3.2 Improved intervention and support for children & young people and keeping them safe	People's Services
HPS 3.3 Improved performance by early years and primary school pupils including vulnerable groups relative to their peers	People's Services
HPS 3.4 Reduced child poverty	People's Services
HPS 3.5 Families & communities that are able to support all children & young people effectively	People's Services
HPS 3.6 A reduction in health inequalities for children & young people	People's Services
Theme 4 Promote self reliant local communities	
HPS 4.1 Vibrant cultural opportunities	Places and Communities
HPS 4.2 Safe places where people feel secure	Places and Communities
HPS 4.3 Enhanced local democracy and community engagement.	Places and Communities






Theme and Outcome	Lead Director
HPS 4.4 Ways of working that reflect the needs and priorities of people & place	Places and Communities
HPS 4.5 A balanced housing market to meet resident's needs	Places and Communities
Theme 5 Create a resilient Herefordshire	
HPS 5.1 The preservation and enhancement of our environment.	Places and Communities
HPS 5.2 Accessible services and countryside	Places and Communities
HPS 5.3 A strong regional and national reputation	DCX and Corporate Services
HPS 5.4 The protection of people's health & wellbeing	People's Services
HPS 5.5 Increased equality of opportunity	DCX and Corporate Services
HPS 5.6 Sustainable public transport provision	Places and Communities
Theme 6 Commission the right services	
HPS 6.1 High quality assessments of need	NHS Resources and Delivery
HPS 6.2 Streamlined, working practices	DCX and Corporate Services
HPS 6.3 High levels of customer and citizen satisfaction	DCX and Corporate Services
HPS 6.4 A high quality workforce	DCX and Corporate Services

	Outturn	Judgement	Direction of Travel
1.1 The regeneration of Herefordshire with a particular focus on Hereford City			
LI.EDEV.001 Visitor Spend in the County	Data not available		
LI.EDEV.002 Hereford City Shop Vacancy rate	9.64%		
1.2 The delivery and maintenance of key countywide infrastructure			
LI.TRAN.003 Local Congestion - Average Peak Journey Time	20.14		
<i>The average peak journey time for 2011 was 20 minutes and 14 seconds which is below our target of 19 minutes. During the next LTP period (2012-2015) we will be focusing on reducing congestion in Hereford city through our Destination Hereford project. This will focus on reducing short commuter trips in the city that are less than 5km long through a variety of sustainable transport measures and behaviour change tools focusing on certain targeted segments of the population. More information can be found on our website http://www.herefordshire.gov.uk/transport/53397.asp</i>			
LI.TRAN.004 Local Congestion- Local Bus Punctuality	85		
<i>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 but reporting has now changed to December with surveys taking place in October- next data due Dec 2012.</i>			
LI.TRAN.008 Travel Choices- Cycle Flows	Not available until end of May		
1.3 Growing businesses, jobs & wage levels countywide			
LI.EDEV.003 Gross Value Added per Employee (County)	40,855 (2009)		
LI.EDEV.006 Gross workplace based earnings	£385.10		
<i>In 2011, the median weekly earnings for people who work in Herefordshire were £385.10 (± £36.99) significantly lower than those in the West Midlands region £470.60 (± £9.22) and England £507.20 (± £2.98). Actions to improve this include: Enterprise Zone going live in April 2012; Broadband Project continues to progress well- provider contract to be let May 2012; Steady progress continues to be made with plans to develop Blackfriars in order to improve access to Higher Education provision in the County.</i>			
LI.REGP.003 Working Age People on out of work benefits	9.2%		
<i>Latest outturn (August 2011: 9.2%) is 2.8% below the national average (target 2.9% below). This figure is marginally worse than for the same period in 2010 (9.1%). December 2011 data not available until at least June 2012.</i>			








<p><i>Activity: There has been some progress towards achieving National Construction Skills Academy status for the county. Moving on from the successful pre employment work in Leominster officers are to hold a scoping meeting at Tudorville to discuss the roll out of a community based project in Ross on Wye, supporting the overarching employability theme.</i></p>	
1.4 Development of employment skills, including access to higher education across Herefordshire	
LI.REGP.001 Number of learners participating in Community Learning	1,670 
LI.REGP.002 Community Learning Achievement Rate	72% (2010-11) 
LI.REGP.004 Overall Employment rate	73.4% (June 2011)  
1.5 A reduction in health inequalities for the working age population of Herefordshire	
LI.HWS.PH.01 Number of smokers that quit for a period of 4 weeks or more	794 
<p><i>Significant work is being undertaken to enable the target for the number of smokers quitting smoking to be achieved for the first time since 2008, and there has been a reduction in admissions to hospital due to diseases caused by smoking. This improved performance follows the establishment of a new network of providers of smoking cessation support services, achieving county wide coverage and a choice of services through a network of GP practices, community pharmacies and HALO Leisure centres. In addition more than 80% of NHS frontline staff in a range of hospital outpatient clinics, community services and mental health services have been trained in structured brief intervention to encourage smokers to quit and to seek help from smoking cessation services to do so.</i></p>	
LI.HWS.PH.02 Proportion of the population aged 40-74 to be offered an NHS Health Check	3 
<p><i>19 GP practices have signed an agreement to deliver NHS Health Checks providing 90% coverage of the eligible population over a five year period. Latest information indicates that between October and December, 226 invitations were sent and a monthly reporting system set up. Training has taken place for health professionals delivering the service. Starting in February 2012, patients identified with a high risk score were be offered a twelve week healthy lifestyle support programme delivered by HALO that builds on the 'New Year, New You' promotion. Additional remedial action plans include planning to contract outreach NHS Health Checks to increase coverage and take up, and continuing to work closely with practices to encourage high levels of uptake and quality assurance.</i></p>	
LI.HWS.PH.03 Proportion of NHS Health Checks offered to individuals living in most deprived areas	Measure not developed
<p><i>The number of NHS Health Checks offered to individuals to end of year is 2,175; data on the proportion of these individuals living in most deprived wards is not yet available.</i></p>	
LI.HWS.PH.04 The proportion of NHS staff trained to deliver brief intervention through CQUIN programme	88.9 
LI.HWS.PH.05 The proportion of smokers attending outpatient clinics / appointments	84.5 




receiving brief intervention by NHS staff through CQUIN programme			
LI.HWS.PH.06 Number of 4 week quitters supported by primary care	63.8		Baseline set
LI.HWS.PH.07 Smoking related admissions	122.5		
LI.HWS.PH.08 Alcohol related admissions	340.4 (December 2011)		
<i>A training programme in Identification and Brief Advice (IBA) for patients drinking harmful amounts of alcohol has been completed for selected Wye Valley NHS Trust NHS (WVNHST) staff and this training programme will next be rolled out to GP Practice staff ready for the introduction for a new Locally Enhanced Service (LES) agreement with GP Practices to fund them to provide IBA for their patients. End of year data will be available 6th June.</i>			
1.6 Improved access to superfast broadband and wider use of technologies			
LI.EDEV.004 % of homes and businesses with access of 2Mbps in the County of Herefordshire			Not available until July / August
LI.EDEV.007 Number of public services accessed via a range of wider technologies			Measure not developed
2.1 Improved intervention and support for older people and keeping them safe			
LI.PSC.HSC.01 Emergency bed days associated with multiple acute hospital admissions for over 75s	2,313 (July 2011)		
LI.PSC.HSC.20 Increase number of jointly funded packages			Measure not developed
LI.PSC.HSC.22 Reduced average length of stay for older people in acute settings			Measure not developed
NI125 Achieving independence for older people through rehabilitation/intermediate care	97.22		
xNI132 Timeliness of social care assessment (all adults)	67.95		
<i>Provider organisations have reported in Section 75 meetings an increase in safeguarding referrals and activity which has had a knock on impact on timeliness of assessments. Robust monitoring arrangements have been agreed going forward through Section 75 monitoring meetings.</i>			
xNI133.09 Timeliness of social care packages following assessment (all Adults 18+)	96.11		
2.2 A robust & healthy provider market			
LI.PSC.HSC.23 Market Development Strategy Published	Yes		
LI.PSC.HSC.24 Financial savings through the recommissioning of 3rd Sector	23,988		
VSBI8_01 Patients receiving primary dental services, 24mth	98,156		
<i>Herefordshire's 24 month dental access is performing at 14.98% below trajectory as at March 2012. In general, dental access across the</i>			

<p>county is improving, and the figures are increasing steadily. The trajectories significantly increased from October 2010 due to the additional activity awarded through the Dental Access Programme. In reality, the increase in access was of a much slower pace due to the high dental need of patients on the central waiting list. This seems to be a common issue across the region, and not unique to Herefordshire and it has been recognised that once a PCT falls below its trajectory it is difficult to recover. Accessibility to dental care is also measured through GP Patient Surveys. e are continuing to work closely with dental providers to ensure that they are creating opportunities to provide access for new patients. The central dental waiting list closed at the end of 10/11, and we have a number of NHS dental practices across the county that have open lists to accept new patients. However, access in Leominster will be subject to a slight delay due to the largest provider in the area being a pilot site for the new dental contract. This does mean that more time is being spent with patients to ensure that they receive a full Oral Health Assessment, thus resulting in less capacity for new patients. This is expected to improve in time.</p>		
<p>2.3 Financial balance across Herefordshire's health & social care economy</p>		
LI.PSC.FT.01 QIPP savings plan	100	
LI.PSC.FT.02 ASC Cost Improvement Plan	2.38	
<p>A stock take of the Cost Improvement Programme was undertaken in September 2011 highlighting that 1m of the 3.5m target was unlikely to be achieved. The delivery of 2.38 is £188k below the amended target. In addition to this 2.38m between 1. 2m and 1.4m cost avoidance (non cashable) savings have been evidenced through the use of telecare.</p>		
LI.PSC.FT.03 Management cost savings		Measure not developed
<p>2.4 The development of a new local commissioning infrastructure</p>		
LI.PSC.HSC.17 Number of services recommissioned and market tested in accordance with Plan		Measure not developed
LI.PSC.HSC.18 savings achieved for each new re-commissioned service		Measure not developed
LI.PSC.HSC.19 Lower costs from co-working with key suppliers on initiatives to lower or remove costs		Measure not developed
LI.PSC.HSC.21 % of health commissioning budget managed by HCC		Measure not developed
<p>2.5 Good quality corporate & clinical governance standards are embedded in all services provided</p>		
LI.IC.S.002a Comply with Healthcare Acquired Infection targets - C.diff	109	
LI.IC.S.002b Comply with Healthcare Acquired Infection targets - MRSA	0	
LI.IC.S.003 No single sex accommodation breaches	No	
LI.IC.S.004 The average weekly rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18 or over.	7.39	
<p>2.6 Reduction in health inequalities for frail, elderly people</p>		

LI.HWS.PH.09 Rate of admissions for falls in population age 75 plus	2.9	Baseline set
LI.HWS.PH.10 The number of older people receiving a home assessment and advice and support	Measure not developed	
<i>Home assessment specifically aimed at falls prevention is a key recommendation for primary prevention of falls in older people. Home assessments are available to some older people via the private sector housing team, although this service may not be available to all older people who are at risk. Data are not currently routinely reported for the whole at risk population. Whilst collecting data on a sub-group of at risk older people, such as care home residents, would provide valuable information in establishing a baseline, in the absence of an existing data collection process, it may be preferable to focus data collection on relevant outcome measures i.e. falls, hip fractures.</i>		
LI.HWS.PH.11 The number of older people regularly exercising to maintain muscle strength	Measure not developed	
<i>Exercise aimed at building strength & balanced is a key recommendation for primary prevention of falls in older people. Data on the number of older people exercising to maintain muscle strength is not currently collected. Measuring this in a sub-group of at risk older people, such as care home residents, would provide valuable information in establishing a baseline figure and monitoring progress on exercise as a process measure. However, in the absence of an existing data collection process, it may be preferable to limit data collection to relevant outcome measures i.e. falls, hip fractures</i>		
LI.HWS.PH.12 The number of older people receiving a medicines review to reduce their risk of a fall	Measure not developed	
<i>Medicines review is a key recommendation for primary prevention of falls in older people. Data on the number of older people receiving a medicines review is not currently collected. Measuring this in a sub-group of at risk older people, such as care home residents, would provide valuable information in establishing a baseline figure and monitoring progress on exercise as a process measure. However, in the absence of an existing data collection process, it may be preferable to limit data collection to relevant outcome measures i.e. falls, hip fractures.</i>		
2.7 More people retaining their independence through greater choice and control		
LI.PSC.HSC.07 Proportion of people who have had a stroke who spend at least 90% of their time in acute hospital on a stroke unit	84.11	
LI.PSC.HSC.10 Reduce Emergency Admissions	Measure not developed	
LI.PSC.HSC.16 The proportion of emergency readmissions occurring within 28 days of the last previous discharge from hospital	6.58	Baseline set
NI130.09 Social care clients receiving Self Directed Support	30.4	 
<i>The number of clients receiving self directed support continues to rise, albeit at a slow rate. A new workflow was implemented in Frameworki in January 2012 which is already evidencing improvement in throughput and the current year-end projection is between 30 to 40 per cent.</i>		
NI145 Adults with learning disabilities in settled accommodation	13	 

NI146 Adults with learning disabilities in employment	78		
NI149 Adults in contact with secondary mental health services in settled accommodation	Not available until July		
NI150 Adults receiving secondary mental health services in employment	Not available until July		
VSA14_06 % People having TIA scanned & treated within 24hrs	62.22		
3.1 Sustainable education provision throughout Herefordshire			
LI.CYP.3101 Number of schools in an Ofsted category	1		
<i>St James moved out of an Ofsted category in February 2012 and is now judged to be satisfactory. Withington is the only Herefordshire school currently in an Ofsted category of concern. The first HMI monitoring visit took place in February 2012 and the school was judged to be making good progress in everything apart from leadership and management which was outstanding. The revised Ofsted Inspection Framework which was introduced in January 2012 will place schools under greater scrutiny. Those below floor standard in particular, will be at greater risk of failing inspection.</i>			
LI.CYP.3102 % reduction in the cost of new out-of-county placements	13		
LI.CYP.3103 % of PRU pupils that have 25 hours of provision available	85.56		
<i>This was the first year of reporting against this measure; in hindsight the aspirational target of 100% was too stretching.</i>			
3.2 Improved intervention and support for children & young people and keeping them safe			
LI.CYP.3201 Percentage of IAs completed in 10 working days.	76		
LI.CYP.3202 Reducing the number of contacts and referrals not resulting in social care services	20.95 (February 2012)		
<i>New reporting is in place that will give accurate data next quarter – Initial findings suggest that the 30% target will be met by the next reporting round. End of year data will be available at the end of June.</i>			
LI.CYP.3203 Reduction in high cost agency placements for LAC	9 (February 2012)		
<i>Since September, work has continued to reduce costly agency placements. Both fostering and residential placements have reduced, seeing the overall overspend on agency placements reduce. End of year data will be available at the end of June.</i>			
3.3 Improved performance by early years and primary school pupils including vulnerable adults			
NI072 At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	56		
NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	72.5		

<p>There has been strong improvement on 2010 outcomes and Herefordshire's figures are now in line with national averages. Work continues to drive up standards in literacy and numeracy in primary schools but cuts in national funding of intervention programmes make this more difficult to co-ordinate and provide professional development and training for teachers.</p>			
NI092	Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	31.5 	
NI099	Children in care reaching level 4 in English at Key Stage 2	50	
<p>5 out of 10 children achieved level 4+ in English. This is an improvement on 2010 and 2009 and compares to 53% nationally for 2011. The new appointment of the executive head has resulted in a RAG rating system to target resource at those at risk of not meeting the threshold as well as all LAC at risk of underachievement.</p>			
NI104	The SEN/non-SEN gap - achieving Key Stage 2 English and Maths threshold	49.9	
<p>In order to understand this gap data better, we are introducing a system to track all children who are under-achieving at the end of the previous key stage and taking action with each setting accordingly.</p>			
<p>3.4 Reduced child poverty</p>			
LI.CYP.3401	Percentage of 16 - 18 year olds whose participation activity is not known.	5.5	
<p>We hold monthly meetings to discuss the current list of young people not in education, employment or training (NEET), and young people whose participation activity is unknown in order to devise new approaches. This process has enabled us to query issues concerned with data to utilize the locality based Multi Agency Group (MAG) meetings to try to find more of the unknown cohort, and apply a new approach to get destination information on college leavers.</p>			
NI102i	Achievement gap between pupils eligible for free school meals and their peers (KS2)	19.9	
<p>The performance gap has decreased considerably over the past few years from a gap of 27% in 2009 to 19.9% in 2010. Schools are consistently challenged and supported to close this achievement gap and 1 to 1 tuition programmes have impacted positively on this measure.</p>			
NI117	16 to 18 year olds who are not in education, employment or training (NEET)	7.2	
<p>The December 2011 figure of 7.2% equates to 336 young people. As at December 2010 we reported a NEET percentage of 6.7 which accounted for 314 young people. The 0.5 percentage point rise is obviously concerning; however an increase of 22 NEET young people is not surprising given the tough economic climate which persists. The following actions are being taken to address the NEET issue – We are developing a Risk of NEET Indicator (RONI) - school data on pupils is interrogated using a series of identified risks (poor attendance, unemployment in the family, free school meals etc) to identify those who may need additional support. This is currently being trialled at Lady Hawkins.</p> <p>A proposed HPS approach for Apprenticeships has been to HPSLT and approved, this includes HPS acting as an exemplar authority to</p>			

develop apprenticeships. In conjunction with the National Apprenticeship Service (NAS) we have held a "100 apprenticeships in 100 days" exercise with a promotional event in High Town and a series of articles in the Hereford Times. We generated 82 apprenticeships in the 100 days. We are maintaining our Connexions pages on the YouthZone website with up to date information, advice and guidance on careers and support packages. The website contains a list of local vacancies and also links to the NAS Apprenticeship site. The Connexions Drop In operates on three days a week (Monday, Wednesday and Friday) to provide information, advice and guidance during office hours. Individual appointments are available with Connexions PAs. We are also maintaining a Connexions presence in all High Schools, Academies, PRUS, Special Schools and Colleges until the end of this financial year. We will be producing a Raising of Participation Age (RRA) in the new year following the issue of central guidance. This will link to all of the above and also be concerned with the overall planning of education and training opportunities for the Post 16 age group and the participation age raising through 17 years to 18 in 2015. The council has secured an external grant to fund in depth research into the NEET population to inform a new action plan for 2012 - 13.	
3.5 Families & communities that are able to support all children & young people effectively	
LI.CYP.3501 Percentage of CYP supported through CAF and MAGs	58.2 
Over half of CAFs are now supported through MAGs rather than individual team around the child meetings. The Budget Holding Lead Professional pilot is showing early signs of success in terms of encouraging partners to attend the MAGs. Several new CAF practitioners have completed CAFs and will be bringing them to MAGs at the next meeting.	
LI.CYP.3502 Percentage of CAFs that are not subsequently re-referred to children's social care	93.3 
LI.CYP.3503 Percentage of people reporting that things have improved for them/their child	Measure not developed
LI.CYP.3504 Percentage of professionals reporting that the MAGs have made a positive difference	Not available until later in the year
This is based on an annual survey, the first one of which will be done this summer. Therefore no results are available yet.	
3.6 A reduction in health inequalities for children & young people	
LI.CYP.3601 Increase the uptake of Healthy Start Vitamins.	3.55 
Healthy Start uptake over the year has been 76% compared to England average of 79.6%. Children's vitamin drops uptake has been 1.7% compared to England average of 3% and women's vitamin tablet uptake is 4.3% compared to England average of 5%.	
LI.PUH.01 Rate of Hospital Admissions for under 18s per 100K for alcohol harm	42.7 No target set
An Alcohol Integrated Needs Assessment (INA) has been undertaken by public health on behalf of the Health and Wellbeing Board. This will inform the development of strategic plans for alcohol harm reduction, including amongst children, young people and pregnant women. Alcohol INA also contains recommendations regarding future specialist service provision.	

<p>Work is underway to develop a single Alcohol Harm Reduction Strategy, bringing together the recommendations in the Alcohol INA (Health & Wellbeing Board) and the Herefordshire Alcohol Group's Action Plan (HPEG/Safer Herefordshire). This combines actions to reduce alcohol related harm to health and harm from crime and disorder.</p> <p>A health improvement practitioner has been appointed with a remit for developing a new version of the multi-agency "crucial crew" input and further plans for PHSE in secondary schools for 2012/13.</p> <p>Training in Identification and Brief Advice continues to be rolled out. An Alcohol CQUIN Support Group in Wye Valley NHS Trust is in development to train trainers in IBA. This will lead to scheduling further IBA training for key staff including Maternity and Health Visitor services.</p>			
NI055i	Percentage of children in Reception with height and weight recorded who are obese	9.2	
Plans for delivery of Crucial Crew over nine days to 1,600 children in June 2012 with Change4Life as a main theme are in development; invitations to schools distributed.			
NI056i	Percentage of children in Year 6 with height and weight recorded who are obese	18.2	
Plans for delivery of Crucial Crew over nine days to 1,600 children in June 2012 with Change4Life as a main theme are in development; invitations to schools distributed			
NI112	Under 18 conception rate (per 1,000 girls aged 15-17)	27.5	
NI113i	Percentage of the resident population aged 15-24 accepting a test/screen for chlamydia	11.4	
Following the publication of the PH Outcomes Framework the outcome for the programme has changed focus to reflect the positivity rate as opposed to the number of screens completed. The target from April 2012 is 2,400 positives per 100,000 population. To achieve this positivity rate screening will be targeted as opposed to opportunistic. The c-card scheme will be re-launched to incorporate Chlamydia screening with clear eligibility criteria. This service will span across schools and colleges and will be led by the Public Health Healthy Lifestyle Trainer Service. The Pharmacy LES will be reviewed to ensure chlamydia screening and Emergency Contraception services are combined.			
4.1 Vibrant cultural opportunities			
LI.CULT.001	Total number of Library visits in the County	672,822	
Overall 672,822 library visits took place in the County during 2011/12; this figure is below the target level of 732,817 by 8%. Failure to meet the target can be attributed to a number of factors including site closures and reduced service capacity for periods of time due to refurbishments, the mobile service ending part way through the year and the national and regional decline in visitor numbers continuing the downward trend of the last few years.			
In order to improve visitor numbers in the coming year libraries will be promoted through a number of activities including World Book Night, Community library schemes and school holiday activities for children. The service also now has a SLA in place with customer services as well as having established a number of partnerships e.g. Social Care, Hay and Ledbury Festivals. Finally the service is aiming to increase access			

<i>by expanding the home delivery service as well as increasing and developing our links to community run library schemes.</i>			
LI.CULT.002	Number of People using Halo Leisure Facilities	1,297,442	
LI.CULT.002a	Total number of swims	541,630	
LI.CULT.002b	Total number of gym visits	394,035	
LI.EDEV.001	Visitor Spend in the County	Data not provided	
4.2 Safe places where people feel secure			
LI.SAFE.003	Repeat incidence of domestic violence	40.25	
<i>In the 12 month rolling period 1st April to 31st March 2012 there were a total of 187 MARAC cases heard, 81 of which were repeat cases, resulting in an outturn of 43%, which is worse than the target level of 30%. It should be noted however that the number of cases heard at MARAC during February and March was low e.g. 8 cases heard during March (4 of which were repeats). Discussions' regarding MARAC performance has been held in the recent Domestic Abuse Forum and Integrated Offender Management meetings.</i>			
4.3 Enhanced local democracy and community engagement			
LI.SCOM.001	Reduce vacancies at Parish Council elections	3	
<i>Only 3% of the targeted 5% reduction in vacancies was achieved in 2011. Work now started to look at ways of increasing contested elections and decreasing the vacancies by empowering and engaging communities whilst enhancing the role of local democracy. A tasking group will therefore be set up to begin work now for the 2015 elections, to identify all opportunities to raise the awareness of local people on local democracy and civic participation. Examples of current work include the Democracy First project, aimed at improving engagement between parish councils and their communities, as well as the Charter Review of 'working relationships in local Government in Herefordshire', which is currently out for comment with both Members and Parish Councils. These will be brought within scope of the Tasking Group and report back through Communities First Workstream</i>			
LI.SCOM.003	Number of Communities producing new or updating Parish Plans	7	
<i>7 plans have been published during 2011/12; while a further 25 plans have been supported and are in development. Advice has also been provided to 7 communities regarding the development of a plan. While the aspirational target of 13 updated or completed plans by the end of 2011/12 has not been achieved the service is still predicting that the overall target of 30 new or updated Parish Plans will be achieved by June 2013.</i>			
LI.SCOM.007	Number of residents participating in local democratic processes	Measure not developed	
4.4 Ways of working that reflect the needs and priorities of people & place			
LI.SCOM.004	Number of Locality networks established	9	

LI.SCOM.005 Number of additional Parish and Town Councils implementing Participatory Budgeting	11	▲	
LI.SCOM.006 Total number of Place Asset Reviews	9	●	
4.5 A balanced housing market to meet residents needs			
LI.HNDE.001 Number of affordable homes delivered	90	●	▲
LI.PSHG.007 Average number of weeks taken to process Disabled Facilities Grant (DFG) applications	31.9	●	▲
NI156 Temporary Accommodation	74	●	▲
5.1 The preservation and enhancement of our environment			
LI.SUST.001 Number of Schools taking part in Schools Energy Challenge	12	▲	
LI.WAMA.001 Residual Waste per Household	579.5	●	▲
LI.WAMA.002 % of Household waste sent for reuse, recycling and composting	41	●	▲
LI.WAMA.003 % of Municipal waste landfilled	57	●	▲
NI185 CO2 reduction from Local Authority operations	Data not available until end of 2012		
NI186 Per capita reduction in CO2 emissions in the LA area	Data not available until end of 2012		
NI196 Improved street and environmental cleanliness - fly tipping	2	▲	
<i>This indicator is taken from the old NI 196 indicator that seeks to reflect the effectiveness of an authority's performance on fly-tipping by measuring the number of incidents reported, by type, location, etc. and the number of investigations carried out and the outcomes of those investigations. A complicated formula that applies various weightings is then used in the final calculation. In 2011/12, against this weighting, the authority would be judged as grade 2 - effective. This is rather misleading in the context of a 7.5% reduction in the number of fly-tips reported and a third consecutive year of reductions. What is actually a good news story could therefore be interpreted differently. This indicator will not be used in 2012/13 for this reason. The real measure of success is in the outcome - an improved environment the consequence of a reduced number of incidents.</i>			
5.2 Accessible services and countryside			
LI.PRPC.001 User Satisfaction - Queenswood Country Park	Data not available until June		
LI.SCOM.008 Number of improved locally accessible services	Measure not developed		
LI.SCOM.009 Number of services that have been designed/redesigned to reflect local need	Measure not developed		
5.3 A strong regional and national reputation			
LI.CUS.001a Organisation Reputation (LA)	Data available from Quality of Life		













		Survey later in the year
		Data available from Quality of Life Survey later in the year
LI.CUS.001b Organisation Reputation (Health)		
LI.PCIU.002 % of complaints received that are referred to the ombudsman (LA)	1.1	
LI.PCIU.003 % of complaints received that are referred to the ombudsman (Health)	2.6	
5.4 The protection of people's health & wellbeing		
NI047 Proxy - No. of people killed or seriously injured in road traffic collisions	75	
5.5 Increased equality of opportunity		
LI.EQDI.001 Equality Objective published	Yes	
LI.EQDI.002 HEHRC Training Programme - sessions delivered	48	
LI.EQDI.003 HEHRC - Partners organisations signed up to charter	8	
5.6 Sustainable public transport provision		
LI.TRAN.004 Local Congestion- Local Bus Punctuality	85	
<i>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 but reporting has now changed to December with surveys taking place in October- next data due Dec 2012.</i>		
LI.TRAN.005 Travel Choices- Vehicle Flows (Herefordshire)	97.37	
LI.TRAN.007 Bus Patronage	Data not available	
6.1 High quality assessments of need		
6.2 Streamlined, working practices		
LI.CFC.001 Delivery of Accommodation Programme	This is a project and not a measure	
LI.CFC.002 Commercial Strategy Savings	£2.9m	
LI.DCX.CPS.01 Savings expected from the Shared Services Strategy	£1.3m	
6.3 High levels of customer and citizen satisfaction		
LI.CUS.005a Overall satisfaction with the service provided (bi-mthly)	79	
<i>Standardised access to service information is expected to improve this position further as the customer organisation changes become further embedded. Later in 2012 a range of self-service capability will also become available which should help improve satisfaction in this area further.</i>		
LI.CUS.012 Avoidable Contact	18	

LI.ICT.PI.03 Better Connects annual audit of website	4		
LI.PCIU.001 Satisfaction with Complaint Handling	100		
6.4 A high quality workforce			
LI.HRO.001 Average sickness FTE (Council)	3.57		
LI.HRO.002 Average sickness FTE (PCT)	2.95		
LI.HRO.003a Improved feedback from EOS: 20% improvement in Council Survey - empowerment	Measure is not suitable for reporting an outturn against, although it is possible to track the trend		
LI.HRO.003b Improved feedback from EOS: 20% improvement in Council Survey - Senior Mgmt Support	Measure is not suitable for reporting an outturn against, although it is possible to track the trend		
LI.HRO.003c Improved feedback from EOS: improvement in NHS survey - staff engagement	Measure is not suitable for reporting an outturn against, although it is possible to track the trend		
LI.HRO.004 Number of ideas from the Why Scheme that are implemented	Measure not developed		
LI.HRO.005 % of SRDs (and 6 monthly reviews) completed	80		

Project	Lead Officer	Judgement
1.1 The regeneration of Herefordshire with a particular focus on Hereford City		
HNDE.PROJ.02 Support the growth of Hereford City	Housing Manager (Development)	●
MJPR.PROJ.01 Delivery of Yazor Brook Flood Alleviation Scheme	Construction Manager	●
1.2 The delivery and maintenance of key countywide infrastructure		
MJPR.PROJ.02 Delivery of Connect 2 Greenway Scheme	Construction Manager	●
PAC.PROJ.01 Construction/Delivery of Link Road	Director for Places and Communities	●
SPRG.PROJ.03 Progress Hereford Relief Road Route in Core Strategy	Head of Strategic Planning and Regeneration	●
TRAN.PROJ.04 Local Transport Plan	Team Leader (Transport Strategy)	●
1.3 Growing businesses, jobs & wage levels countywide		
CYP.PROJ.3401 Development and implementation of Herefordshire's Child Poverty Strategy	Assistant Director, People's Services Commissioning	●
EDEV.PROJ.06 Rotherwas Futures	Economic Development Officer (Inward Investment and Infrastructure)	▲
<i>Site infrastructure work being completed; sites due to be marketed in April.</i>		
EDEV.PROJ.08 Business Grants	Economic Development Officer	▲
1.4 Development of employment skills, including access to higher education across Herefordshire		
REGP.PROJ.02 Support employment in the County	Regeneration Programmes Manager	●
REGP.PROJ.05 Realisation of Higher Education (HE) Gateway Project	Regeneration Programmes Manager	●
REGP.PROJ.06 Meet people's potential through Lifelong Learning	Community Learning and Employability Manager	▲
1.5 A reduction in health inequalities for the working age population of Herefordshire		

Project	Lead Officer	Judgement
PRGS.PROJ.07 Public - Health Smoking Cessation	Head of Corporate Transformation	●
PRGS.PROJ.09 NHS Health Checks Programme	Head of Corporate Transformation	●
1.6 Improved access to superfast broadband and wider use of technologies		
EDEV.PROJ.01 Deliver the Borders Broadband Project	Project Director	●
EDEV.PROJ.15 Improve range and access to services	Project Director	●
EDEV.PROJ.16 Implement Programme of demand stimulation to increase uptake by business and individual	Project Director	●
2.1 Improved intervention and support for older people and keeping them safe		
ICS.PROJ.220 Frail Older People pathway Implementation	Interim Programme Director: Adult Social Care	●
2.2 A robust & healthy provider market		
ICS.PROJ.207 Improving access to NHS Dentistry & Oral Health of Children	Associate Director of Commissioning	●
ICS.PROJ.254 Recommissioning of the Third Sector	Interim Programme Director: Adult Social Care	●
ICS.PROJ.259 Market Development	Interim Programme Director: Adult Social Care	●
2.3 Financial balance across Herefordshire's health & social care economy		
ICS.PROJ.261 QIPP Plan	Interim Programme Director: Adult Social Care	●
ICS.PROJ.262 CIP Plan	Interim Programme Director: Adult Social Care	▲
ICS.PROJ.263 Management Cost Savings	Director of NHS Resources and Delivery	●
2.4 The development of a new local commissioning infrastructure		
ICS.PROJ.238 Development of GP Consortium	Director of NHS Resources and Delivery	●
ICS.PROJ.240 Commissioning and Commercial Market Framework & Strategy	Interim Head of Commercial	●

Project	Lead Officer	Judgement
	Services	
2.5 Good quality corporate & clinical governance standards are embedded in all services provided		
ICS.PROJ.245 Health Care acquired infection strategy and workplan	Director of Clinical Leadership and Quality	
ICS.PROJ.246 Integration of quality schedules in provider contracts	Director of Clinical Leadership and Quality	
ICS.PROJ.247 10 Work streams of the Service Integration programmes	Director of Clinical Leadership and Quality	
ICS.PROJ.265 Enhancing Safeguarding Governance & Procedures	Interim Programme Director: Adult Social Care	
2.6 Reduction in health inequalities for frail, elderly people		
ICS.PROJ.248 Extend the falls prevention programme	Assistant Director Health and Wellbeing (Interim)	
2.7 More people retaining their independence through greater choice and control		
ICS.PROJ.216 Supporting People into Employment	Interim Programme Director: Adult Social Care	
ICS.PROJ.217 Stroke Care Pathway Implementation	Primary Care Manager	
ICS.PROJ.222 Personalisation	Interim Programme Director: Adult Social Care	
ICS.PROJ.224 Rapid Response	Director of NHS Resources and Delivery	
ICS.PROJ.264 Supporting People into Accommodation	Interim Programme Director: Adult Social Care	
3.1 Sustainable education provision throughout Herefordshire		
CYP.PROJ.3101 Develop framework/policy for sustainable school system.	Assistant Director, People's Services Commissioning	
CYP.PROJ.3102 Review of the provision to meet complex needs.	Head of Provider Services (Additional Needs)	
3.2 Improved intervention and support for children & young people and keeping them safe		

Project	Lead Officer	Judgement
CYP.PROJ.3201 Reconfiguration of multi-agency referral and assessment arrangements	Assistant Director, Children and Young People Provider Services	
CYP.PROJ.3202. Review of model of interventions to CP & CIN	Assistant Director, Children and Young People Provider Services	
CYP.PROJ.3203 Development and implementation of the integrated LAC strategy	Assistant Director, Children and Young People Provider Services	
3.3 Improved performance by early years and primary school pupils including vulnerable adults		
CYP.PROJ.3301 School improvement policy, protocols and practices to support settings causing concern	Head of Provider Services (Learning and Achievement)	
CYP.PROJ.3302 Closing the achievement gap of vulnerable children and young people	Head of Provider Services (Additional Needs)	
CYP.PROJ.3303 Raise educational achievement and outcomes of children in EY and primary schools	Head of Provider Services (Learning and Achievement)	
CYP.PROJ.3304 Supporting the development of setting leadership at all levels	Head of Provider Services (Learning and Achievement)	
3.4 Reduced child poverty		
CYP.PROJ.3401 Development and implementation of Herefordshire's Child Poverty Strategy	Assistant Director, People's Services Commissioning	
CYP.PROJ.3402 Reduction of NEET	Head of 11-19 Integrated Services	
3.5 Families & communities that are able to support all children & young people effectively		
CYP.PROJ.3501 Phase 2 Locality MAG development	Assistant Director, Children and Young People Provider Services	
CYP.PROJ.3502 Strengthening of CAF/assessment of need	Head of Provider Services (Locality Services)	
CYP.PROJ.3503 Implementation of the Women, Children and Families commissioning programme	Assistant Director, People's Services Commissioning	

Project	Lead Officer	Judgement
3.6 A reduction in health inequalities for children & young people		
CYP.PROJ.3601 Promotion of safe alcohol consumption amongst CYP & pregnant women	Public Health Consultant	●
CYP.PROJ.3602 Support for sexually active YP	Public Health Consultant	●
CYP.PROJ.3603 Reduction in the prevalence of obesity and overweight children.	Assistant Director Health and Wellbeing (Interim)	●
CYP.PROJ.3604 Complete tender process from new chlamydia screening provider and award contract	Assistant Director Health and Wellbeing (Interim)	●
4.1 Vibrant cultural opportunities		
CULT.PROJ.01 Future Delivery of Cultural Services	Project Director	●
4.2 Safe places where people feel secure		
SAFE.PROJ.001 Reduce reoffending through effective partnership working	Senior Strategy and Policy Officer	●
SAFE.PROJ.011 Encourage communities to actively engage in making their communities safer	Sustainable Communities Manager	●
4.3 Enhanced local democracy and community engagement		
SCOM.PROJ.02 Local Democracy Initiatives and Charter Review	Sustainable Communities Manager	●
SCOM.PROJ.09 Development and Implementation of the Community Engagement Framework	Sustainable Communities Manager	●
SCS.PROJ.02 Development and Implementation of Hearts of Herefordshire Approach	Director for Places and Communities	●
4.4 Ways of working that reflect the needs and priorities of people & place		
SCOM.PROJ.01 Implementation of Locality Strategy	Sustainable Communities Manager	●
SCOM.PROJ.06 Support for Community Asset Transfers	Sustainable Communities Manager	●
SCOM.PROJ.07 Implementation of Third Sector Review and support establishment of Third Sector Board	Third Sector Liaison Officer	●
SCOM.PROJ.08 Engage Communities in Participatory Budgeting	Parish Liaison and Rural Services Officer	●

Project	Lead Officer	Judgement
4.5 A balanced housing market to meet residents needs		
HNDE.PROJ.01 Increase delivery of affordable housing	Housing Manager (Development)	●
PSHG.PROJ.03 Address housing conditions and their impact on health	Private Sector Housing Manager	●
5.1 The preservation and enhancement of our environment		
SPRG.PROJ.08 Refresh Biodiversity Strategy	Team Leader (Landscape and Biodiversity)	●
SUST.PROG.01 HPS Carbon Management Programme	Sustainability Team Leader	●
SUST.PROG.02 Embedding of carbon awareness and management across the County	Sustainability Team Leader	●
SUST.PROJ.01 Collaborative Low Carbon Schools Service Programme	Sustainability Team Leader	●
WAMA.PROJ.09 Commission Waste to Energy Plant	Waste Services Manager	▲
5.2 Accessible services and countryside		
PRPC.PROJ.07 Produce King George V Park Management Plan	Parks, Countryside and Leisure Development Manager	▲
<i>Timescale revised; pushed back to November 2012.</i>		
PRPC.PROJ.11 Produce Queenswood Country Park Management Plan	Parks, Countryside and Leisure Development Manager	●
SCOM.PROJ.10 Policy Framework to support the planning and design of services at a local level	Sustainable Communities Manager	●
5.3 A strong regional and national reputation		
PCIU.PROJ.01 Customer Insight Unit Project	Public Experience Manager	●
PEX.PROJ.001 Public Experience Information Repository	Public Experience Manager	●
5.4 The protection of people's health & wellbeing		
ICS.PROJ.237 Joint Strategic Needs Assessment (JSNA)	Assistant Director Health and Wellbeing (Interim)	●
TRAN.PROJ.05 Deliver Road Safety Improvements	Transportation Manager	●
5.5 Increased equality of opportunity		

Project	Lead Officer	Judgement
EQDI.PROJ.001 Develop action plan with Herefordshire Equality and Human Rights Group	Equality, Human Rights and Partnership Manager	●
EQDI.PROJ.002 Develop Herefordshire Equality and Human Rights Training Programme with BIHR	Equality, Human Rights and Partnership Manager	●
EQDI.PROJ.003 Develop Herefordshire Equality and Human Rights Charter Mark	Equality, Human Rights and Partnership Manager	●
5.6 Sustainable public transport provision		
TRAN.PROJ.04 Local Transport Plan	Team Leader (Transport Strategy)	●
TRAN.PROJ.05 Deliver Road Safety Improvements	Transportation Manager	●
6.1 High quality assessments of need		
HWS.PROJ.02 New Integrated Strategic Needs Assessment	Public Health Consultant	●
ICS.PROJ.237 Joint Strategic Needs Assessment (JSNA)	Assistant Director Health and Wellbeing (Interim)	●
6.2 Streamlined, working practices		
CFC.PROJ.01 Office Accommodation / Flexible Working	Chief Officer Finance and Commercial	●
CFC.PROJ.02 Commercial Strategy	Chief Officer Finance and Commercial	●
CFC.PROJ.03 Process Change	Chief Officer Finance and Commercial	●
CPS.PROJ.14 Shared Services	Deputy Chief Executive and Director of Corporate Services	●
HCO.PROJ.01 Implementation of Agresso	Project and Portfolio Manager	●
ICT.PROJ.04 ICT Strategy / Technology review	Assistant Director, People, Policy and Partnerships	●
6.3 High levels of customer and citizen satisfaction		
CSC.PROJ.01 Customer Organisation Project (CRM / Self Service)	Assistant Director, Customer Services and Communications	●
INFO.PROJ.02 Customer Organisation Project	Customer Services Manager	●

Project	Lead Officer	Judgement
KNOW.PROJ.05 Implement Phase 1 of transformed public services portal	Digital Channels Programme Manager	●
PCIU.PROJ.01 Customer Insight Unit Project	Public Experience Manager	●
6.4 A high quality workforce		
HRO.PROJ.01 Production of a People Strategy and Workforce Plan	Interim HR Director, West Midland NHS Cluster	Project not defined
HRO.PROJ.02 Flexible working project	Interim HR Director, West Midland NHS Cluster	Taken forward as Better Ways of Working
HRO.PROJ.03 Organisational Design Project	Interim HR Director, West Midland NHS Cluster	●
HRO.PROJ.04 Employee Engagement (inc Why Initiative) 90 Day Plans	Interim HR Director, West Midland NHS Cluster	●

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	EDGAR STREET LINK ROAD IMPLEMENTATION
PORTFOLIO AREA:	EDUCATION AND INFRASTRUCTURE ENTERPRISE AND CULTURE ENVIRONMENT , HOUSING AND PLANNING

CLASSIFICATION: Open

Wards Affected

Aylestone Ward, Central Ward and Three Elms Ward.

Purpose

To seek authority to acquire by negotiation the land, properties, easements and rights of access over land needed for the construction of the Link Road between Edgar Street and Commercial Road, Hereford, and for in principle approval for the making of Compulsory Purchase Order (CPO) and Side Roads Order (SRO) if required, for the same purpose.

The Link Road is required to facilitate the implementation of proposals for the regeneration of the area known as the Edgar Street Grid; a plan of the boundary is attached at Appendix 1 ("the ESG Area").

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; and 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.

Recommendation(s)

THAT CABINET:

- (a) **Authorises the Chief Officer Finance & Commercial, in consultation with the Director for Places and Communities, to proceed with acquisitions through negotiations with the possible affected landowners, as regards the acquisition of all necessary land interests, and all other necessary steps in this matter;**
- (b) **Agrees that in order to secure any land and new rights required for the Link Road, the use of the Council's statutory powers of compulsory**

Further information on the subject of this report is available from
Nick Webster – Economic Development Manager on (01432) 260601

acquisition in making a Compulsory Purchase Order, and the use of the Council's statutory powers to make a Side Roads Order be approved, in principle, subject to a further report to Cabinet to more specifically identify the land interests to be acquired and further explain the necessity for a CPO in a statement of reasons.

Key Points Summary

- Requirement to provide additional road capacity to facilitate movements around the city and to provide access to development plots within the ESG Area.
- Negotiations with landowners and businesses are ongoing for the necessary land, property, and rights.
- A CPO and SRO may also be required to provide certainty of delivery.
- Approximately 19 businesses will either be directly or indirectly impacted by the CPO, and it is estimated that these businesses employ approximately 190 people.
- It is estimated that up to 800 housing units could be accommodated within the ESG Area.
- A planning application for the preferred scheme has been approved by the Local Planning Authority.
- Herefordshire Council has committed to underwriting the funding required to make the CPO and undertake the construction of the Link Road.

Alternative Options

- 1 That the Council attempts to conclude the acquisition of all the necessary land and interests solely through negotiation.
- 2 Negotiations are currently ongoing between Herefordshire Council and relevant landowners and businesses. It is considered feasible that a negotiated agreement could be reached in respect of some of the land, interests and new rights required, although there may be adverse implications from a cost and timescale perspective.
- 3 The alternative option is therefore to continue to attempt to conclude negotiated agreements without the security of a CPO.

Advantages of negotiated agreement

1. Would negate the need to make a CPO and SRO and the possibility of holding a CPO and SRO Public Inquiry.

Disadvantages of negotiated agreement

1. There would be no certainty over timescales for conclusion of an agreement.
 2. There would be no certainty of reaching an agreement and being able to acquire the required land, property and rights.
 3. There would be an associated risk of cost increases to facilitate a negotiated conclusion.
- 4 This alternative option is not recommended for these reasons, although in line with the guidance set out in ODPM Circular 06/2004, the Council and Hereford Futures on behalf of the Council, will continue to try and negotiate the acquisition of the necessary land and rights by

agreement even if the Order is made.

Reasons for Recommendations

- 5 To deliver the redevelopment of the ESG Area, infrastructure enabling works are required including the construction of the Link Road. Large parts of the ESG Area are currently inaccessible by car or even on foot, with many dead ends, few landmarks and major physical barriers. The Link Road will provide access to land for residential and leisure redevelopment, and deliver a range of other benefits for pedestrians, cyclists, public transport users and motorists within Hereford.
- 6 The Council is currently negotiating the acquisition of land and new rights by agreement to enable the Link Road works to progress. Some of these negotiations have progressed well and the Council are nearing a point where acquisitions could be completed.
- 7 However the negotiations with the majority of businesses have been inconclusive to date and it is necessary for the Council to consider using its powers of Compulsory Purchase to enable the Council to acquire all the land and interests needed to progress the Link Road needed for the ESG scheme.
- 8 It is estimated that up to 800 housing units could be accommodated within the redevelopment of the ESG Area, and that of those 35% (280 out of 800 units) will be classified for affordable use.
- 9 To enable the construction of the Link Road approximately 14 businesses will be required to relocate from within the ESG Area, and approximately a further 5 businesses are directly affected by the construction. The said 19 businesses employ an estimated 190 people.

Introduction and Background

- 10 The implementation of the ESG scheme will require substantial preliminary infrastructure, including the Link Road, needed to open up land for development and to take traffic from a redesigned inner ring road.
- 11 Hereford Futures and Herefordshire Council, in consultation with the Highways Agency and transportation planners have fully appraised the preferred route of the Link Road. The Link Road is an estimated 850m long, single carriageway route. As its name suggests, it serves to make new links within Hereford's road network. The Link Road will offer new or improved connections with Widemarsh Street, Blackfriars Street, Station Approach and Canal Road and this will facilitate the wider regeneration of the ESG Area. The Link Road will also create opportunities for new community facilities to be brought forward, for example by West Mercia Police and the Primary Care Trust (PCT). A map of the Link Road planning submission can be seen at Appendix 2.
- 12 The Council is negotiating with the appropriate landowners and businesses for the necessary land, property and rights needed for the Link Road. However in order to guarantee the acquisition of the land, and rights and to secure timescales it may be necessary to seek a further authorisation to actually make a CPO if it appears that agreement on the acquisition of any of the required land and rights may not be reached within necessary timescales.

Key Considerations

- 13 Together with other on-site measures, the construction of the Link Road will facilitate the redevelopment of land within the ESG Area and take traffic away from a redesigned inner ring road.

- 14 Planning consent for the Link Road was granted in March 2010. This approved the entire line of the Link Road, from Edgar Street to Commercial Road, in addition to all necessary junction works and side roads. In March 2012, Council approved the Capital Programme which included the funding required for the implementation of the Link Road project.
- 15 The Council has been in negotiation with the owners of the land and businesses affected by the line of the Link Road for the acquisition of land, rights and easements needed for the construction of the Link Road. In total there are approximately 19 affected businesses. The negotiations with some of the landowners have been inconclusive and there is the possibility of them becoming protracted. Any delay over the acquisition of the necessary land and rights will subsequently delay the construction of the Link Road, and the wider development of the ESG Area.
- 16 If the Council agrees the “in principle” use of its powers of compulsory acquisition and powers of access, this will not preclude the Council from endeavouring to acquire the necessary land and rights by agreement. This report therefore asks for approval in principle to make a CPO and SRO for the Edgar Street Link Road, whilst continuing with efforts to acquire, by agreement, the land, business interests and rights needed to carry out the Link Road works.
- 17 Failure to agree the recommendations of this report could have implications for the implementation of the wider ESG redevelopment proposals and the Urban Village development in particular. As noted above, a CPO and SRO may be required to give certainty regarding the timescales for negotiating the acquisition of the land, business interests, and rights necessary to progress the scheme.

Community Impact

- 18 The southern part of the ESG Area is separated from the city centre by the busy dual carriageway inner ring road (Newmarket and Blueschool Streets). The Link Road is designed to take significant volumes of traffic from the heavily trafficked inner ring road – and so enable Newmarket and Blueschool Streets to be upgraded for easier pedestrian movement and reduction in through traffic that would be transferred to the Link Road. By removing existing barriers and improving access, the expansion of the city centre northwards, into the ESG Area, will be enabled.
- 19 The redevelopment of the ESG Area will ultimately open up circa 20 acres of land for residential redevelopment, it is estimated that up to 800 housing units could be accommodated within this allocation. It is expected that Policy H9 of the UDP – Affordable Housing will apply to the ESG residential developments and consequently 35% of units will be classified for affordable use. Consequently it is estimated that up to 280 units will be of an affordable nature.
- 20 The construction of the Link Road will require approximately 14 businesses to relocate from within the ESG Area, a further 5 businesses are directly affected by the construction but will not be required to relocate. Herefordshire Council has estimated that 190 people are employed on a full, or part, time basis within these businesses, employee estimates have not been made for the Royal Mail depot, as this business will remain on site. Each of these businesses are being encouraged to enter into negotiations with Herefordshire Council prior to any acquisition under a CPO and SRO.
- 21 Statutory compensation is being offered to those businesses affected. Details of suitable alternative business units and sites are being sent to all businesses, and a series of meetings between individual businesses and Council Officers is in the process of being planned. There are no residential properties which are being wholly acquired.

- 22 As a part of the statutory planning process, and as part of the wider ESG community engagement process, there has been considerable community consultation over the Link Road and its route.

Equality and Human Rights

- 23 This report and recommendations do pay due regard to the Council's public sector equality duty. Under Section 149 Equalities Act 2010, the "General Duty" on public authorities is:

"A public authority must, in the exercise of its functions, have due regard to the need to -

- eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

- 24 The Equalities and Diversity team have been consulted on this report; it is considered that there is no negative impact on the Protected Characteristics identified in the Equalities Act 2010.

Financial Implications

- 25 In March, Council approved the Capital Programme which included a budget for the delivery of the Link Road project. The Council has set a budget of £27m for underwriting the delivery of the scheme. This is to be funded through a combination of Capital receipts and borrowing repaid over a 25 year period.
- 26 Third party contributions will be sought wherever considered feasible and / or financially viable; in particular consideration will be given to securing Government and European grant funding. At this stage it is impossible to determine whether the Council would be successful in either identifying or bidding for appropriate grant funding, or what amount any grant may contribute.

Legal Implications

- 28 A further resolution will be required authorising the Council to use its powers of compulsory acquisition in order to make the CPO. An SRO in the context of this scheme would, amongst other things, be used to stop up private means of access to premises, of certain affected landowners, and providing such alternatives means of access as are considered necessary.
- 29 Specialist CPO and SRO legal advice is being provided by Pinsent Masons LLP in addition to the internal Herefordshire Council Legal Team. Pinsents have provided detailed legal advice on other aspects of the ESG scheme and are fully conversant with the projects aims and aspirations.
- 30 If required once the CPO has been confirmed this will be registered as a local Land Charge and will appear on affected landowner's property titles.
- 31 If a CPO and SRO are made and confirmed, compensation is payable to affected landowners and business owners in accordance with the relevant statutory provisions.

Risk Management

- 32 Should the recommendation of this report be declined, the risk to the Council is that the land and rights needed for the scheme will not be securable by negotiation within a suitable time frame and/or cost, leading to a potential adverse affect on the timings and implementation of the wider ESG proposals, as they currently stand.
- 33 The above risk could be mitigated if the Council were prepared, and able, to extend the timescales for the implementation of the current ESG proposals, and / or were able to meet any increase in costs incurred as a result of a wholly negotiated process.
- 34 Asking for “in principle” approval of the use of CPO and SRO powers gives a clear indication of the Council’s intention. A further report to Cabinet asking for a resolution to actually make a CPO and SRO for this scheme will follow this initial report, and will determine the most appropriate powers for the same, refine the actual route and interests to be acquired, and provide the detailed accompanying Statement of Reasons for both a CPO and SRO.
- 35 Cabinet should be aware that, from the point of the Council’s resolution to agree to invoke CPO and SRO powers, the Council is at risk of eligible property owners submitting Blight Notices.
- 36 The above risks will be monitored and managed through the corporate risk management process.

Consultees

- 37 Relevant business and property owners will be consulted as appropriate.

Appendices

- Appendix 1 - ESG Area
- Appendix 2 - Link Road Planning Submission Map

Background Papers

- None identified.

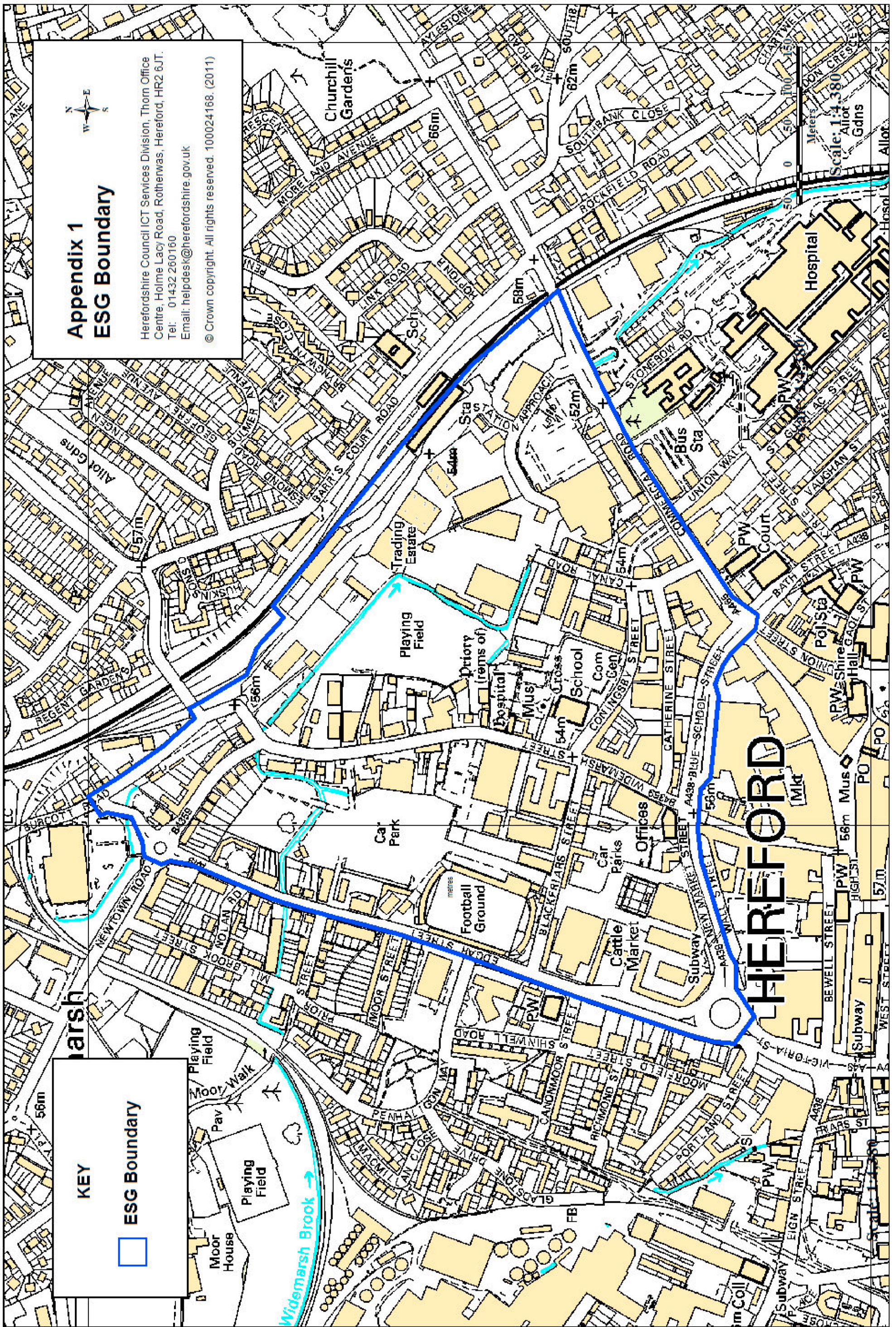
Appendix 1 ESG Boundary



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KEY

ESG Boundary





**Appendix 2
Link Road Planning
Submission Map**



MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	CHILDREN CENTRE SERVICES REVIEW
PORTFOLIO AREA:	HEALTH AND WELL BEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

For Cabinet to be informed of the findings from the children centre services consultation and agree a course of action to determine the future delivery model.

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.

Recommendation(s)

THAT:

- (a) taking account of the views expressed through the consultation, a ‘mixed market’ model of children centre services delivery be adopted;**
- (b) the core purpose specification for services for families with young children be developed through the forthcoming root & branch review using the results of this consultation; and**
- (c) a south city children’s centre is re-designated to a nursery to meet increased demand, and the Director for People’s Services be delegated authority to determine which centre is re-designated taking account of the outcome of ongoing feasibility work.**

Key Points Summary

- Children centre services provide a wide range of support to families with young children (0-5) across a geographical area, delivered in children centre buildings, families’ homes and

Further information on the subject of this report is available from
Tina McGrath Head of Provider Services (localities) (01432) 261921

community venues.

- A 12 week consultation has been undertaken involving parents/carers, children centre staff, service providers and local stakeholders in the nine localities to help identify an affordable model for the delivery of Herefordshire children centre services that will help all children achieve their potential and takes full account of the changing national policy, the financial challenges and Herefordshire Council and NHS Herefordshire's desire to commission services based on the needs of families.
- There was a positive response to Herefordshire having a mixed market of providers running children centre services; a core purpose specification will no need to be developed in order to commission these services.
- The government has recently announced an increase in the number of free nursery places for two year old children who live in deprived areas. There has been support to re-designate one of the three South Wye Children Centres as a nursery to meet the shortfall in places for two year old children, with children centre services being consolidated in the other two centres in that area.
- Phase 2 of the Root and Branch Review between October 2012 and March 2103 will be focusing on children and young people in Herefordshire.
- This report should be seen, alongside reports elsewhere on Cabinet's agenda today, as an integral element of the overall focus on prevention and early intervention, supporting disadvantaged or vulnerable children and their families by intervening early and giving children the best start in life.

Alternative Options

- 1 It is a statutory requirement to provide children centre services; however the delivery model is a matter for local determination.
- 2 The provision of additional nursery places could be left to the local market to respond to; however demand based on provision for 3-4 year olds already exceeds supply and it is therefore unlikely that an increase in demand will be met.

Reasons for Recommendations

- 3 These recommendations are the result of the findings of a detailed consultation, which will enable the council to fulfil its duty to provide children centre services within the budget available, and in a way which best meets service user needs. It takes into consideration the current government thinking around the delivery of the core purpose and future statutory guidance due later this year.

Introduction and Background

- 4 Local authorities have a statutory duty to provide children centre services under Section 5A of the Childcare Act 2006, and the Apprenticeships, Skills, Children and Learning Act 2009 (ASCL) states that "local authorities must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need."
- 5 Children centre services provide a wide range of support to families with young children (0-5) across a geographical area. The services may be delivered in children centre buildings, families' homes and community venues, with a view to ensuring that early childhood services in an area are made available in an integrated manner There are currently 11 children centres across

Herefordshire delivering a “core service” including:

- Information and advice to parents on a range of subjects including looking after babies and young children, the availability of local services such as childcare;
- Drop-in sessions and activities for parents, carers and children;
- Outreach and family support services, including visits to all families within two months of a child’s birth;
- Child and family health services, including access to specialist services for those who need them;
- Links with Jobcentre Plus for training and employment advice;
- Support for local childminders and a child-minding network.

6 The government is committed to ensuring that centres become the hub for services, from a range of partners, for children aged 0-5 years. The Department for Education and the Department of Health have recently published the “Foundation Years Policy Statement” which sets out the vision for the families with children 0-5 years. The government believes that children centre services should have a clear core purpose, focused on improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in child development and school readiness; supported by improved:

- parenting aspirations, self-esteem and parenting skills
- child and family health and life chances.

7 The government has worked with sector leaders to consider evidence and good practice, resulting in a co-produced description of how the core purpose can be achieved, by:

- Assessing need across the local community
- Providing access to universal early years services in the local area including high quality and affordable early years education and childcare
- Providing targeted evidence based early interventions for families in greatest need, in the context of integrated services
- Acting as a hub for the local community, building social capital and cohesion.
- Sharing expertise with other early year’s settings to improve quality.

8 In order to develop the core purpose in Herefordshire and to identify an affordable model for the delivery of Herefordshire children centre services that will help all children achieve their potential, meet identified need, and take full account of the changing national policy and the financial challenges HPSLT and lead members agreed to undertake a consultation to inform the future delivery of children centre services.

9 The consultation also included re-designation to a nursery of one of the three Children Centres in the South Wye area. In line with the new national policy to provide free nursery places for 2 year old children in deprived areas, the Department for Education has informed Herefordshire that 300 places for disadvantaged two year olds of 15 hours per week will be required from September 2013. Currently the offer in Herefordshire is 60 places at 10 hours per week.

Key Considerations

10 Between 9th January and 30th March 2012, parents, carers, children centre staff, professionals

and members across Herefordshire, were invited to take part in a county wide consultation to inform a review of children's centre services. Two different opportunities were provided:

- On line questionnaires with paper versions if required
- Locality events for professionals, members and parish councils.

11 The consultation, and particularly the online consultation, proved to be a powerful tool which provided a range of useful information to inform the future. In total we received 914 responses from parent and carers, 37 from children centre staff, 50 from professionals, and 46 people attended the locality events.

12 The consultation was an opportunity for us to understand what works well, what could work better and what we should be prioritising to ensure the families that need the most support receive it.

13 The full findings from the consultation are available as a background paper, however the key headlines are:

- Families would like to see centres open at weekends.
- More publicity is needed to reach families who are unaware of the centre services
- Universal groups, such as stay and play are valued most by families followed by a range of universal health services (health visitor and midwife clinics, ante and post natal groups). Parents also valued support in getting their child ready for nursery and/or school.
- Children centre staff and service providers also ranked universal health services as important but also recognised the importance of delivering targeted services such as one to one family support, parenting support, portage support for disabled children and speech and language clinics and groups.
- Counselling services, mental health services and debt management were some of the targeted services identified that would be welcome alongside universal services such as family activity days and family learning. There was also a need identified for more services in rural areas.
- There was a positive response to charging for universal services.
- A higher percentage of respondents agreed that children centre services should be more targeted to the most vulnerable, whilst universal services were also valued.
- The results of a group of questions based on who should run children centres has shown a positive response to having a mixed market of providers running children centres, made up of council, charities, parents and community groups.
- All respondents agreed that parents could become more involved in running children centre services in a variety of ways.
- There was an overall positive response to the option of re designating a south city children's centre to become a childcare nursery, although there was no clear preference on which centre would be the preferred option. A feasibility study is currently being undertaken by the Sufficiency and Capital Commissioning Team.

14 The consultation results have shown the demand for additional services and what services the children centres need to focus on, children provider services will look at how these can be adapted and delivered through 2012-13.

15 The development of a core purpose specification for the longer term provision of Children Centre will be part of the focus of the Root and Branch review between October 2012 and March 2013

which will give the local authority the scope to understand the services needed by families with young children to ensure that families who need early help are supported to prevent further escalation and risk of negative outcomes later in life.

Community Impact

- 16 Section 5A of the Childcare Act 2006 and more recently the Apprenticeships, Skills, Children and Learning Act 2009 (ASCL) requires that local authorities consult before making a 'significant change' to services offered through existing children's centres..
- 17 The consultation included families, children centre staff, service providers, children centre advisory boards and local stakeholders, including Wye Valley NHS Trust, GPs, third sector agencies, local and parish members, early years settings and schools.
- 18 The recommendations and consultation is a common theme running through the Child Poverty Strategy and highlighted in the Director of Peoples Services Delivery Plan:
 - 3.3 To improve outcomes for children in the Early Years Foundation Stage and primary schools so that overall education achievement indicators are in the top quartile nationally within 5 years
 - 3.4 To reduce the impact of child poverty on children in Herefordshire.
 - 3.6 Reduce health inequalities for children and young people
- 19 Children Centre Services for the whole South Wye area will continue to be provided, consolidated through the remaining two centres.

Equality and Human Rights

- 20 The proposal pays due regard to our public sector equality duty. An equality impact assessment will be used to inform decision making as part of the root and branch review and as part of the feasibility work on deciding which centre is to be re-designated.

Financial Implications

- 21 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
- 22 The budget for children centre services for 2012/13 is £1.9m.
- 23 The re designation of a south city children centre could deliver savings of between £32,000 and £44,000 per year depending on which centre is chosen. There will also be an income from the chosen provider based on property services calculations.
- 24 In order to make the chosen centre fit for purpose there will need to be some refurbishment costs, which will need to be incurred in this financial year, a feasibility study is currently being undertaken by the Sufficiency and Capital Commissioning Team.

Legal Implications

- 25 Local authorities have a statutory duty to provide children centre services under Section 5A of the Childcare Act 2006 and more recently the Apprenticeships, Skills, Children and Learning Act 2009 (ASCL) that states that "local authorities must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need."
- 26 New statutory guidance for children centre services is expected in the autumn.

Risk Management

- 27 There are some risks attached to the re designation of a south city children centre to create a childcare nursery:
- Unable to afford the refurbishment costs
 - Unable to secure a provider to deliver the service.

The risks identified above will be taken into consideration as part of the feasibility study, any costs for refurbishment will link to long term savings due to reduced running costs and increased income as rent from a local provider.

Consultees

- 28 Under the Herefordshire Compact Agreement Code of practice - Informing, Consulting and Partnership the principles and standards of consultation (10.1 & 10.2) were adhered to.
- 29 Between 9th January and 30th March 2012, parents, carers, children centre staff, professionals and members across Herefordshire, were invited to take part in a county wide consultation to inform a review of children's centre services. Two different opportunities were provided:
- On line questionnaires with paper versions if required
 - Locality events for professionals, members and parish councils.

Appendices

None

Background Papers

- Findings of consultation exercise.

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	RECOMMENDATION FOR THE ESTABLISHMENT OF A SINGLE YOUTH OFFENDING SERVICE FOR WEST MERCIA
PORTFOLIO AREA:	HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

The purpose of this report is to seek agreement on the establishment of a single Youth Offending Service for the authorities within the West Mercia police area.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT:

- (a) work should progress to establish a distinct core model for a West Mercia Youth Offending Service, and to consider the optimum delivery mechanisms for non core services using a commissioning approach;
- (b) West Mercia Probation Trust is contracted to deliver a core Youth Offending Service, as part of the transition process, as the preferred way forward, and that, subject to the Director for Peoples Services being satisfied that effective linkages are being maintained between the core Youth Offending Service and local youth and family services in Herefordshire, implementation should proceed to achieve this; and
- (c) this arrangement be reviewed after 18 months to allow exploration by the Local Authorities, jointly and severally, through the Youth Offending Service Management Board of commissioning the Single Core Youth Offending Service through a competitive process to secure a third party provider from year three, if that is the conclusion of the review.

Further information on the subject of this report is available from
Deborah McMillan Head of Locality Services on (01432) 260978

Key Points Summary

- There is a common theme running through the Children's Centre Review, the Youth Service Review and the Youth Offending Service Review. These three Cabinet Reports reflect the Local Authority's approach to delivery that seeks to support disadvantaged or vulnerable children, young people and families by identifying those who need additional and early help to overcome the challenges they face. A focus on prevention and intervening early is a key feature of all of the recommendations.
- A Youth Offending Service is a multi-agency team that is coordinated by a local authority, which is overseen by the Youth Justice Board. It deals with young offenders, sets up community services and reparation plans, and attempts to prevent youth crime and re-offending rates. They were established following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. Youth Offending Services engage in a wide variety of work with young offenders under 18 years.
- Youth Offending Services in Herefordshire are delivered by the Herefordshire and Worcestershire Youth Offending Service as a joint service. The service is performing well.
- The Youth Offending Service is a statutory service which must be established by the Local Authority in co-operation with other statutory partners.
- A review of Youth Offending Services across the West Mercia area is timely due to changes in youth justice funding, the appointment of Police and Crime Commissioners and budget changes, and the reduction of first time entrants changing the nature of the demands on the service.
- As the co-ordinating body we should be considering the elements of Youth Offending Service delivery that we want to continue to deliver directly, and the elements that may be more effectively commissioned.
- Herefordshire Council understands the need to focus on early help, intervening early and preventing young people entering the youth justice system. There are clear linkages between the service being delivered and supporting improvement of wider corporate plan objectives such as increasing educational achievement. The new arrangements will not only provide value for money but will facilitate improved outcomes for young people.
- The recommendation is to establish a single Youth Offending Service covering Herefordshire, Worcestershire, Shropshire and Telford and Wrekin.
- The recommendations will provide a viable single and efficient Youth Offending Service for West Mercia, and will provide Herefordshire with financial savings of at least 20% over a two year period to April 2015.
- The Local Authority will require the merged service to commit to maintaining the link between the Youth Offending Service and local services including children's social care and targeted youth support.

Alternative Options

1. Maintaining the status quo is not an option as Worcestershire County Council is not supportive of continuing to deliver a joint Youth Offending Service with Herefordshire and they are in favour of the recommendation for a West Mercia Youth Offending Service. Herefordshire

cannot deliver the Youth Offending Service alone as it would not be financially viable to do so especially with challenges on our financial position as a council. There are funding changes with the youth justice grant which will further impact on the funding available to deliver the Youth Offending Service.

Reasons for Recommendations

2. The key strategic issues informing these recommendations are:
 - The challenging financial position and the need to use resources more effectively whilst continuing to secure effective services
 - Councils becoming commissioning bodies, rather than direct providers of service
 - The drive towards local service delivery across all sectors
 - The focus on early intervention and prevention to achieve better outcomes for children and adults
 - A renewed focus on work with troubled families
 - The reduction in numbers of young offenders, and use of custody

Introduction and Background

3. West Mercia currently has two Youth Offending Services. One covers Shropshire, Telford and the Wrekin, the other covers Herefordshire and Worcestershire. Both services perform well according to inspection reports and they have been effectively managed as joint services across Local Authorities. However, the landscape is changing for Local Authorities and in criminal justice thinking and it is timely to review how the service is delivered. With the forthcoming appointment of a Police and Crime Commissioner, and with budgets for substance misuse and community safety passing to the Police Authority, it is important to ensure the Youth Offending Service is well positioned to both commission and deliver services.
4. It is also important to note that the number of first time entrants to the criminal justice system has reduced by 25% however the size of the Herefordshire and Worcestershire Youth Offending Service has not reduced to reflect this. This financial year Herefordshire has reduced the contribution made to the Youth Offending Service to reflect this. This is an opportunity to reshape Youth Offending Service for the future. There are twin agendas that we are seeking to deliver: achieving financial savings and ensuring improved outcomes for young people. There are clear linkages between the service being delivered and supporting improvement of wider corporate plan objectives such as increasing educational achievement. The new arrangements will not only provide value for money but will facilitate improved outcomes for young people.
5. The four Local Authorities, NHS, Police and Probation Trust in West Mercia have established a project to look at the options to do this, and to then support the implementation of a new service, in line with the preferred model chosen through the options appraisal. A project board comprising the Children's Services Directors from each Local Authority and a senior representative of the statutory partners for Youth Offending Services of Police, Probation, and NHS has been established to govern and direct the work of the project. Herefordshire employs 2.5 FTE staff who work for the Herefordshire and Worcestershire Youth Offending Service - 1 FTE Assistant Team Manager and 1.5 FTE Youth Offending Service Officers.

Vision, Outcomes and benefits:

6. An approach which focuses on preventing youth crime, rather than simply responding to it is the aspiration of the project. This places the Youth Offending Service at the heart of a wider system explicitly focused on prevention, diversion, and educational achievement. This should lead to:

- A clear, joined up route for young offenders to obtain timely and appropriate services that integrate with other local services such as health, adult's services, children's' services, police, schools and third sector and voluntary providers.
- Improved outcomes for young offenders in terms of reduction in first time entrants to the justice system, reduction in reoffending and reduction in use of custody, as well as better life outcomes as set out in Every Child Matters (to be safe, healthy, make a positive contribution, achieve economic wellbeing)
- A viable single and efficient Youth Offending Service for West Mercia
- Financial savings of at least 20% over a two year period to April 2015

7. **Principles for change** have been agreed, and options and decisions will be tested against these, which are set out below:

- Focus on outcomes - young offenders are children first, and although services are performing well, there is an aspiration to improve outcomes for young offenders
- Build on existing strengths of current services
- Collaborate to establish shared services across West Mercia where this needs to be consistent and requires specific expertise
- Make best use of scarce resources
- Apply intelligent, evidence based commissioning
- Maintain and develop local service delivery
- Develop strong leadership in regional criminal justice arrangements
- Ensure there is a strategic and operational fit with development of Prevention and Early Intervention services in Local Authority Services

8. There has been extensive discussion with Directors of Children's services, West Mercia Probation Trust (WMPT), West Mercia Police, NHS colleagues, staff and managers in the current Youth Offending Service and key stakeholders since January 2012 which have informed the recommendations in this report.

Service Definition

9. The Youth Offending Service is a statutory service which must be established by the Local Authority in co-operation with other statutory partners. The purpose of the service is:

- To co-ordinate the provision of youth justice services for all those in the LA area who need them
- To carry out those functions assigned in the Youth Justice Plan which is agreed annually by each Local Authority

10. To consider the options for creating a service across West Mercia, and determine what could be delivered at this level, and what could be delivered at more local level, the activities have been defined according to whether they are statutory functions, and whether they specifically have to be undertaken by the Youth Offending Service. The definitions are set out below:

11. **Core** - activities which are statutory youth justice services (involving assessment, case management, enforcement and court services) which have to be undertaken by a Youth Offending Service Member or a Youth Offending Service under statute.

12. **Non core statutory** - youth justice services which need to be available, but do not necessarily have to be delivered by the Youth Offending Service for example parenting orders.

13. **Non core non mandatory or discretionary** - services which are relevant and currently delivered or co-ordinated by the Youth Offending Service as the result of particular historical funding initiatives, national policy and guidance or local arrangements for example project such as the

Youth Inclusion and Support Panel (YISP) that works with children and young people who are identified as being at risk of being involved in crime or anti social behaviour.

Service Pathway:

14. Using the definition of the core service, the service pathway has been reviewed and a high level pathway has been designed for the single service. This will inform the operation of the core service.

Option Appraisal - Strategic Management model:

15. Two main delivery options were considered, each with variations. These are
 - An Integrated Youth Offending Service, incorporating all existing services, particularly statutory services.
 - A core Youth Offending Service across West Mercia, with commissioned non-core services.
16. It was concluded that the best fit with the principles for change suggest that work should progress to establish a distinct core model for a West Mercia Youth Offending Service, and to consider the optimum delivery mechanisms for non core services using a commissioning approach.

Option Appraisal - Delivery of Core Service on a hosted basis:

17. **Features of a Hosted Service:** The host agency manages the core services on behalf of the Local Authorities which have statutory responsibility for establishing the Youth Offending Service for their area. This would be done under a formal managing agent agreement, or under contract with each Local Authority if not hosted by a Local Authority, with appropriate governance through a new single Youth Offending Service Management Board to ensure that the Youth Offending Service is held to account for delivery at local level for each Local Authority, as well as at strategic level across West Mercia. Each Local Authority would need to produce a Youth Justice Plan for its area, which would underpin the contract or formal agreement with the host.
18. Employment options for staff are being explored, though there is a preference for staff to be seconded into the new service. The key element is to establish a flexible workforce committed to a service across West Mercia, but with local delivery and engagement with a wider range of services.
19. Although some of the current non-core services may be able to be directly commissioned by a Local Authority, or alternative arrangements made, it is likely that there will be some in-house provision remaining beyond the next six months. In the medium term it is most practical if the host agency also manages these as part of the Youth Offending Service, within an appropriate management structure. This provides the opportunity for them to be managed on a West Mercia basis and to prepare for the future as commissioned services.
20. The budget for the Core Youth Offending Service and the remaining non-core services would be set in line with the size of the new service, probably hosted by a Local Authority to allow maximum flexibility around use of resources, and drawn down by the host agency.
21. The host is likely to need to provide contracting and procurement support to the Youth Offending Service, as this function is not well developed, and the scale of commissioning does not warrant separate procurement services.
22. Establishing a hosted service on this basis is likely to be achievable by October 2012 in shadow format, with formal implementation from April 2013.

23. **Two options were considered:**

Option One: Core Service hosted by a single Local Authority

Option Two: Core Service Hosted by West Mercia Probation Trust (WMPT)

24. Both options fit with the principles for change and are achievable. However, there are synergies and additional benefits in option two, the core service hosted by WMPT, which are not present in option one. It is also likely that greater savings can be made through these synergies, and the potential for integrated management of some services over time. This option is compatible with a longer term direction of travel for the new Youth Offending Service Board to commission the core service from a third party following further review after two years.

Key Considerations

25. Having considered the most effective approach, it is proposed that the best way forward is for West Mercia Probation Trust to be contracted to deliver a core Youth Offending Service, as part of the transition process, and that implementation should proceed to achieve this.
26. The arrangement will be reviewed after 18 months to allow exploration of commissioning the Single Core Youth Offending Service through a competitive process to secure a third party provider from April 2015, if that is the conclusion of the review.
27. The effectiveness of the new service will be evaluated as part of implementing the commissioning cycle. Opportunities for formal, external evaluation of the new core Youth Offending Service for West Mercia will also be explored to support the review, given that there is no direct comparison, and it would be useful to ascertain what has been critical to success.
28. Non core services will be subject to a commissioning review to gather more information and determine the optimum range and delivery of these services, as well as the best commissioner for service. The review will be completed before October, and a clear implementation plan drawn up by that time. The interim position for non core services will be as part of the Youth Offending Service, and aligned to the core.
29. There is a commitment to establish a single IT and business systems approach. This will ensure consistency, and will generate efficiencies, though these are still to be determined. However, whilst this is proposed in principle, implementation will be subject to a robust business case.
30. A detailed review of property options will be undertaken when the detailed structure, size and design of the Core Youth Offending Service and non-core services is known. This will take account of the following principles:
- That the Youth Offending Service operates on a hub and spoke basis, with a central point for teams such as human resources, finance, business support systems. This could operate from existing premises, ideally near the host location.
 - That opportunities to develop local links, and for flexible working in a range of settings are pursued for the Youth Offending Service, and West Mercia Probation Trust and the Local Authorities.
31. A new governance structure is proposed and this will be further developed and tested to ensure that the Youth Offending Service is firmly connected to wider partnership working in each Local Authority area. Clear Terms of Reference for the new management board will be developed that include a statement of purpose to ensure that the Youth Offending Service is given effective

strategic direction, and is held to account by all the partners. A shadow board will be set up to oversee implementation and development of the new Youth Offending Service, whilst managing transition of the current two Youth Offending Services from May 2012.

32. A phased approach to implementation is proposed as a practical way forward, but it is the intention to operate the new West Mercia Youth Offending Service from October 2012 in shadow form, with formal start in April 2013.
33. The process will be managed to ensure that Herefordshire is not marginalised through the process and the council will require the merged service to commit to maintaining the link between the Youth Offending Service and local services including children's social care and targeted youth support.

Community Impact

34. These recommendations to form a single West Mercia Youth Offending Service will have no impact on the service that service users in Herefordshire receive. Core services will continue to be delivered as they are now. Non – core services may be commissioned to other providers but this will not impact adversely on the nature or quality of that provision.

Equality and Human Rights

35. This decision/proposal pays due regard to our public sector equality duty:-

Under Section 149, the "General Duty" on public authorities is set out thus:

"A public authority must, in the exercise of its functions, have due regard to the need to -

- eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

36. The recommendations consider the needs and rights of different members of our community. We have considered how the recommendations will impact on particular equality groups in particular the impact on young people.

Financial Implications

37. The council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
38. Savings will be achieved through:

- management and staffing efficiencies in creating a single service
 - Reduction in the overall size of the service to reflect reducing demand over recent years
 - better value from non core services which are commissioned
 - potential reduction in demand through more effective and targeted early intervention and prevention from Children's services
39. There is an expectation that efficiencies will be achieved through developing a single Youth Offending Service, as councils have to make savings and the level of grants will reduce. In addition, Home Office funding for substance misuse services has been allocated to the Police Authority, in anticipation of the Police and Crime Commissioner being appointed in November 2012.
40. The total West Mercia budget for the baseline year of 2011/12 was £4,523,043, and for 2012/13 it is £4,219,936. This shows a savings requirement for 2012/13 of £303,107, which is 6.7%. It is likely that additional savings will be required from 2013/14 though these are not yet quantified. Further work will be done to explore how savings can be made in 2012/13 and in future years, and to establish a shadow consolidated budget for the West Mercia Youth Offending Service for October 2012. This can only be done after the structure is clearer, and more work completed on the commissioning review.
41. The aim is to achieve financial savings of at least 20% over a two year period to April 2015.
42. In 2011/12 the total youth offending budget for Herefordshire and Worcestershire Youth Offending Service was £2,592,730. Herefordshire Council contributed £294,854. This figure includes staffing costs for the 2.5 FTE employed by Herefordshire Council.
43. In 2012/13 the total youth offending budget for Herefordshire and Worcestershire Youth Offending Service is £2,490,123. Herefordshire Council is contributing £258,695. This figure includes staffing costs for the 2.5 FTE employed by Herefordshire Council. The budget reduction from 11/12 to 12/13 reflects the reduction of £34.7k in the contribution; the balance of the costs relate to staff Herefordshire employs.

Legal Implications

44. The Youth Offending Service is a statutory service which must be established by the council in co-operation with other statutory partners.
45. Each local authority is required to ensure that one or more youth offending teams is established to cover all of the area they serve. The most appropriate geographical boundaries for a youth offending team(s) in the area are ultimately be a matter for decision by local authority members, in consultation with the chief officer of police, police authority, probation committee and health authority.
46. The proposed recommendation for a West Mercia Youth Offending Service hosted under contract by West Mercia Probation Trust enables Herefordshire Council to comply with their legal obligations and appropriate consultation is taking place with statutory partners.

Risk Management

47. There is a risk that a combined Youth Offending Service of the size proposed may result in more complex delivery arrangements leading to confusion and potentially overlapping services. This can be mitigated with a clear commissioning strategy and communication of that strategy.
48. Contracting the establishment of a Youth Offending Service with the Probation Trust or another provider is untested and whilst is an innovative approach supported by the Youth Justice Board, it is groundbreaking and that in itself brings risks. These are being mitigated with support from the YJB.
49. There is potential of reduced efficiency if arrangements not robust. There is a risk that if there is a sudden increase in youth crime that a 'slimmed down Youth Offending Service' may not have the capacity to meet demand. This will be mitigated through contractual arrangements with the West Mercia Probation Trust.
50. Starting from a position of relative good performance and inspection results, fragmentation of service delivery may negatively affect performance. This can be mitigated by West Mercia wide planning, strategy and joint commissioning arrangements.
51. Maintaining and developing local service delivery is a risk. As the smallest of the four Local Authorities in the proposed West Mercia Youth Offending Service there is a risk that we will lose the focus on local delivery. This will be mitigated through a clear commissioning arrangement. More robust commissioning will be required. The commissioning review led by the Youth Offending Service Board, which is underway, will address a range of issues that have a bearing on the management of the non core services. This will identify the criteria for commissioning of non-core services i.e. which services should be commissioned for local delivery by Local Authorities such as some discretionary services and services which are already provided locally but could extend their offer to young offenders, and which services should be commissioned by the Youth Offending Service such as specialist youth justice services.
52. WMPT experience of multi-agency working is not as extensive as the councils' however they do have experience and strength in case management of dangerous offenders, and there is scope for improved transition and rehabilitation of older young offenders into education, training, work, and accommodation.

Consultees

53. A full structure has been developed for consultation with staff. This involves consultation with Youth Offending Service staff who are employed by Herefordshire Council. Formal consultation will include wider stakeholders as well as staff, and commences from 1 June 2012 for a period of 90 days. The wider consultation will include consideration of how the hosting arrangement can be achieved successfully and the operation of the core single Youth Offending Service.

Appendices

Nil

Background Papers

West Mercia Youth Offending Service Business Case and Options Appraisal Report –

MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE; THE “YES WE CAN” PLAN
PORTFOLIO AREA:	HEALTH AND WELL-BEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider and recommend for approval the *Yes We Can* plan, as the strategic partnership plan for children and young people in Herefordshire.

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. The Budget and Policy Framework lists the plan as requiring Council approval.

It was included in the Forward Plan.

Recommendation

THAT:

- (a) **Cabinet recommend Council to approve the *Yes We Can* plan.**
- (b) **Cabinet notes the priorities within the *Yes We Can* plan will be considered as part of the Council’s Root and Branch Reviews**

Key Points Summary

- Herefordshire needs to have a plan focused on improving the wellbeing and life chances of children and young people living, studying and working in the county. The *Yes We Can* plan is the one strategic partnership plan that organisations and individuals who commission and provide services for children and young people are all agreed on and working to. *Yes We Can* is both a positive commitment of partners to working together in this way, and to raising the aspirations of our children and young people. Appendix 1 is the full plan that partners have developed together. Appendix 2 is the version for young people that has been written by the Shadow Board, a consultative group of young people from across the county.

Further information on the subject of this report is available from
Philippa Granthier, Head of Commissioning (Children’s Services) (01432) 260226

- The plan contains the four key priorities that partners who provide services for children and young people will work to over the next 3 years:
 - Helping families, parents and carers to help themselves, particularly in the early years of their children's lives
 - Promoting health and well-being
 - Achieving success in life, learning and future employment
 - Protecting children from harm
- These priorities are drawn from the Joint Strategic Needs Assessment (now the Integrated Needs Assessment - INA), and consultation with partners and children and young people. The INA highlights the needs of the county, and these are addressed in the new Health and Well-Being Strategy. Specific elements for children and young people are drawn out in the *Yes We Can* plan; over time it is likely that the *Yes We Can* plan and any subsequent plans are in fact a delivery plan of the overarching Health and Well-Being Strategy. The Council's contribution to the plan is captured within the Joint Corporate Plan and associated Delivery plans. The Root and Branch reviews will also undertake a strategic overview of services provided to children, young people and their families/carers.
- The *Yes We Can* plan is a partnership plan and has been in place for the last year. (Despite not being a statutory plan it is still listed as requiring Council approval if a plan is developed). There has been a particular focus during 2011 on the safeguarding aspects with partners, understanding and working to ensure children are in the right system, along with the continued drive for early intervention through the multi-agency groups and use of the common assessment framework (CAF). Improving attainment in the Early Year Foundation Stage Profile and Key Stage 2 was also a key area of focus and there were substantial improvements in both areas evidenced in the 2011 examination results. The plan itself (highlighted in the triangle of need diagrams) shows the changes that have taken place over the last year regarding children accessing services.
- Draft recommendations for action from the 2012 INA include tackling obesity and promoting healthy lifestyle choices; continued emphasis on improving educational achievement at Early Years and Foundation Programme, primary and secondary school children; tackling family poverty and more analysis of domestic violence and people living with learning disabilities. All these areas are already captured within the *Yes We Can* plan priorities and pledges.
- During 2012 the key areas for focus will include:
 - reducing the numbers of children subject to a child protection plan and those looked after in line with statistical neighbours;
 - improving the educational attainment of Herefordshire children at all key stages in order to achieve top quartile performance nationally
 - developing a programme for schools to support Personal, Social and Health Education (PSHE)
 - implementing the children and young people's elements of the Health and Well-Being Board's Strategy specifically around early years and alcohol consumption
 - delivery of services in light of the updated child poverty needs assessment

- building on the multi-agency group approach and edge of care programme to deliver further intensive support to families as part of the government's community budgets for "troubled families" programme.
- The plan will be driven and delivered by the Children and Young People's Partnership Forum, a strategic county-wide partnership. This Forum replaces the previous Children's Trust arrangements, which were statutory. Children's Trusts were nationally prescribed as to their role and in Herefordshire the groups, governance and delivery plans have all now been removed. The new forum is for all partners to act together and lead their individual agency to improve opportunities and outcomes as outlined in the plan.
- The role of Director of Children's Services and the Lead Member for Children's Services are both statutory and they hold partners to account through the Children and Young People's Partnership Forum.
- Herefordshire has had a Children and Young People's Plan in place since 2005. The Yes We Can plan is the third plan for Herefordshire but is no longer a statutory requirement. This is a partnership plan, not a Council plan.

Alternative Options

- 1 There is no longer a statutory requirement to have a plan of this nature. However, partners and stakeholders are committed to working together and therefore the plan will help to maintain a focus and vision on the desired outcomes for children and young people living, studying and working in Herefordshire.

Reasons for Recommendations

- 2 Whilst there is no longer a statutory duty on the local authority to publish a children and young people's plan, it is still a requirement under the Budget and Policy Framework to seek Council approval if such a plan is developed by partners. The plan is a crucial vehicle to enable services to be delivered effectively across partners to improve outcomes for children and young people in Herefordshire.

Introduction and Background

- 3 This is the third children and young people's plan for Herefordshire; the last one being approved by Council in May 2008. The plan is intended to be the one strategic plan that all partners who commission or provide services to children and young people would align with and work to. Children's Trusts were the vehicle for co-ordinating these partnership arrangements.
- 4 The legislation around Children's Trusts and the Children and Young People's Plan was revoked in 2011 meaning that local areas could decide for themselves what arrangements they wanted in place. In Herefordshire, partners were very keen to continue working together at both a strategic and operational level and there is still a statutory "duty to co-operate" on certain partners. For partners to really focus on the key priorities that could only be achieved by working together, it was agreed to develop a plan – much like the previous Children and Young People's Plan but without the required statutory guidance so it could be much simpler and truly reflect local needs.

Key Considerations

- 5 The new Children and Young People's Partnership Forum is now in place and replaces what was the Children's Trust Board and associated groups. The Forum is made up of a wide range of partners listed below. It has key relationships with the Herefordshire Safeguarding Children Board (HSCB) and the Health and Well-Being Board. The Forum is the one partnership group that focuses on the holistic needs of children and young people.

Partners include:

Herefordshire Council
Herefordshire Primary Care Trust, including GPs
Wye Valley NHS Trust
Schools
Colleges
Worcestershire and Herefordshire Youth Offending Service
Jobcentre Plus
West Mercia Probation Trust
West Mercia Police
Private, voluntary and community sector groups
Children, young people and parents / carers

- 6 The Forum will be the lead partnership group that ensures delivery of the *Yes We Can* plan, and the recently approved Child Poverty strategy which is a mandatory document. Both documents are very closely aligned, both being based on the Joint Strategic Needs Assessment, and both clearly linking to the Herefordshire Public Services Joint Corporate Plan.

- 7 The *Yes We Can* plan is attached at appendix 1. The plan has been active during 2011, but requires final Council approval as it is still included within the Budget and Policy Framework. The plan therefore has been refreshed for 2012 although the four main priorities and pledges have remained the same. During 2011 there has been an particular focus on:

- safeguarding children by understanding and working to ensure children are in the right system, along with the continued drive for early intervention through the multi-agency groups and use of the common assessment framework (CAF).

- the Children's Centres have developed further, particularly with health partners in offering antenatal and postnatal support (specifically breastfeeding and positive parenting) and early language support. Delivery of health child programme for 0-5 year olds will be through children's centres

- performance monitoring and interventions across all Early Year providers and LA maintained schools targeting underperforming schools/settings. There were improvements in the 2011 examination results in both Key Stage 2 and Early Year Foundation Stage Profile

The plan itself (highlighted in the triangle of need diagrams) shows the changes that have taken place over the last year regarding children accessing services.

- 8 The plan takes a new approach and looks to work in a partnership way, enabling working relationships and also asking organisations and communities to pledge activity and support. Partners have identified pledges they could support so that progress can be monitored. Many of these pledges are not new and partners are already working on; the benefit is to work on these collaboratively to make a bigger impact, avoid duplication and make better use of scarce

resources. Partners can use the plan to challenge and hold each other to account via the Forum meetings which will take place three times a year. The plan specifically calls on individuals, groups and agencies to consider what they can do to support the priorities and pledges.

- 9 The Shadow Board, a consultative group of young people aged 11-19 years, has made significant contributions to the priorities within the plan and the design of the final document. They have in fact designed their own version specifically aimed at young people (appendix 2). A poster version has also been designed – again with the help of the Shadow Board. The plan, in all its forms, does therefore need to be widely promoted and made easily accessible within resource constraints; this is mainly through the council's website.

Community Impact

- 10 The plan provides the key priority areas for the county as a whole. From these priorities there is a need to focus services around the nine locality areas identified by Herefordshire Public Services. Partners have already committed to working in this way and working more closely with the communities they serve. In this way the needs of these communities can be mapped to support a more targeted approach to providing services. This information will be used to inform future priorities and therefore more effective commissioning intentions in future. The voice of the children, young people and their families will be a key component in this commissioning cycle.

Equality and Human Rights

- 11 The plan does pay due regard to the public sector equality duty : -

Under Section 149, the "General Duty" on public authorities is set out thus:

"A public authority must, in the exercise of its functions, have due regard to the need to -

- eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

- 12 The plan's priorities are to improve the life chances and outcomes of all young people; to eliminate discrimination, harassment and victimisation towards and between children and young people. Also to create an environment that offers the opportunity for children and young people from all backgrounds to get on well together and take advantage of life chances. The Shadow Board were clear that children don't want to be labelled and services should have the same aspirations for all children and young people so the priorities are specifically written as such. However, there are specific pledges within the plan for more vulnerable groups including looked after children, children with disabilities and those living in poverty.

Financial Implications

- 13 The plan will be used as the basis for commissioning services for children and young people in Herefordshire i.e. resources will move to focus on these priorities. It will also be used to make the most of existing resources across partners targeted towards children and young people.
- 14 For the Council this plan should drive focus for a number of service areas that work closely with children and young people e.g. housing, cultural services. The biggest contribution will be from the Children and Young People's Provider Services, within the People's Services Directorate.
- 15 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service. Net reductions in Herefordshire Council Children's Services budget from 10/11 to 11/12 amounted to some £3 million as a result of central government grant cuts. Further reductions are required in 12/13 of £1.2million, although this is offset by an increase in grants for the year only so that the overall reduction is £0.7million; however this is net of an additional investment of approximately £1.5m in Children's social care. This creates a considerable challenge to deliver effective services in the current financial climate.

Legal Implications

- 16 The Children and Young People's Plan is part of the Council's budget and policy framework, but is no longer a statutory requirement.
- 17 Although the plan is no longer a statutory requirement there is strong evidence of partnership commitment to collaborative working and to have a plan and forum that "holds the ring" for children and young people in Herefordshire.

Risk Management

- 18 There needs to be strong leadership from the partners to ensure that partnership planning and support remains at a county level to raise the issues facing children and their families. This needs to link with the move to locality based approaches and those partnerships which are statutory e.g. HSCB and Health and Well-Being Board. The Children and Young People's Partnership Forum will champion holistic approaches to the needs of children, young people and families and provide the other partnership arrangements with the confidence that they are appropriately addressing these issues in their work.

Consultees

- 19 To inform the draft priorities a wide range of people were consulted. The "Have Your Say" campaign in 2010 /11 was held specifically to capture the important things for children and young people and included events and sessions for over 100 primary and secondary school pupils and particular vulnerable groups e.g. teenage parents, looked after children and travellers. A poster campaign also helped to gather views from parents, early years settings, schools and colleges.
- 20 The draft plan was then widely circulated as part of a 12 week consultation. This included all the partners of the Children's Trust including schools and colleges, and third sector groups and organisations. The comments received were then taken into account in producing the final

plan. The plan was then agreed by the Children's Trust Board at the time and subsequently by the Children and Young People's Partnership Forum.

- 21 The Shadow Board had significant input to this plan as highlighted in paragraph 9. As well as producing their own version they also chose the name for the plan.

Appendices

- 22 Appendix 1 – "Yes We Can" – the plan to support children, young people and families
Appendix 2 – The "Yes We Can" plan for young people, written by the Shadow Board

Background Papers

- Joint Strategic Needs Assessment

“Yes We Can” - the plan to support children, young people and families

Our vision in Herefordshire is for children and young people to grow up healthy, happy and safe, with supportive families and carers, and to make sure they have the best education and opportunities.

REVISED 2012



Who are we?

We are a children and young people's partnership which is a partnership of different organisations that work together to make things better for children, young people and their parents and carers. We include:

- Herefordshire Council
- Herefordshire Primary Care Trust, including GPs
- Wye Valley NHS Trust
- Schools
- Colleges
- Worcestershire and Herefordshire Youth Offending Service
- Jobcentre Plus
- West Mercia Probation Trust
- West Mercia Police
- Private, voluntary and community sector groups
- Children, young people and parents / carers

A very important part of this partnership is the **Shadow Board**. This is a group of young people aged 11 to 19 from across secondary schools and colleges in Herefordshire. They act as a consultative group commenting on various strategies and projects of our partnership. The Shadow Board link with school councils of both primary and secondary schools, and the youth council, to give children and young people a voice about the issues that affect them. The Shadow Board can directly influence the decisions and actions of leaders of our partnership so it is a powerful group of young people.



Shadow Board



Have an Impact

Why do we need a plan?

This plan has been written to show what we will do to improve the lives of families and their children and young people in Herefordshire. It covers children from 0 to 19 years of age and up to 25 years for young people with learning difficulties and disabilities. This plan is a county-wide, partnership plan; it is not a plan that lists what each of the partners do on an every day basis. It does include our collective aims of what our partnership wants to achieve by working closely together. Each partner has pledged what their individual contribution will be to help achieve our partnership aims.

For many children growing up in Herefordshire can be fairly easy, but for some it is more difficult. Some may have health problems, some don't have families that can look after them as well as they want, and some have difficulty with learning. Sometimes children need help just for a short time, perhaps settling into a new school.

As partners, our aim is to provide support where it is needed so that children and families can take responsibility for their own health and well-being. Our approach is not just to help children and young people, but their families and carers as well, as they bring up their children and have the greatest influence on them. We can also help nurseries, childminders, schools and colleges, plus community and voluntary groups as these all work directly with children and young people.

Sometimes our support will need to be more targeted and specialist to help those families who are finding situations much more difficult, particularly where children are not developing as they should or are at risk of harm. These children have the right to the same chances and opportunities as the vast majority of children in Herefordshire and we will work together to ensure the needs of these children are met.

This plan covers the period April 2011 to March 2015; it is a strategic plan so it doesn't contain every detail of what must happen but we will monitor partners pledges and that actions are taking place and publish this in an annual review. Four years can be a long time and this plan will develop as changes happen in the needs of our local communities and nationally.

There are other versions of this plan available on the Council's website – a shorter poster summary, workbooks for younger children and a young people's version.



Some information about Herefordshire families and their children

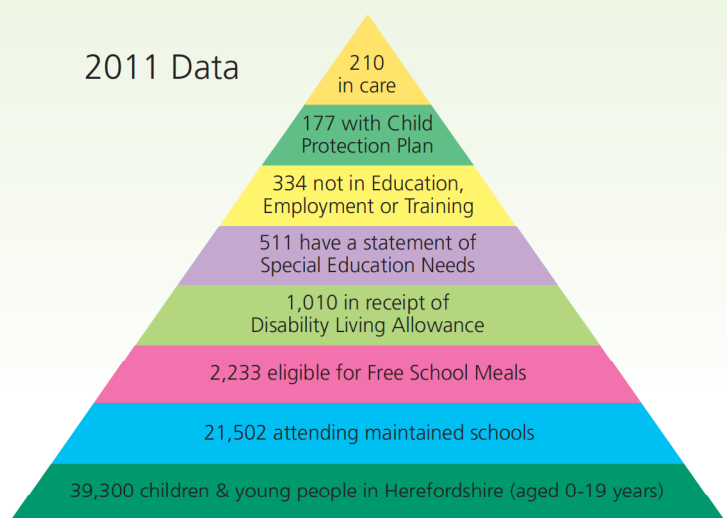
Herefordshire is mainly a rural county, with beautiful unspoilt countryside, distinctive heritage, remote valleys and rivers. The city of Hereford is the county's centre. The other main locations are the five market towns of Leominster, Ross-on-Wye, Ledbury, Bromyard and Kington. The county is sparsely populated. Over half of its 179,300 residents live in rural areas.

The number of children is decreasing, although there were more births than expected in the last two years. This decrease is expected to continue until stabilising from 2016 at about 29,000 children aged 16 years and under.



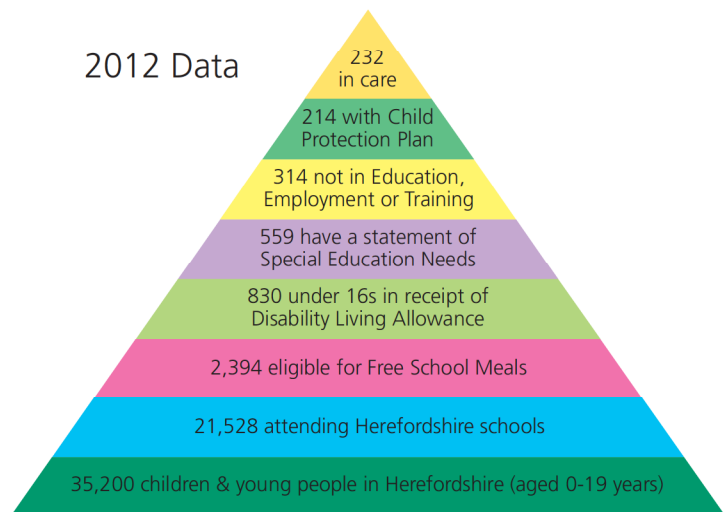
Triangle of Need: Details of Herefordshire Children and Young People

2011 Data



Population data taken from ONS mid year estimates 2009
Disability living allowance information correct at 2009
Other data correct at January 2011

2012 Data



Disability living allowance information correct at 2010
School, SEN and Free School Meals data correct at Jan 2012
Population data taken from ONS 2010 mid-year estimates

Triangle of need – differences between 2011 and 2012

The triangles opposite illustrate, at a snapshot date, the number of children and young people in Herefordshire who are in receipt of services. In 2011, the Office of National Statistics estimated that there were 39,300 children and young people, aged 0-19, in the county; however, in 2012, this estimate was revised downwards to 35,200. The publication of the 2011 Census data will provide the accurate benchmark.

Slightly more children attended maintained schools in 2012 compared with 2011 (21,528 compared with 21,502). There was a slight increase in the number of children eligible for free school meals which is likely to reflect the economic situation in the country as a whole. Perhaps surprisingly, given the economic situation, the number of young people not in education, employment and training decreased slightly from 334 to 314.

There was a slight decrease in the number of children in receipt of disability living allowance. In terms of vulnerable children and young people, the number of children with a Statement of Special Educational Needs rose from 511 in 2011 to 559 in 2012.

The number of children in the care of the local authority has continued to rise year on year with 232 now looked after compared with 210 the previous year. The number of children and young people subject to a child protection plan rose significantly in 2011-2012 and at January 2012, the figure stood at 214 (compared with 177 at the same time the previous year) which was significantly higher than comparable authorities. As a result of intensive analysis and work through the Herefordshire Safeguarding Children Board, the number of children subject to a child protection plan has now reduced appropriately to levels similar to those of comparable authorities.

What are we going to do?

Our aims are to prioritise the top issues or problems that are identified in Herefordshire and we will concentrate on improving those over the life of this plan. These priorities are listed below with a short description of what we will aim to achieve.

We have used a variety of different information and documents to help identify what issues we should be tackling in Herefordshire:

- “Have your say” events in September and October 2010 which allowed children, young people and parents and carers the opportunity to tell us what is important to them. Children from nurseries, primary and secondary schools and young people from college and various youth groups were involved. Parents also gave their views.
- Partnership events with people who deliver and manage services for children, young people and their families
- Data and information from surveys and performance indicators
- The [Joint Strategic Needs Assessment](#), [Child Poverty Needs Assessment](#) and the [State of Herefordshire Report](#) which provide more detailed figures and data than is included in this plan
- Inspections and audits from national agencies like [Ofsted](#)
- Impacts of expected changes in new and emerging government policy
- [UN Convention on the Rights of the Child](#) which sets out 54 articles that government and individuals are obliged to work to.
- Feedback and comments from the consultation on the draft version of this plan

We use the data that we gather so it gives us a picture of the needs of different communities and groups of children in Herefordshire. We know that overall outcomes for children and young people in Herefordshire are good but this hides the fact that there are issues in specific wards and for particular groups of children and young people. The voice of children, young people, parents / carers and families is key to understanding this, as is the knowledge of service providers who work directly with families. As our work in localities develops so will our knowledge of needs across Herefordshire. All this improved intelligence will help us to better plan services that are needed in particular areas or by particular groups of children so we can target our resources appropriately.

In the draft plan we identified some specific groups of children that needed more support. Our Shadow Board told us that children don't want to be labelled and that we should have the same hopes and aspirations for all children and young people. So in this plan each partner has identified specific pledges and actions to groups of children and young people that need more support. There are many groups of vulnerable children and they include children with disabilities and learning difficulties, children who are looked after, young carers, ethnic minority groups and teenage parents.

What are you going to do?



This plan provides the information so that local communities, local partnerships and individual organisations can all pledge what they will do to help achieve the four priorities below.

Please use this plan to commit your organisation or group to supporting our children, young people and their families. You can help us achieve more together by letting us know what you decide to do. Please get in touch with us at yeswecan@herefordshire.gov.uk sending in your pledges for action. We can then help you co-ordinate your actions with others that want to improve the lives of our children and young people.

How do we know we are achieving this plan?

We will monitor regularly the pledges that partners make to ensure the actions and targets are achieved. The arrangements around our partnership will be organised in line with changes locally and the priorities identified in this plan. This plan helps to provide the links with the Herefordshire Public Services' [Joint Corporate Plan](#).

We will produce an annual review of this plan which will show exactly what we have done, what hasn't been achieved and why. We will also highlight any new priorities which have arisen either through improved locality information, the views of children, young people and their families / carers or inspections of services.



"Don't annoy the teachers"

Michael

Have your say

Our Priorities

Helping families, parents and carers to help themselves, particularly in the early years of their children's lives

Why is this important?

- Early child development lays the foundation for the rest of children's lives
- Being a parent is an important role in our society and it is not always easy
- Happy parents and families are important to children and young people and help their development
- Children growing up in poverty are more likely to face poverty in later life

In Herefordshire we are not achieving the levels expected for children in early years settings

What are we aiming to achieve?

- To improve outcomes at the early years foundation stages
- To educate multi-agency partners in the importance of the early years stages in child development
- To increase the number of babies being breastfed at 6-8 weeks
- To increase the numbers of parents receiving family support
- 100% of families accessing one to one family support through their Children's Centre are offered a common assessment
- To reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
- To reduce the proportion of children in poverty by 2014
- By 2012, 100% of young people have an agreed transition plan by the age of 18

Get ready to face the adult world

"Be healthy, active and confident"

Thomas





What we will do:

- Promote Start4life programme across Herefordshire
- Provide multi-agency ante-natal parenting programmes delivered through children's centres
- Provide breastfeeding support to new mums
- Co-ordinate a specific offer of support to parents which will include providing positive parenting programmes to develop strong parenting skills
- Use our children centres to co-ordinate services in their community
- Understand the needs of 0-5 year olds, and their parents and families, so that we can develop co-ordinated services, including Health Visiting services, to ensure children develop and are ready to start school
- Implement and evaluate a countywide, graduated programme of early language support and intervention for children under five years of age
- Provide free 2 year old nursery education for all children in poverty, linked with working with parents to raise ambitions
- Work with early years providers and primary schools to raise standards in teaching and learning
- Engage with professionals, and deliver co-ordinated services, through multi-agency locality teams (building on the No Wrong Door project)
- Understand the issues and needs of children with additional needs and the support their families need
- Develop care pathways and services for children with disabilities and their families including transition arrangements to adult life
- Provide general information, advice and guidance to young people, parents and professionals through the Family Information Service Directory on the council website and linked to partners websites
- Train our staff and offer opportunities for others to have the appropriate skills and knowledge to provide consistent support to parents / carers and families
- Pledge support to families, and undertake actions to help reduce the impact of child poverty including support with housing issues and providing training for adults



What will you do?

Promoting health and well-being

Why is this important?

- There are high rates in Herefordshire of young people who smoke and drink alcohol, and these patterns continue into adult life
- Good mental health and well-being helps children feel confident and happy which means they are more likely to do well at school and college
- Childhood obesity is increasing and causes health problems later in life
- Young people say they need better information and education about healthy lifestyles, relationships and sexual health
- The number of Herefordshire teenagers getting pregnant has risen
- Children and young people say they want to have the chances to give their opinions, to contribute to their communities / society and want to be respected by other children and adults

What are we aiming to achieve?

- To educate young people on the risks to their health if they start smoking
- To reduce the number of under 18 year olds who binge-drink
- To meet the emotional well being needs of children and young people earlier so preventing the need for more specialist support e.g. mental health services
- To reduce childhood obesity in reception year pupils and in year 6 pupils



Stay safe and be healthy

"A good cyclepath"

Thomas





What we will do:

- Encourage parents to stop smoking, especially women, before and during pregnancy, and within their homes
- Provide 8 to 13 year olds with information, advice and guidance on how to maintain healthy lifestyles, with particular emphasis on the risks of smoking and drinking alcohol
- Develop a clear plan for child health services and develop our multi-agency approach to improve these services
- Understand the issues and needs of children and young people in respect of their mental health and well-being and then improve the services we provide
- Understand the issues and needs of young people around sexual health and substance misuse (including tobacco and alcohol) and then improve the services we provide
- Provide the opportunities and entitlement for children looked after by the local authority to have good health, advice and well-being
- Ensure children placed for adoption and those adopted receive the support they need to have good health and well-being
- Provide opportunities for active play, sport and exercise
- Provide opportunities for children and young people to engage in local decision making and designing our services



Achieving success in life, learning and future employment

Why is this important?

- The academic achievement of Herefordshire children at early years stage profile, key stages 2 and 4 is not as good as it should be
- Children and young people learn differently so need different learning routes to ensure success in what they do
- There is a clear link in Herefordshire between children living in areas of deprivation and gaining poorer achievement results at GCSE levels.
- Young people will become part of an economy that is global and is looking for flexibility, innovation, wide experience and core skills
- There is a gap in achievement levels between more vulnerable groups of young people and their peers
- Ambitions in families enables success in children and young people
- Educational attainment is everyone's business

What are we aiming to achieve?

- To improve the educational attainment of Herefordshire children at all key stages
- To reduce the achievement gap between pupils eligible for free school meals and their peers
- To reduce the achievement gap between children who have special educational needs and their peers.
- To increase the numbers of young people who are in education, employment or training
- To increase the percentage of 16-19 year olds in vulnerable groups (e.g. teenage parents, looked after children) who are in education, employment and training



Enjoy life and learning

"Making mistakes is learning"





What we will do:

- Work with local employers to increase the number of work experience opportunities and apprenticeships available in the county
- Work with employers, local businesses and schools/colleges to provide and promote new learning opportunities and developments so that young people's skills meet the needs of local businesses
- Support young people to stay in employment, education or training through the provision of careers guidance in the community as well as in schools, academies and colleges which helps them in the transition to adult life
- Support schools, academies, colleges and training providers to create a vibrant range of opportunities that ensure there is sufficient choice for young people and to address the challenges of raising the participation age to 17 in 2013 and 18 in 2015
- Identify vulnerable children who are at risk of not making progress in line with their peers
- Support nurture groups in schools with the highest level of need
- Provide vibrant cultural opportunities for children and young people
- Provide opportunities and support for children and young people to volunteer and develop community action



What will you do?

Protecting children from harm

Why is this important?

- In Herefordshire we have seen a significant increase in the number of children requiring child protection plans or needing the care of the local authority
- Children and young people have a right to protection from harm and abuse and to participate fully in family, cultural and social life
- Providing early effective help to children who are at risk of abuse or neglect has both immediate and long term benefits on their health and wellbeing
- Safeguarding children from harm and abuse is everyone's business
- Young people are vulnerable though misuse of technology (cyberbullying)

What are we aiming to achieve?

- To appropriately reduce the number of children coming into the council's care, to comparator with statistical neighbours averages, by meeting their needs earlier
- To increase the percentage of professionals who are confident about sharing information
- To reduce the number the children coming into the Council's care through the edge of care service
- To increase the number of high quality and timely referrals and common assessments resulting in help for families which is co-ordinated across partners
- 80% of families report that things have improved for them / their child as a result of a common assessment intervention
- To target help at those families identified in most need
- To reduce the level of domestic abuse, and ensure we have help available to reduce the impact of abuse.

Stay safe and be healthy

Friends

Ryan





What we will do:

- Implement the Herefordshire approach to Levels of Need and Service Response for children and young people across all agencies
- Develop an “edge of care” service to prevent, where possible, the need for children and young people to be looked after by the local authority
- Except in urgent cases, ensure across all agencies that targeted support is offered to families, normally via a CAF, before a referral is made to child protection services.
- Put in place clear routes for help and support across locality teams and specialist social care services (building on the No Wrong Door project)
- Provide the support and services needed for vulnerable young people (e.g. 16 and 17 year olds, teenage parents, looked after children) who are homeless or at risk of being homeless
- Ensure that children and young people who become looked after are well supported, have clear plans and the best opportunities to develop as their peers
- Continue awareness campaigns for staff to enable them to share information with other agencies where their actions will protect children from harm
- Provide our staff with the skills to understand and look for the exploitation of children and young people; whether sexual, drugs, religion, radicalisation, violent extremism
- Develop robust arrangements in relation to children placed in Herefordshire by other local authorities
- Continue to roll out the anti-bullying strategy and e-safety campaign
- Implement the community safety strategy, ensuring domestic abuse remains a high priority, in terms of tackling perpetrators and supporting victims.



What will you do?

If you would like help to understand this document, or would like it in another format or language, please call 01432 260006 or email communications@herefordshire.gov.uk

www.herefordshire.gov.uk

The “Yes We Can” Plan for young people

We want Herefordshire children and young people to grow up healthy, happy and safe, with supportive families and carers, and to make sure they have the best education and opportunities.



Shadow Board



Have an Impact

Who are we?

Us, you, your parents and other family members, carers, and all those people who give up their time for us including teachers, health workers, youth workers, people who work for 'official' bodies such as the council, the police, jobcentre plus and any volunteers who care about making growing up as good as it can be in Herefordshire.



What can we do?

We can help deliver the priorities that we said were important issues for us.

How can we do it?

We can think about the priorities.

We can then send in our ideas by contacting the Herefordshire Children and Young People's Partnership by e mailing yeswecan@herefordshire.gov.uk;

We can get in touch through the school council or youth club;

We can also get in touch through the Shadow Board.

The Shadow Board (SB) is a group of young people with a specific responsibility for making sure the Partnership is listening to us.

Without a plan we wouldn't know where we are heading or what we need to do to get there.



Shadow Board



Have an Impact



Who is the plan for?

The plan is for us, young people from 0 to 19 years of age and up to 25 years for young people with learning difficulties and disabilities. It is also for parents, carers and families who obviously play an important part in our lives.

The plan lasts for 4 years (2011-2015) but is reviewed every year to make sure it is still on track delivering what we need.

It is called the "Yes We Can" Plan to emphasis that making things better for young people and families is something we have to do together - we can all play a part.

We make up nearly a quarter of the Herefordshire population! - our voice needs to be heard.

All in it together

The plan is for all young people whatever their circumstances and abilities.

What does the plan say?

The plan includes 4 priorities that people and organisations can pledge to

They are:

- Helping families, parents and carers to help themselves, particularly in the early years of their children's lives
- Promoting health and well-being
- Achieving success in life, learning and future employment
- Protecting children from harm

How was the plan put together?

We were asked what was important to us through 'Have your say' events and these ideas were then looked at with the results from local research plus requirements set by Government and European policies.

Now what are you going to do to help deliver and make a difference?

To see the full plan visit:

www.herefordshire.gov.uk/yeswecanplan



MEETING:	CABINET
DATE:	14 JUNE 2012
TITLE OF REPORT:	UNDERSTANDING HEREFORDSHIRE – SUMMARY OF THE 2012 INTEGRATED NEEDS ASSESSMENT
PORTFOLIO AREA:	HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

For Cabinet to receive:

- the 2012 summary Integrated Needs Assessment “Understanding Herefordshire”, Appendix 1;
- the programme of work towards a “Gold Standard” Integrated Needs Assessment, Appendix 2.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT CABINET:

- approve the document “Understanding Herefordshire” as the summary of the 2012 Integrated Needs Assessment; and**
- approve “Understanding Herefordshire” and the 2012 Integrated Needs Assessment as the evidence base against which strategic priorities and commissioning decisions will be made; and**
- consider whether, in light of the evidence within the Integrated Needs Assessment, the Joint Corporate Plan needs reviewing; and**
- approve the programme of work towards a “Gold Standard” Integrated Needs Assessment.**

Further information on the subject of this report is available from
Dr Alison Talbot-Smith on (01432) 344344

Key Points Summary

- Understanding Herefordshire provides a single integrated assessment of the needs of the people of Herefordshire, bringing together the Joint Strategic Needs Assessment (JSNA) and the State of Herefordshire Report.
- The assessment will meet the statutory requirement to produce a JSNA, but the aim is to encompass all the needs of local residents, not just those relating directly to health and well being. As such Understanding Herefordshire is a critical document for everyone engaged in delivering better outcomes for the County. In particular it will be used by the Herefordshire Partnership, Health and Wellbeing Board and the Clinical Commissioning Group, as well as the Council in reviewing the corporate plan
- It is integral to the commissioning cycle, providing an explicit evidence base that will enable strategic priorities, commissioning decisions and partnership working to be based upon a clear and comprehensive understanding of need.
- It provides a mechanism to evaluate the effectiveness of commissioning decisions and of interventions, with the ability to monitor or “track” progress over time.
- A work programme is in place to further develop and improve the assessment, to ensure it captures the entirety of evidence relating to needs across the County and within each of the 9 localities.
- Some caution needs to be exercised until the ‘Gold Standard’ assessment has been achieved, as the current document has a greater focus on health and social care than will ultimately be the case.

Alternative Options

- 1 There are no alternative options – it fulfils the statutory requirement to produce a Joint Strategic Needs Assessment

Reasons for Recommendations

- 2 When embedded into the commissioning cycle they will enable HPS and partners to improve outcomes for Herefordshire residents, by directing resources at local priorities and maximising the return on the investment of resources.
- 3 In summary, the INA will enable strategic priorities, commissioning decisions, financial planning and partnership working to be based upon explicit evidence of need.

Introduction and Background

- 3 The previous JSNA and State of Herefordshire report have been brought together to provide a single integrated assessment of the needs of the people of Herefordshire.
- 4 Understanding Herefordshire provides the high level summary of this within a single document. It is underpinned by a dynamic web based resource called the Integrated Evidence Base, that is updated in-year with analysis and intelligence as they become available (www.herefordshire.gov.uk/factsandfigures).

Key Considerations

- 5 A programme of consultation and engagement activity feeding into this overall evidence base is being developed, but the essential point of the Integrated Needs Assessment is that it be used to influence and inform future decision-making.
- 6 It is therefore proposed that when the Integrated Needs Assessment is received by Cabinet, consideration is given to whether the corporate plan should be refreshed. This will provide an opportunity for Cabinet to review the corporate plan to ensure it remains fit for purpose in light of:
 - The established evidence base
 - A change in administration since the plan was approved, and the work recently begun by the administration to establish a longer term vision for Herefordshire 2020
 - The increasing financial challenge
 - The changing NHS environment
- 7 Any proposals to make amendments will then need to be considered by Overview & Scrutiny Committee and other consultees as appropriate, before being recommended to Council in the autumn. The approved corporate plan will then be in place to provide the policy framework within which the budget is set the following spring.
- 8 As agreed by Cabinet on 5 April 2012, the future annual cycle (not including consultation) is as below:

Cabinet approve 2012/13 Delivery Plan	5 th April 2012
Cabinet receive <i>Understanding Herefordshire</i> report and consider need for revisions to JCP	June 2012
Subject to above, Cabinet consider proposals re JCP amendments for recommendation to Council	October 2012
Council approve JCP	November 2012
Cabinet consider 2013/14 budget proposals	January 2013
Council approves 2013/14 budget	February 2013
Council sets 2013/14 Council Tax	March 2013
Cabinet approves 2013/14 Delivery Plan	March 2013

- 9 In addition the Integrated Needs Assessment will inform the root and branch reviews. The INA and the corporate plan will also be further developed by the findings of those reviews.
- 10 Recommendations from *Understanding Herefordshire* are that we:
 - Be proactive about our changing demographics, identifying the predicted rise in need for services and ways to address it.
 - Develop the infrastructure, services and support networks needed to promote self-help and a sense of personal responsibility and to enable people to live independently. This will include direct service provision as well as housing and accommodation that facilitates independence, the economy, spatial planning, transport, engagement with

the third sector and communities, and support for carers.

- Continue to build on a community based approach, developing our assets of volunteers, carers, third sector organisations, active communities and statutory services.
- Adopt this community based approach to provide comprehensive and integrated services and support for people living with Dementia.
- Ensure that the environment and infra-structure enables people to make healthy choices such as cycling and walking, as well as supporting economic growth and improved connectivity.
- Target preventative activities at the major causes of morbidity and premature mortality, in particular smoking, alcohol and falls.
- Make childhood obesity a priority for all stakeholders, tackling the underlying causes as part of a joined up strategy.
- Ensure continued improvement for Early Years and Foundation Programme, primary and secondary school children to achieve top quartile performance.
- Ensure the various strategies targeting families living in poverty are joined up to provide an integrated response.
- Address social inequalities through a comprehensive approach, encompassing opportunities such as employment as well as lifestyle behaviours, access to services and community engagement.
- Undertake more in depth analysis in the following areas:
 - Domestic violence
 - The care needs of people with learning disabilities
 - Impact of changes to the welfare system, particularly on families

11 Understanding Herefordshire forms the first year of a three year development programme, to produce a “gold standard” integrated needs assessment in 2014. We’ve begun by:

- Including a place based approach, presenting information by localities and communities as well as by theme.
- Adopting an asset based approach to identify the strengths and opportunities within our communities, localities and services.
- Improving our qualitative information, engaging with the third sector to gain a better understanding of the needs of people living with dementia and their carers.
- Engaging stakeholders across HPS and our partners, and embedding the breadth of analyses undertaken across Herefordshire within the INA.

12 We will be using feedback from use of the 2012 integrated needs assessment, including potential reviewing of the corporate plan, to improve next years. Further developmental work is also planned, as detailed in Appendix 2.

Community Impact

- 13 Working with and supporting the development of stronger communities is a key finding of Understanding Herefordshire.
- 14 Key findings within the summary document and within the underpinning evidence base (www.herefordshire.gov.uk/factsandfigures) will also maximise our ability to support and develop stronger communities.

Equality and Human Rights

- 15 The Integrated Needs Assessment explicitly considers inequalities in opportunities and outcomes, paying full regard the public sector equality duty.

Financial Implications

- 16 Understanding Herefordshire and the web-based Integrated Evidence Base are integral to the commissioning cycle. They provide the explicit evidence base to ensure priorities and commissioning decisions are based upon assessment of need.
- 17 As such they enable HPS and partner organisations to ensure that resources are directed at local priorities and to maximise the return on investment from the use of resources.
- 18 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Valued Services and Supporting the Vulnerable. The root and branch review process aims to fundamentally challenge what the council does to ensure appropriate use of public funding and quality of service.

Legal Implications

- 19 Producing the Integrated Needs Assessment fulfils the statutory requirement (now in the Health and Social Care Act 2012) to produce a Joint Strategic Needs Assessment. From April 2013 the duty will fall on the Council and the Clinical Commissioning Group, working in partnership through the Health and Wellbeing Board.

Risk Management

- 20 Failure to embed the INA into the commissioning cycle, and to review the corporate plan against it represents a major strategic risk to the council.

The risk is that the council fails to target resources in relation to need, reducing the return on investment from the use of resources and making it harder to achieve their agreed outcomes. This could result in reputational, legal and financial damage.

Consultees

- 21 Understanding Herefordshire and the Integrated Evidence Base have been developed with input from stakeholders across HPS and it's partners, including third sector organisations.

Membership of the reference group who produced the summary document is detailed below:

- Research team

- People's Commissioning Quality & Improvement Team
- Public health
- Transport
- Forward planning
- Housing
- Sustainable communities
- Community Safety
- Herefordshire Clinical Commissioning Group
- Herefordshire Voluntary Organisations Support

Next steps are to take the paper to:

- Corporate and Commissioning Board
- Clinical Commissioning Group
- Herefordshire Partnership Executive Group
- Health and WellBeing Board

Appendices

Appendix 1. Understanding Herefordshire. Summary of the 2012 Integrated Needs Assessment

Appendix 2. Programme of work towards a "gold standard" Integrated Needs Assessment.

Background Papers

- None identified.

Understanding Herefordshire 2012

An Integrated Needs Assessment

V.2.4

See www.herefordshire.gov.uk/understandhere

May 2012

If you need help to understand this document, or would like it in another format or language, please call the Research Team on 01432 383634 or e-mail researchteam@herefordshire.gov.uk

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About Understanding Herefordshire 2012

Understanding Herefordshire provides a single integrated assessment of the health and well-being needs of the people of Herefordshire, bringing together the Joint Strategic Needs Assessment and the State of Herefordshire Report. It provides an explicit evidence base to inform commissioning decisions, particularly those relating to priority setting and resource allocation. It also demonstrates the interdependencies of many health and wellbeing outcomes, and the opportunities for joint working across organisations and initiatives.

Understanding Herefordshire forms the first of a three year development programme, to produce a “gold standard” integrated needs assessment in 2014. We’ve begun by improving our qualitative information by engaging with the third sector for a better understanding of the needs of people living with dementia and their carers. We have also adopted an asset based approach to identify the strengths and opportunities within our communities, localities and services.

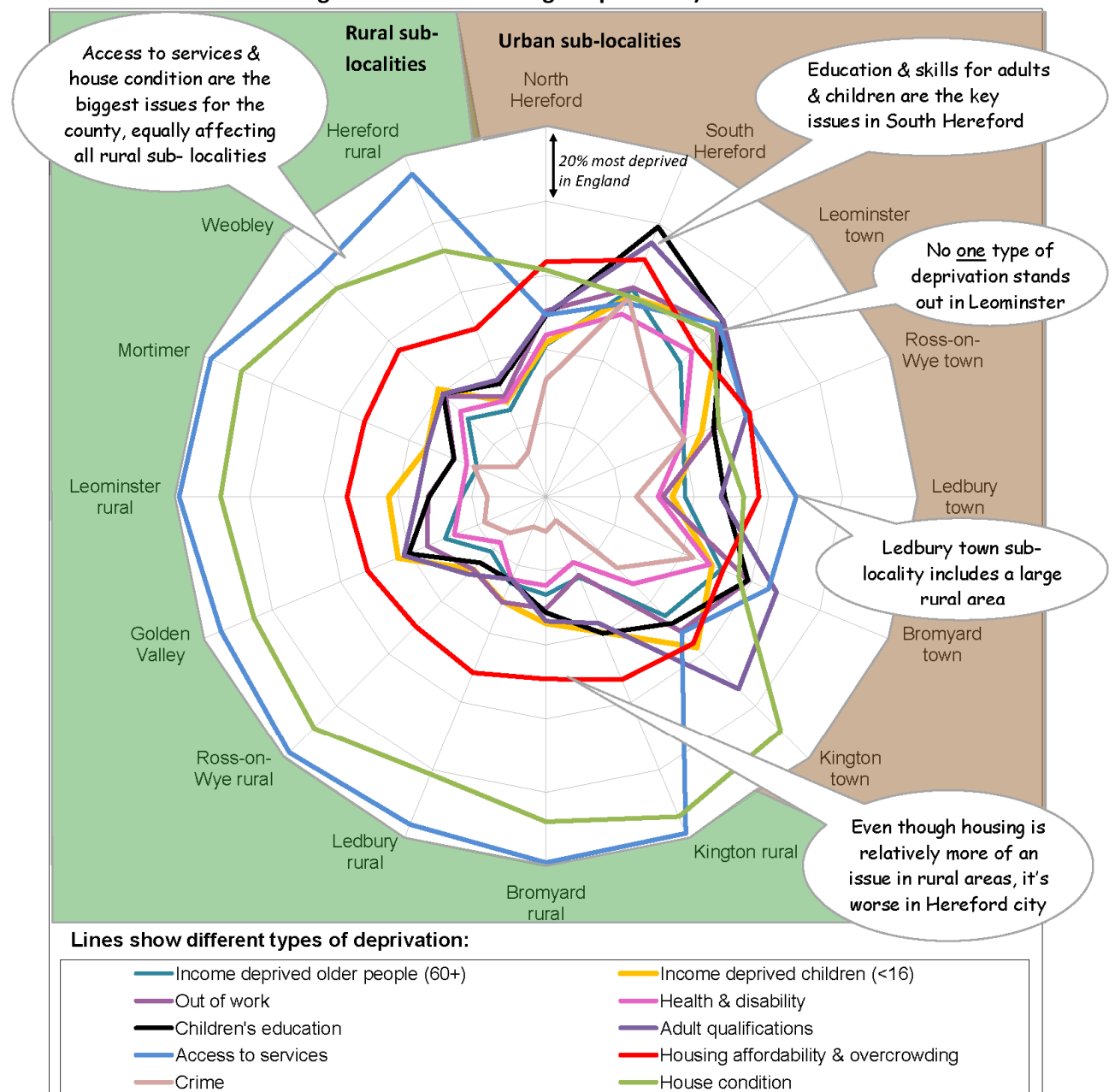
This document provides only a high level summary. Electronic links to the underlying evidence are provided throughout the document, where more detail and supporting strategies can be found. The integrated evidence base is available at www.herefordshire.gov.uk/factsandfigures. This is updated regularly and will be developed further to make it easier to find information.

Understanding localities



This document is a summary of the needs of Herefordshire as a whole, but wherever possible the underlying analysis has been carried out for smaller areas – and is available by following the **electronic links** to the evidence base. Major geographical differences have been mentioned here where appropriate, but for a fuller understanding of a particular locality *Understanding Herefordshire* should be used alongside the *Key Findings About Herefordshire Localities* available at www.herefordshire.gov.uk/aboutlocalities. These will be developed during the coming year to draw out the specific needs of each locality, but the diagram below gives an overview of how different areas are affected by different types of deprivation and how they compare with the national picture.

Figure 1. Deprivation in Herefordshire localities relative to all of England (a point nearer the outside of the chart indicates greater relative average deprivation)



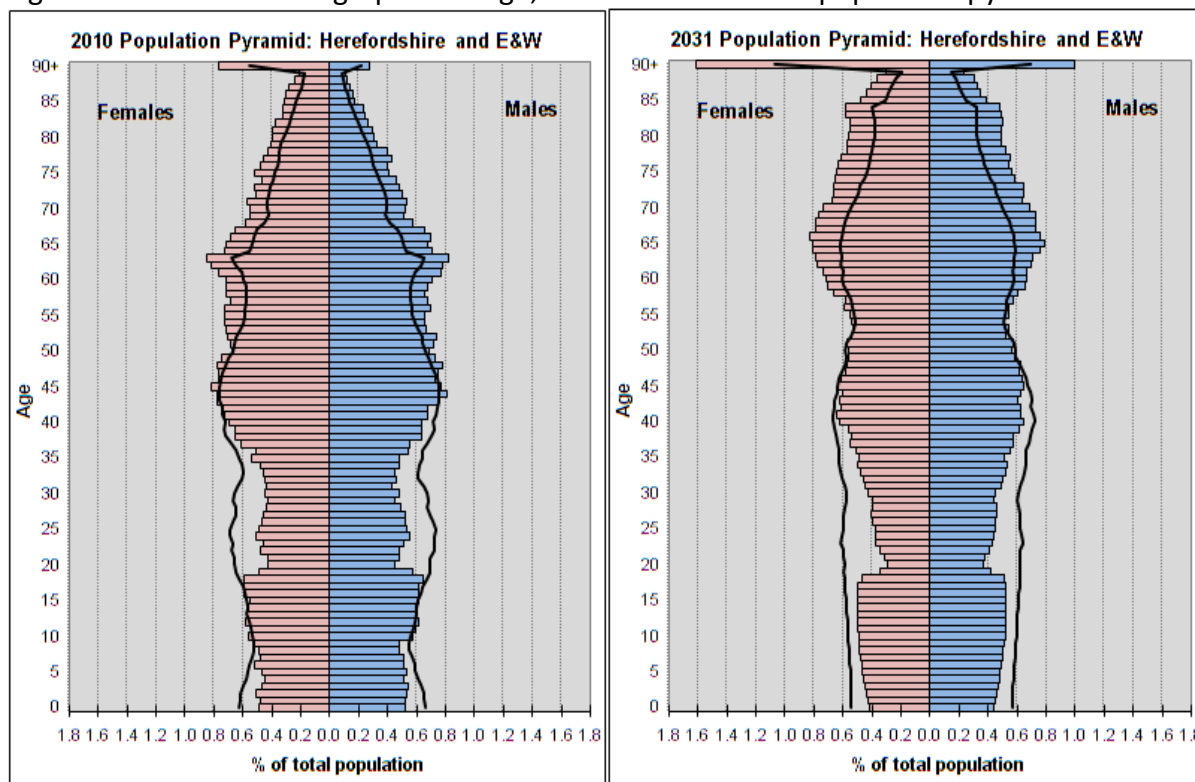
Also available online are statistical profiles of particular areas, including [localities](#):

- [Wards, market towns and smaller areas within them](#)
- [GP practices](#)

Population and Changing Demographics

Provisional figures estimate the county's **population** is 182,800 (2010 figure). This represents growth of 4% (7,900 people) since 2001 which is almost double the increase expected from official estimates. The difference is due to an underestimation of immigration, particularly in younger adults. This has not significantly changed the overall shape of the population pyramid, either now or in the future.

Figure 2. Predicted demographic change; current and forecast population pyramids.



Sources: Hfds (pink & blue bars) – ONS mid-2010 indicative population estimates; Hfds 2010-based population forecasts; E&W (black lines) – ONS mid-2010 population estimates & 2010-based national population projections. ONS data is Crown Copyright.

The population growth is still less than the 6% growth in the population of England and Wales overall, and the county's annual growth has slowed since 2008-09. Herefordshire still remains one of the least densely populated areas of the country, with residents scattered across its 842 square miles.

Forecasts predict the population to grow to 205,700 by 2031, 13% higher than in 2010; an annual average increase of 0.5%. Herefordshire's population already has a relatively old age structure and numbers of older people are expected to increase disproportionately to the total population. In particular, the number of people aged 85+ will more than double to 12,700 by 2031.



There have been higher **numbers of births** than expected over the last few years (1,800-1,900 rather than 1,600-1,700) due to high fertility rates nationally and locally and an underestimation of the number of women of child-bearing age in the county. Latest forecasts suggest this will lead to a slight increase in the number of children between 2016 and 2025, before levelling off at 31,800 - 3% higher than currently (31,000) but still lower than in any year prior to 2007.

Herefordshire has a relatively small, but growing, **Black, Asian & Minority Ethnic (BAME)** population (at least 10,600 people in 2009 - 6% of total population compared to 3% in 2001). The largest single group is 'White: other than British or Irish' (at least 4,300 people), and it is likely that many are Polish. Language and cultural differences of recent migrants are beginning to pose challenges for public services.

Health and Wellbeing

Life expectancy at birth remains significantly higher in Herefordshire than regionally and nationally, for both males and females. On average male life expectancy is 79.3 years (compared to 78.6 years nationally), and female life expectancy is 83.6 years (compared to 82.6 years nationally). However the gap between Herefordshire and other areas has narrowed.



Herefordshire's mortality rates are consistently lower than nationally and in comparator PCTs. The directly standardised all age, all cause mortality rate is approximately 500 deaths per 100,000 population, which equates to approximately 1,900 deaths per year. The three disease groups of circulatory diseases, neoplasms (cancers) and respiratory diseases account for almost 80% of all mortality in the county.

Herefordshire's premature mortality rate (mortality aged under 75 years) is consistently lower (246 deaths per 100,000 population in 2010) than the average rate for England and Wales and generally lower than comparator PCTs. Circulatory diseases, cancers and external causes such as suicide and accidents account for almost 80% of all premature mortality. Across the county almost 7,500 years of life were lost between 2008 and 2010 due to people dying before the age of 75. Almost 40% of these lost years were due to people dying of cancer and a further 20% due to people dying of circulatory diseases. Premature mortality is far more prevalent among males.

Hospital admissions amongst Herefordshire residents are significantly lower than PCT comparators for both elective and emergency admissions, but continue to rise in line with national trends. Elective admissions have risen by 12.4% from 2006-7 to the latest figure of approximately 24,700 admissions or 'spells' in 2010-11. Cataracts are the most frequent cause of elective admissions – they also have the highest growth rate, along with cancer of the breast and colo-rectal cancer. Emergency admissions have risen by 11.6% since 2006-7 with approx 14,850 admissions in 2010-11 and a further 4,400 spells related to maternity and birth. The commonest causes are complications in pregnancy, bronchitis/COPD and pneumonia. Rates in accident and emergency attendance fluctuate (14,010 attendances in quarter 2 of 2011-12) but fewer attendances than expected result in a hospital admission.

For vulnerable adults such as those with mental health, physical or learning disabilities, the emphasis on supporting people in their own homes is reflected in the decline of both residential and nursing care since 2007-8 (from 1,200 service users to about 1,000 in 2010-11). Around 48% of people receiving care report that they are "moderately" anxious or depressed, highlighting the interdependencies between physical and mental well-being.

Older people make up the majority of the physical disability social care client group and this group are also the main users of homecare services. The number of people aged over 65 with learning disabilities is also projected to increase by one third between 2011 and 2015.

Engagement with parents and carers of **children with learning disabilities** suggest a lack of communication around the “new world” picture of service provision. Parents need information in order to understand available services and to remove barriers to access.

Dementia presents a significant and urgent challenge to Herefordshire. The number of people living with dementia is estimated to be 3,000 but approximately two-thirds of these are undiagnosed. The prevalence is predicted to increase to nearly 3,900 by 2015 and 5,500 by 2030.



The engagement programme with third sector organisations highlights the social isolation and lack of service coordination experienced by people with dementia and their carers. We need to develop a community based approach that builds on our assets of carers, third sector organisations and statutory services. Although many individuals are receiving support through agencies, day care, respite and residential placements, approximately half receive additional support and care from unpaid carers for example family or friends.



Adult social care provision will be affected by predicted demographic change. Herefordshire has a slightly lower level of average provision of social care for older people (1,095 per 10,000 people aged 65+) and a higher rate of provision for younger adults (195 per 10,000 people aged 18-64) than other comparable local authority areas, although the speed of assessment and user satisfaction are both above the national average. Overall, while the number of people helped with either residential, nursing or homecare during the course of each year has decreased (from 3,000 in 2007-8 to 2,600 people in 2010-11, more intense support is provided to individuals and total provision of support is rising (e.g. 43% rise in homecare hours delivered in 2010-11 compared to the previous year).



In line with national trends only those assessed as having 'substantial' and 'critical' needs receive social care and a community response is needed to support those with lower levels of need. We have good examples of this in Herefordshire which we need to build on to ensure consistency of support across the county.

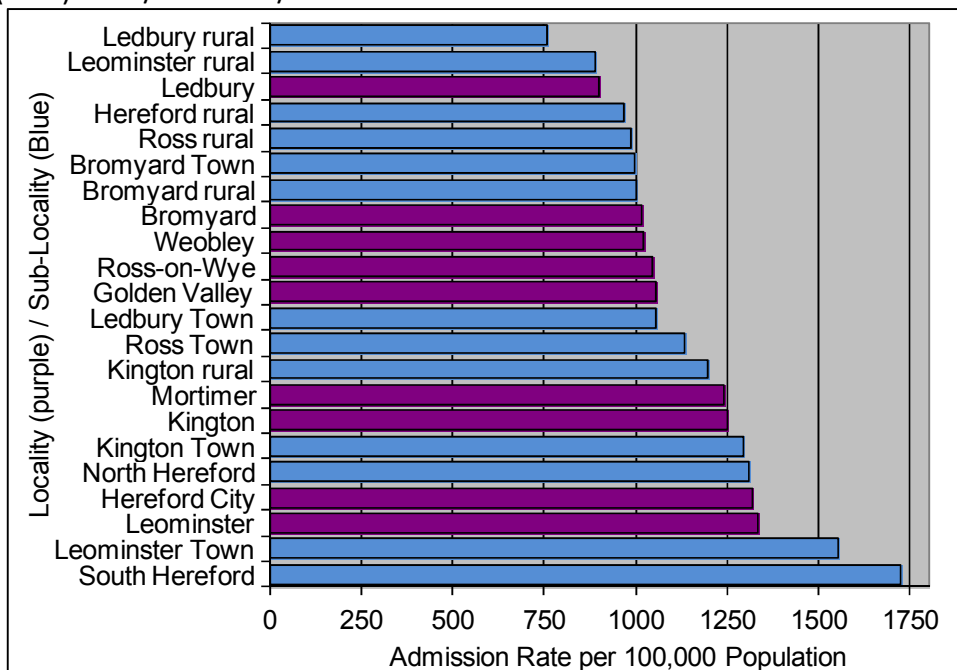
There are approximately 31,200 adult smokers in Herefordshire, the prevalence rate of 21% being similar to the national rate. However 61% of current smokers (19,000 people) would like to stop. Despite the ban on smoking in public places almost a quarter of adult non-smokers reported being regularly exposed to other people's tobacco smoke, indoors or outdoors.



Smoking remains the major cause of preventable death within Herefordshire, with approximately 315 smoking related deaths per year in those aged 35+ years. In addition there are approximately 1,700 hospital admissions per year related to smoking, the major causes being lung cancer, ischemic heart disease and chronic airway obstruction. In 2010-11 this was estimated to cost NHS Herefordshire £3.15 million. Figure 3 shows smoking-related admission rates are highest in Leominster town and South Hereford.



Figure 3. Directly Standardised Smoking-Related Admission Rates by Locality (Purple) & Sub-Locality (Blue) 2007/08 - 2009/10 Pooled.

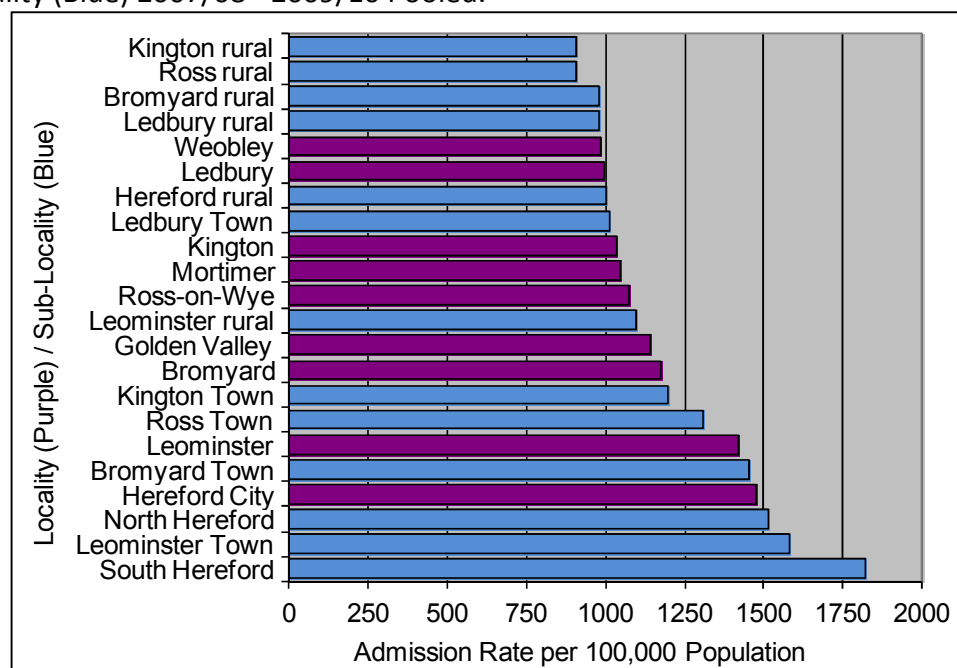


Around two in five adults report drinking [alcohol](#) above the recommended guidelines on at least one day in the previous week, including a fifth who report binge drinking. Twice as many men binge drink than women, and the highest prevalence is found in residents of Hereford City.

[Alcohol related hospital admissions](#) increased to 3,500 in 2010-11, a 30% rise since 2007-8 and the second highest rate in the West Midlands. The majority are emergency admissions. By the end of quarter 3 of 2011-12, alcohol related admissions had cost NHS Herefordshire £4.6 million that year. Figure 4 shows alcohol-attributable hospital admission rates are highest in South Hereford with 1,820 admissions per 100,000 population.



Figure 4. Directly Standardised Alcohol-Attributable Admission Rates by Locality (Purple) & Sub-Locality (Blue) 2007/08 - 2009/10 Pooled.



Around 55% of adults are classified as **overweight or obese**; with 23% of women and 18% of men classified as obese. 36% of adults reported eating the recommended five or more portions of fruit and vegetables on the previous day and around one in three adults reported meeting the guidelines for physical activity in the past week.

23% of children aged 4-5 were either **obese or overweight** in 2010-11 (9% were obese). 33% of children aged 10-11 were either obese or overweight (18% were obese). Although the prevalence figures fluctuate year on year they appear to be increasing overall - this differs from England data which has a decreasing prevalence of obesity in children aged 4-5.

In 2009, 24% of children ate the recommended 5 or more portions of fruit and vegetables a day (higher than other areas), 8% had none. 68% of pupils said they had done at least one hour of physical activity in the previous day – the “Destination Hereford” programme will enable us to examine the relationship between behaviour change, travel choices and obesity levels.



Rates of problematic **drug users** (8 per 1,000 population) are slightly below the national average (8 per 1,000) but rates of injecting drug users (4 per 1,000 population) are higher than nationally (3 per 1,000). Herefordshire has a comprehensive harm reduction service that provides structured treatment, but we need to move towards a full recovery model – currently only 11% achieve successful treatment within 2 years and over 55% have been on treatment for more than 2 years. The systems to achieve the national strategy of a full recovery model (drug free and integrated into society) need to be developed.



In terms of **sexual health**, there are gradual reductions in rates of teenage pregnancy (19% reduction over ten years to 30 conceptions per 1,000 girls aged 15-17 in 2008-10). In 2010, rates of STIs remain stable at 726 per 100,000 population in line with the West Midlands and lower than rates in England overall. An increase in reported chlamydia rates has been identified and is being investigated further.

Immunisation rates have not improved in Herefordshire in the way that they have elsewhere and we have slipped from above average to poor. Rates for children under 5 were lower than both the England and West Midlands’ averages in 2010/11, with differences apparent between Herefordshire’s 24 GP practices. This follows a steady increase since the last dip in 2007-08 for the full courses of diphtheria, tetanus, pertussis, polio, measles, mumps and rubella. Herefordshire figures appear to follow the national trend in that uptake rate for the vaccines at age 1 are higher than those at age 5, e.g. for Diphtheria, tetanus, pertussis, polio and haemophilus influenzae type b (Hib) at 1st birthday the rate in 2010-11 was 92% whereas the booster for Diphtheria, tetanus and polio at 5th birthday in 2010-11 was 85%.

The dental health of children in Herefordshire continues to be poor – two in every five children have some experience of tooth decay by the age of 5 years and more than two in every five have experienced decay in at least one of their permanent teeth by the age of 12.

Places and Communities

Herefordshire's **economic output** is low compared to regionally and nationally; in 2009 GVA¹ per head in Herefordshire was £15,296 compared to £16,602 in the West Midlands and £20,498 across England. This is partly a result of persistently lower **wages** in the county, with median weekly earnings of £385.10 in 2011. Increased housing provision and population growth is predicted to mean increased demand for **jobs** in 2031 – uncertainty over economic conditions makes it difficult to predict how many jobs there will be to meet this demand. Herefordshire has a lower rate of new **business start-ups** (41 per 10,000 population aged 16 and over) than England as a whole (49), and in 2010 the rate of new business formation was still lower than prior to the recession. However start-ups are surviving longer than regionally and nationally.

Unemployment is low (2.8%) compared with the West Midlands (5.0%) and England (4.0%), but still as high as during the recession. Female, young people and long term claimants are higher than previously. More people claim an out-of-work benefit because they are unable to work for health reasons than because they are unemployed and actively seeking work.

Herefordshire's working age population is now less well **qualified** (14% had no qualifications in 2010) than across England (11%). In 2009 a quarter of Herefordshire employers reported having **hard-to-fill vacancies**, largely because of a lack of **skills** from applicants, particularly skilled trade occupations. A considerable proportion also reported that **young people** leaving education were poorly prepared for work. There is still demand for **migrant labour** in Herefordshire that employers report would be difficult to fill from other sources. This includes several thousand temporary seasonal farm workers every spring or summer.

Volatility in energy prices poses a challenge for **businesses**. Although the cost of renting commercial premises is comparatively low, it is perceived to be a barrier to commercial growth. For businesses looking to establish rurally-based premises poor infrastructure (water, drainage, electricity, broadband, and mobile phone coverage) prevented them from growing and diversifying.



Herefordshire has the worst **housing affordability ratio** (8.6 house prices to earnings) within the West Midlands region. There is high demand for affordable properties in Herefordshire, in particular Hereford City (with an average of 64 bids per property), and the waiting list for social housing is approximately 5,000 households.



There has been a shift in **housing tenure** away from owner occupation towards the private rented sector over the last six years (2005-2011). Across all housing types 27% of houses are in sub-standard condition - an improvement since 2005 (40%) and a similar level to the national rate. Energy efficiency in all residential dwellings has improved to above the national average, but although the standard of insulation has improved this is counterbalanced by increases in fuel prices. This is reflected in the steep increase in the percentage of households experiencing **fuel poverty** in the county (from 7% in 2005 to 17% in 2011).

¹ Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom and is a headline measure used to monitor economic performance.

A recent **local housing market assessment** has recommended a long-term target to help balance the rented housing market as 45% social rented and 55% intermediate tenure. This reflects the volume of existing and emerging households who can afford more than social rents, but cannot afford to rent privately or to purchase a home. The proportion of intermediate tenure on the affordable housing stock list is currently very low.

There has been a rise in the number of people applying as **homeless** in Herefordshire (112 applications in Quarter 3 of 2011-12 compared to 92 in the same quarter the year before), resulting in an increase in the number in temporary accommodation (80 households in quarter 3 of 2011-12). There has also been a noticeable increase in the numbers of homeless applications from teenagers as a result of parents no longer willing or able to accommodate them.



The number of new houses proposed to be built in the county by 2031 has been revised from 18,000 to 16,500. Coordinated delivery of housing, employment and infrastructure is likely to be particularly important in Leominster and Hereford reflecting the levels of new development proposed. In particular transport infrastructure including sustainable transport, parking and the Hereford relief road.



There is a need to build more **accommodation suitable for older people**. Location is paramount when choosing future accommodation, including access to transport and the ability to stay in the local area. Changing demographics and increasing prevalence of long term conditions means the numbers needing specialist accommodation of some sort will increase. Development of “homes for life” that facilitate and enable continued independent living when people develop care needs should be a priority.

The **natural and built environments** are important assets for both residents and businesses (particularly tourism); and access to green space is generally good for residents. The proportion of wildlife sites with active management has seen considerable improvement in recent years (58% compared to 43% in 2009-10). Less of Herefordshire’s designated built and historic environment is at high risk (51 scheduled monuments in 2011 compared to 35 in 2010), although this measure only covers a small proportion of heritage assets.



Recent initiatives have been effective in increasing **household recycling of waste** (40% in 2010-11) and reducing the amount going to landfill. We also have relatively low levels of **air pollution** but there are still air quality management areas in Hereford, Leominster and Penraig and emissions of carbon dioxide per head of population remain much higher in Herefordshire (8.6 tonnes per capita) compared to the UK (7.4). Water quality in parts of the rivers Lugg and Wye is such that further development in the surrounding area will risk breaching water quality standards.

There are a lack of transport options for many rural communities and therefore **high car ownership and dependency**. Population growth is likely to increase the requirement for public and community transport services, and there are potential economies of scale through the integration of transport for health, social services and education, particularly for dispersed populations. Road traffic is expected to increase in the future, although more efficient vehicles are expected to reduce average driving costs and emissions.





Hereford City and the market towns have significant proportions of residents who **travel to work by car** despite living less than 5km from work. There is also significant use of the car for school journeys particularly at primary level. Both these factors contribute to high vehicle demand in the city causing congestion, journey time delays and air pollution. Local research is needed to determine whether these are linked to poor health outcomes.

Stronger Communities



Herefordshire residents have mapped out a wide range of community assets in localities such as **Bromyard**, and also identified opportunities for using assets more effectively, especially to reach socially isolated older people.



Herefordshire also has a **strong community and voluntary sector** with an estimated 1,500 so-called 'third sector' organisations. Most of these do not have a national or regional parent body and are most likely to describe themselves as a charity (54%), voluntary organisation (36%) or community organisation (33%).



We have begun a programme of **engagement with the third sector** as part of the 2012 integrated needs assessment, to gain their intelligence relating to unmet need and quality of services. This commenced with the topic of people with living with dementia, and we need to identify a programme of topics to take this engagement work forward.

We have high levels of **volunteering** with 29% of people reporting that they had volunteered at least once a month in 2008, compared to 23% in England overall. It is estimated that we have 53,000 adults who volunteer in the county, providing the equivalent of just over 3,000 full-time employees and contributing £60 million to the local economy. In addition 21% of the adult population provide **unpaid care**, suggesting that Herefordshire has and is relying on approximately 30,000 **carers**. However only 3,500 carers are currently registered with Herefordshire Carers Support.



The main issues identified by unpaid carers are the need for additional support hours and the length of time taken by services to make decisions or follow through on any actions identified. Practitioners generally echoed these views with more specific points about the funding panels and lack of resources to offer services.

Safer Communities

Crime remains low in the county with a 13% reduction in total crimes over the three years to March 2011. **Anti-social behaviour** and **criminal damage** offences have also reduced, although rural crime, in particular theft of metal and fuel, has become an issue. **Alcohol** is a contributing factor in a number of crimes and there has been a small but steady increase in alcohol-related violent offences since 2008. Alcohol-related assaults generally occur near to licensed premises.



The rate of repeat incidences of **domestic violence** is high (45% of cases heard at MARAC² in the six months April to September 2011), even after accounting for national rising trends and the move to a multi-agency approach of assessing and managing risk. Alcohol use and misuse is a recognised contributory factor, and 39% of domestic abuse offences were alcohol related in 2010.

There is an on-going need to address re-offending; although the proportion of offenders in Herefordshire that go on to commit another crime is slightly lower than across England (Herefordshire 23% compared to England 25%), the average number of times that they re-offend is greater (3 offences per offender in Herefordshire compared to 2.8 offences across England).



Despite low crime levels in the county there is still a need to **focus on particular areas** such as Hereford, Ross-on-Wye, Leominster and Ledbury where crime is higher. There is also a need to continue to improve engagement with those areas that experience higher than average **fear of crime**, such as Belmont, St Martin's and Hinton, Three Elms wards and Ross town centre.



The number of people **killed or seriously injured** on Herefordshire's roads has generally been decreasing although there has been a slight increase in 2011 to 75 adults and 3 children (76% lower than our 1994-98 baseline). Hereford & Worcester Fire and Rescue Service still attend the equivalent of four road traffic collisions each week in the county.

Road safety is a key concern for Herefordshire residents, particularly speeding traffic which is seen as anti-social behaviour by local communities. The number of fatal incidents involving young road users is a concern, along with the increase in "drink drive" related accidents.

Inequalities and Deprivation



Overall Herefordshire has relatively low levels of **multiple deprivation**. However the gap between the most and least deprived areas is widening and several areas of South Hereford and Leominster have been amongst the most deprived in England for over 10 years.



Around a fifth of households in Herefordshire live in **poverty**³ (14,500 households), a similar proportion to nationally and regionally. Income deprivation mostly occurs in the urban areas of Herefordshire, including Hereford City, Leominster and Ross-on-Wye, but also to a lesser extent the market towns of Kington and Bromyard. Smaller pockets also occur in more rural areas. Rural households are also likely to face additional costs associated with transport and heating the home, which have increased at a higher rate than inflation.

The link between poverty and households being **out-of-work** is reflected in the areas with the highest rates of poverty having the highest rates of claiming for out-of-work benefits.

² The Multi-Agency Risk Assessment Conference (MARAC) is part of a coordinated community response to domestic abuse.

³ A household is considered to be in poverty if its net income (after housing costs and taxes) is less than 60% of the national average (median).

However people on low wages are also at risk of being in poverty, and wages in the county are significantly lower than nationally and have seen much lower growth than nationally over recent years. The recession has had less of an effect on employment levels than might have been expected given its length and depth. Whilst this is clearly positive, the way in which redundancies have been reduced i.e. through more part-time working and pay freezes, may have exacerbated the problem of “in work poverty” during the recession.

In Herefordshire two and a half times as many people claim an out-of-work benefit due to poor health than because they are unemployed and actively seeking work. In addition proportionally more children are affected by poverty (15% of under 16 year olds) compared to working age adults (8% of 16-59 year olds), and lone parent households are much more likely to live in poverty than cohabiting or married families. Although still below the national average (22%) the percentage of children in poverty rose from 14% to 15% between 2008 and 2009 (315 more children). The areas with children in poverty remain largely unchanged; with Leominster Ridgemoor still the area with the highest percentage (39%).



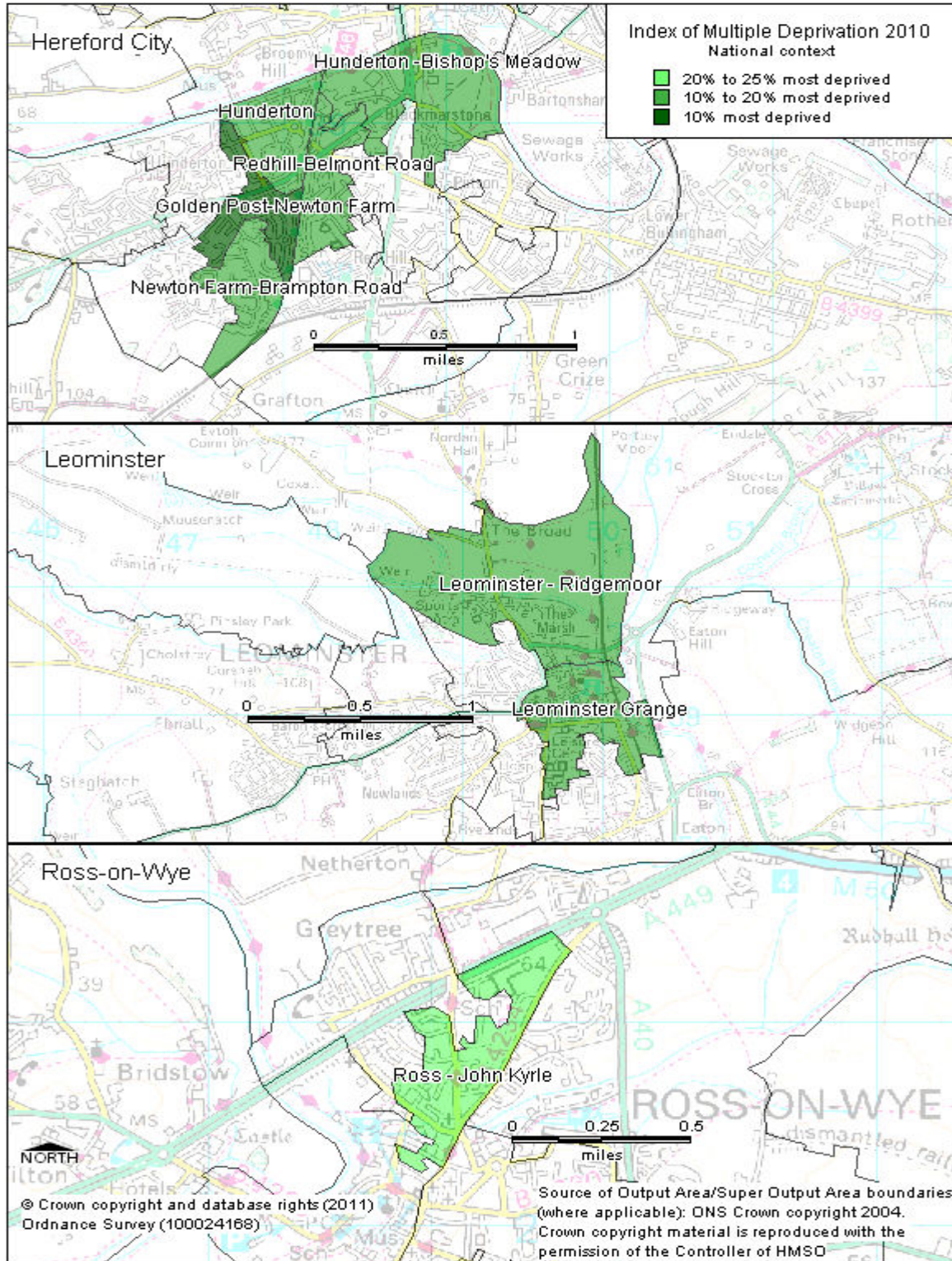
The proportion of older people (60 and over) living in income deprivation (14%) is considerably higher than the proportion of working age people (8%). However nationally 16% of pensioners live in poverty compared to 22% of working age people. Whilst older people are likely to see a reduction of income in retirement they are also more likely to have reduced housing costs compared to younger age groups, which may explain the difference in the two measures.

54% of Herefordshire’s population live in rural areas, and 43% live in the most rural locations. Providing services to a scattered population across a large geographic area is a challenge and additional resources will be required for professionals that need to visit clients across the county. Some health services - such as dentist, GP and hospital - were felt to be **difficult to access** by Herefordshire residents, along with other services such as post office and public transport. Further work is underway to understand access to health services as to whether it is access to appointments, transport, parking or a combination.



Ethnic minority groups and migrant workers highlighted **language as a barrier** for accessing some services.

Figure 5. Areas falling within most deprived areas of England (2010 IMD classification).



Source: Department of Communities and Local Government

Health Inequalities



There is a gap in life expectancy at birth between the most and least deprived areas of the county. This gap has fallen a little for men since 2002, but widened for women; it is now 6.2 years for men and 5.9 for females. As well as having a lower life expectancy those in deprived areas also spend more of their lives with a disability; spending on average 12.9 more years with a disability compared to those from the least deprived areas.

There are higher mortality rates for conditions such as coronary heart disease and cancers in those from deprived areas, however this is not reflected in their hospital admission rates - suggesting there may be an issue with access to services from people living in those areas. The association between alcohol and deprivation is easier to see, with hospital admissions for alcohol specific conditions in the under 18s being 12 times higher in people from deprived areas of the county compared with the less deprived areas.

Further analysis of the health and well-being survey is planned to investigate the association between obesity and adults living in the most deprived areas.



Children and Young People

There has been an increase in the number of children receiving **child protection** plans, to 61 per 10,000 population by the end March 2011. This is significantly above both national rates (38) and comparative authorities (30). This mirrored the national rising trend, with local impacts of the recession, high levels of substance misuse and domestic violence. The last “Serious Case Review” also led to greater awareness and more cases being referred to children’s social care. Since the start of 2012 targeted action across agencies has resulted in a significant reduction of plans, to 46 per 10,000 population by end of March 2012 which is similar to comparative authorities and England averages. However the number of children in the cohort who are aged less than 5 years remains disproportionately high.

Educational attainment across the key stages, including the Early Years Foundation Stage Profile, has improved. However the overall rate of improvement is slower than that of comparable authorities and attainment levels remain lower than national figures. Further work is needed to achieve top quartile performance across all the stages:



- Focused improvement within primary schools and early years settings in 2011 led to a rise in performance in the Early Years Foundation Stage Profile. This has risen to 56% compared to 59% nationally. In primary schools the proportion of children reaching expected levels of attainment (level 2c+) in reading, writing and mathematics by the age of 7 has improved and Herefordshire is now above the national average for reading and writing.
- Although still below the national average, achievements at the age of 11 indicate an upward trend which, if continued, will move Herefordshire primary schools into the upper quartile of performance nationally within the medium term.
- The performance of young people by the age of 16 and those in full time education up to 19 has been strong in Herefordshire’s schools and colleges, with performance consistently in or close to the upper quartile nationally for A levels. The proportion of pupils

achieving 5 A*-C GCSEs including English and Maths was 57.5% in 2011 which is below the national average of 58.4%.

- Although the performance gap between boys and girls achievement has narrowed, there remains the need to raise boys' performance in some schools where the difference is too great.
- Similarly the **inequality gap** in educational attainment between those children receiving free school meals and their peers has narrowed at all key stages, including the Early Years Foundation Stage Profile, Key Stage 2 and Key Stage 4.

The percentage of young people who are not in education, employment and training fell slightly in 2011 (from 7.8% to 7.7%). However, it still exceeds the figures for the West Midlands (6.2%) and England (6.1%).

Older People

Approximately 6,500 households are likely to consist of an **elderly, socially isolated person**, with critical factors being a change in circumstance such as becoming a widow, retirement, developing a limiting long term illness, as well as the support network in place. Being physically isolated in a rural area can add additional challenges in terms of accessing services, and in terms of interacting socially.

Older people are the main users of health and social services. At national level people aged 65 and over make up 16% of the population but account for 43% (£16.47bn) of total NHS spend and 58% of the total social services budget (£6.38bn).

Falls remain an important cause of avoidable ill-health and death. They are the commonest cause of accident-related hospital admission and the third most common cause of accidental death in Herefordshire. Over 60% of the falls that lead to hospital admission in Herefordshire occur in people over the age of 65 and over half of all serious falls occur at home.

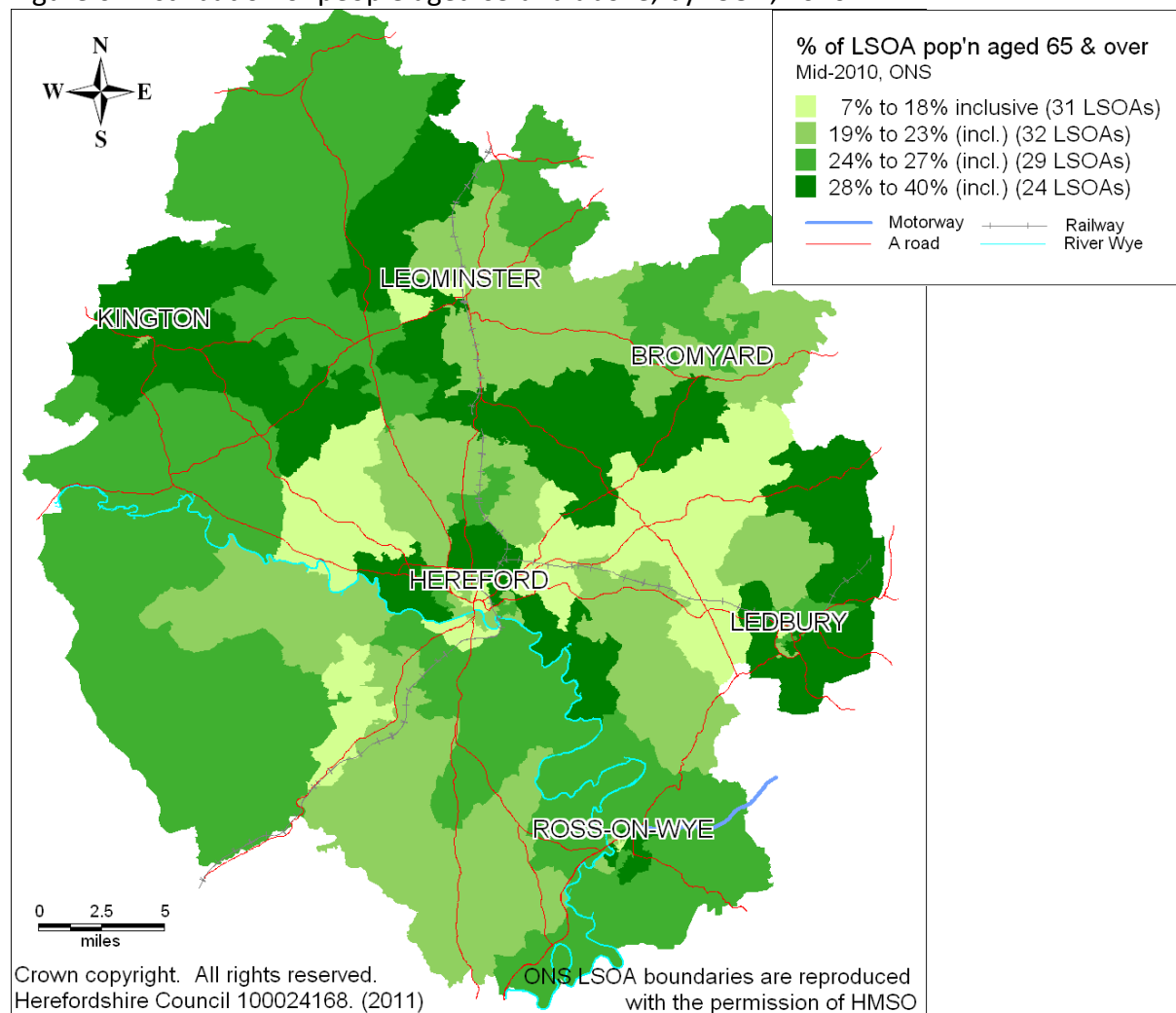
However older people also represent an important asset. They provide large amounts of formal and informal care and community support, and are more likely to volunteer than other age groups. Older residents have themselves identified that they are not necessarily using the knowledge, experience and wisdom they have acquired throughout their life.



There are differences in age structure around the county; most notably Hereford city has relatively high proportions of young adults (aged 20-34), whilst rural Herefordshire has relatively high proportions of older adults (aged 45-75). The market towns have the highest proportions of people aged 80+. Despite these overall patterns, all localities have pockets where there are relatively high proportions of either younger or older people (see Figure 6).



Figure 6. Distribution of people aged 65 and above, by LSOA, 2010.



Source: ONS LSOA Boundaries & Small Area Population Estimates, mid-2010.
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Recommendations

- Be proactive about our changing demographics, identifying the predicted rise in need for services and ways to address it.
- Develop the services and support networks needed to promote self-help and a sense of personal responsibility and to enable people to live independently. This will include direct service provision as well as housing and accommodation that facilitates independence, the economy, spatial planning, transport, engagement with the third sector and communities, and support for carers.
- Continue to build on a community based approach, developing our assets of volunteers, carers, third sector organisations, active communities and statutory services.
- Adopt this community based approach to provide comprehensive and integrated services and support for people living with dementia.
- Ensure that the environment and infra-structure enables people to make healthy choices such as cycling and walking, as well as supporting economic growth and improved connectivity.
- Target preventative activities at the major causes of morbidity and premature mortality, in particular smoking, alcohol and falls.
- Make childhood obesity a priority for all stakeholders, tackling the underlying causes as part of a joined up strategy.
- Ensure continued improvement for Early Years and Foundation Programme, primary and secondary school children to achieve top quartile performance.
- Ensure the various strategies targeting families living in poverty are joined up to provide an integrated response.
- Address social inequalities through a comprehensive approach, encompassing opportunities such as employment as well as lifestyle behaviours, access to services and community engagement.
- Undertake more in depth analysis in the following areas:
 - Domestic violence
 - The care needs of people with learning disabilities
 - Impact of changes to the welfare system, particularly on families

For further information, please contact the Research Team on 01432 383634 or e-mail researchteam@herefordshire.gov.uk

APPENDIX 2. PROGRAMME OF WORK TOWARDS A GOLD STANDARD INTEGRATED NEEDS ASSESSMENT.

HEREFORDSHIRE PUBLIC SERVICES LEADERSHIP TEAM

15TH MAY 2012

Introduction

National Policy has increasingly recognised the importance of “needs assessments” as the evidence base to underpin strategy development and commissioning decisions. This has been translated into the importance of Joint Strategic Needs Assessments (JSNA) within strategic commissioning and the work of Health and Wellbeing Boards.

To become an exemplar commissioning organisation that improves the health and wellbeing of its residents, Herefordshire Public Services requires high quality needs assessments embedded within the commissioning, performance and planning cycles.

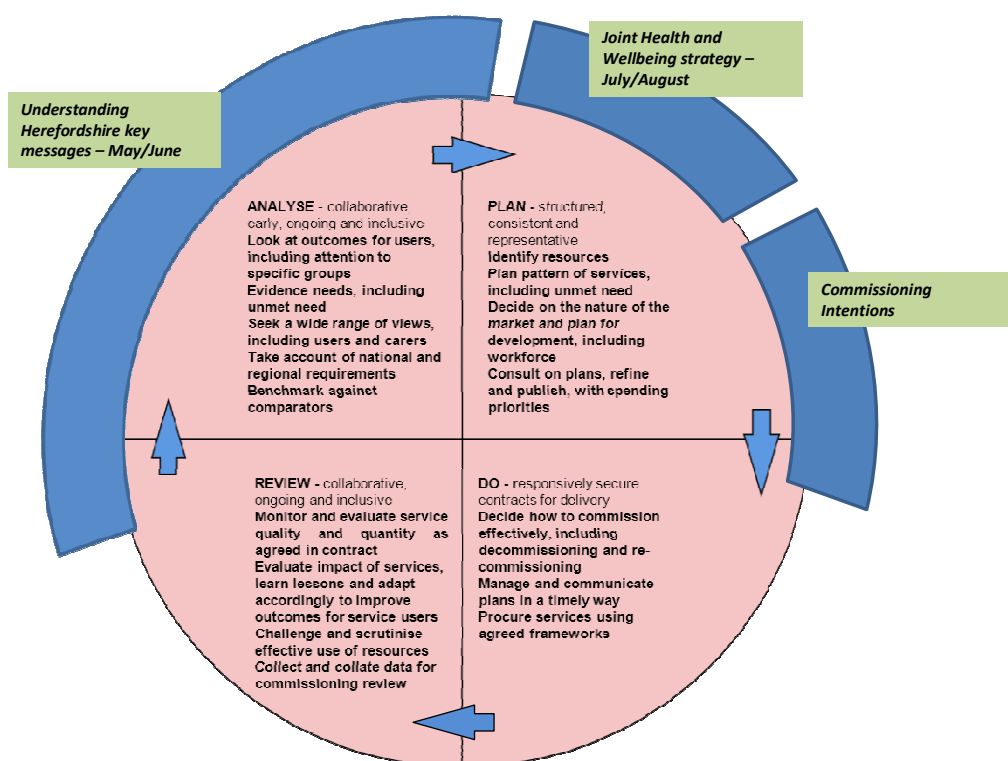


Figure 1. The INA and the commissioning cycle.

The Integrated Needs Assessment Project

The development of an improved JSNA into a “gold standard” integrated assessment of need (INA) began across HPS in June 2011. It was subsequently supported by draft guidance from the Department of Health laying out a framework for the development of JSNAs.

The aim is to provide robust and timely intelligence that:

- Enables evidence-based decision making and strategy development
- Focuses on the need to identify priorities for service improvement and design
- Identifies vulnerable groups that may require targeted services
- Enables the outcomes of commissioning decisions and service developments to be evaluated

The programme of work is being undertaken by the INA steering group, supported by a wider reference group, both of which are drawn from across HPS. Initially implemented under Rising to the Challenge, subsequent governance arrangements are outlined in Figure 2.

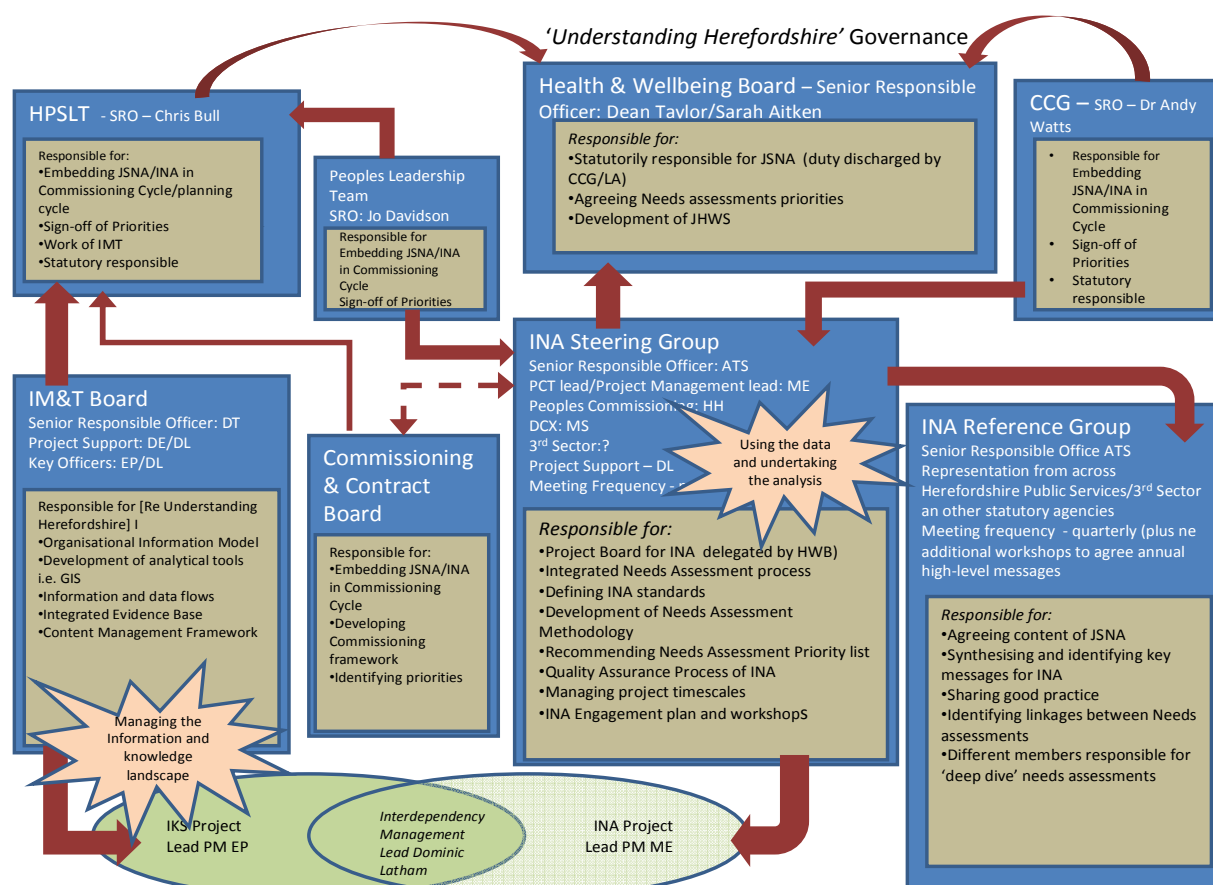


Figure 2. The INA Development Project – Governance Arrangements

Work to Date

As of May 2012 the following milestones have been achieved:

1. Agreement of the overall structure of the INA, as an overarching summary assessment of health and wellbeing needs supported by more in-depth analysis and “deep dive” needs assessments for particular areas.
2. An agreed “standard methodology” for undertaking these in depth analysis/needs assessments across HPS.
3. Engagement of a wider INA reference group from across HPS and their ownership of:
 - The content and structure of the underpinning web-based resource known as the Integrated Evidence Base
 - The content of the Understanding Herefordshire summary document.
4. A planned programme of analysis for bronze (2012), silver (2013) and gold (2014) INAs.

Planned Programme of Analysis

A planned programme of analysis has been identified by the INA steering group – this is kept under regular review with regard to both progress and the need to develop new areas or respond to national or local issues. Key areas are identified within Tables 1, 2 and 3.

Table 1. Bronze INA (2012)

Objective	Deliverable	Progress
Embedding within commissioning cycle	Time of publication brought forward to May/June	Completed
Robust structure	Overarching summary document bringing together JSNA and State of Herefordshire Report. Underpinned by dynamic web-based integrated evidence base	Completed
Asset based approach	Identification of assets across both communities and services, and of opportunities to build upon them	Completed
Incorporate analysis from HPS and partners across breadth of determinants of health and wellbeing	Include analyses on infrastructure, economics, housing etc as well as demographics, lifestyle factors and health and wellbeing outcomes	Completed
Ability to undertake analysis by place/locality	Sub-county analysis by various measures of geography e.g. locality assessments, GP practice profiles	Completed
Greater use of qualitative information to understand access issues, user experiences and needs of marginalised groups	Engagement of the third sector	Commenced with Dementia, ongoing programme of engagement,
Prioritised programme of in-depth analysis/needs assessments	In-depth needs assessments for falls, dementia, alcohol harm reduction, substance misuse services and childhood obesity	Completed
Understanding effects of economic downturn on need for services	Embedded within existing analysis	Commenced – for development as part of silver
Understand effects of demographic change on predicted need for Health and Social care	Modelling effects of demographic change	Commenced – for development as part of silver
Clear recommendations identifying priority areas for action across HPS and its partners	Clear recommendations within summary document	Completed

Table 2. Silver INA (2013)

Objective	Deliverable	Progress
Outcome focused summary document	Structure summary document around “Marmot” indicators framework	July 2012 inwards
Improved access and ease of navigation for web-based Integrated Evidence Base resource	New web-site as part of transfer to new platform, “road tested” on commissioners and partners	July 2012 onwards, scoping user requirements commenced
Ongoing development of use of qualitative information	Programme of engagement with third sector	Focus on families in September 2012
Develop economic aspects	Engage stakeholders relating to development of economy and skills	July 2012 onwards
Understanding effects of economic downturn on need for services	Analysis on poverty (include fuel poverty) in Herefordshire; investigate impact of welfare reforms and gather evidence on financial exclusion	Commenced (analysis on poverty done) for development as part of silver
Understand effects of demographic change on predicted need for Health and Social care	Modelling effects of demographic change	Commenced – for development as part of silver
Evaluate performance against NHS, Local Authority and Public Health Outcomes Frameworks	Understand synergies and opportunities for partnership working	Commenced – for development as part of silver
Develop content in Cancer and Cancer related information in line with NCAT guidance	Dedicated web-page containing or linking to relevant resources to provide comprehensive assessment of need	Commenced – for development as part of silver
Make more extensive use of existing intelligence resources	Thematic reports from the health & well-being survey (‘deep dives’). Publication of the healthy housing survey report & further analysis by locality	Further analytical support may need to be commissioned.
Identification of priority areas for in depth analysis	Planned programme of in-depth analysis and needs assessment	To be identified on the basis of evidence up to May 2012

Table 3. Gold INA (2014)

Objective	Deliverable	Progress
Full interactive web-based resource accessible to analysts and public alike	Ability to “dice and slice” content by both person, theme and place	
A comprehensive INA that meets the requirements of HPS and all it’s partners	Further areas of analysis to complete the INA identified by “sense-checking” silver INA with HPS and its partners	
Positive reputation with stakeholders	Further engagement/promotion of INA process and findings	
INA embedded with annual commissioning cycle	Integrated within work of HPS and its partners	
Herefordshire held as an exemplar across the country	Presentations locally/regionally and publication of work around best practice	

MEETING:	CABINET MEETING
DATE:	14 JUNE 2012
TITLE OF REPORT:	YOUTH REVIEW – CONSULTATION RESPONSES
PORTFOLIO AREA:	HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

The purpose of this follow up report is for Cabinet to be advised on the outcome of the public consultation regarding the review, and a further review of equality impacts as agreed in December 2011; to affirm decisions made on a preferred model for the future delivery of youth service functions in Herefordshire, and to explain what will happen next with regard to implementation.

Key Decision

This is not a key decision.

Recommendations

THAT:

(a) In light of the consultation and further equality impact assessment, and taking into consideration the outcome of that further consultation and assessment, Cabinet affirm the decisions taken on 15 December 2011, namely:

- ***Targeted Youth Support Services for the most vulnerable young people in the county are prioritised for funding and are likely to be delivered in the future both directly by the Council and third sector partners:***
- ***Positive activities for young people, which can be accessed by all, will be delivered through a community engagement route, with local areas having access to Council funding on a formula basis according to numbers of young people and the level of deprivation in the locality. This funding to be used in connection with other partnership resources which may be available in the locality;***
- ***Outdoor Education Services as set out in paragraphs 39-37 of the report [i.e. sailing centre and canoe centre] to be subject to market testing to determine whether they are commercially viable with no***

Further information on the subject of this report is available from
Deborah McMillan Head of Locality Services (01432) 260978

public subsidy

- (b) options for future delivery of targeted youth services be explored through the phase 2 root and branch review; and
- (c) should no suitable provider be found, the Director for People's Services, be authorised to make arrangements to close the provision.

Key Points Summary

- There is a common theme running through the Children's Centre Review, the Youth Service Review and the Youth Offending Service Review. These three Cabinet Reports reflect the council's approach to delivery that seeks to support disadvantaged or vulnerable children, young people and families by identifying those who need additional and early help to overcome the challenges they face. A focus on prevention and intervening early is a key feature of all of the recommendations.
- During October 2012 – March 2013 Phase 2 of the Root and Branch review will focus on children and young people in Herefordshire and will seek to establish how we can improve on the services we currently deliver and commission. Delivery of targeted youth support services will be part of that Root and Branch review.
- On the 15th December 2011 Cabinet agreed a number of recommendations re future provision of youth services and requested that a further report incorporating the outcomes of the public consultation and further equality work be brought to Cabinet in June 2012.
- Consultation ran for a period of 12 weeks from January 30th – April 20th 2012.
- We are pleased with the level of responses received regarding this consultation. There were a total of 755 individual responses. 114 were from adults over 18 years of age. 627 were from children and young people. 18 declined to give an age on the questionnaire.
- There were 502 responses from young people who are service users during a range of youth events.
- There were 253 responses to the young person, adult and carer questionnaire. 47% of responses were from adults. 53% were from children and young people. 57% of respondents to the questionnaire stated that neither they, nor their children were members of a youth club or community activity group (local football club, guides, scouts, dance group etc).
- There were 9 service providers who responded to the separate online questionnaire, and they have provided high quality commentary.
- There is good support and understanding of why changes need to be made. There is also support for the Council prioritising work with vulnerable young people and for the general principle that others should run the services that the council can no longer provide. There is limited support for outdoor activities becoming self-financing, but no desire for outdoor education to cease in the county.
- In terms of the next steps, following the cabinet decisions on the recommendation we will draw together an implementation plan. We have been given 10 days free

consultant support from the National Youth Agency to plan the next steps regarding developing a community engagement model for the universal youth services and to consider options for outdoor education. The NYA have completed a scoping document to outline the support they are offering.

Alternative Options

1. **Maintaining the status quo** - continuing to deliver all elements of the Youth Service as it is. The necessary budget reduction of 20% (£105,874) would result in the structure of the service being unsustainable causing overstretch and reducing quality in current provision. The service would not be able to offer extra help to those vulnerable young people who need it most and universal youth services delivered through youth centres would be reduced. Continuing to subsidise outdoor education to the extent it currently is subsidised will put pressure on other youth work. Increasing income generation from outdoor education will be difficult without investment of time and funding in developing the infrastructure for marketing, promotion and bookings. This option would mean that we cannot deliver the Positive for Youth vision.
2. **Immediately ceasing council delivery of outdoor education services** - this would entail the closure of the sailing and canoe centre. This decision would affect approximately 600 current users of the facilities including vulnerable groups such as young people with disabilities. This would save the council approximately £92,000 per year and will release assets. This option carries a reputational risk - 76% of respondents in the consultation report said that they did not want outdoor education to stop.

Reasons for Recommendations

3. Targeting the future Council's expenditure primarily but not exclusively on positive activities for vulnerable groups of young people; investing in supporting the voluntary and community sector to develop and sustain positive activities; and allocating the council's resources to each local area and making arrangements with local partnerships to commission local delivery will enable the council to meet its statutory duties within the budget available. These recommendations give us a year to consider options for future delivery of outdoor education and will allow sufficient time to test commercial viability of the service.

Introduction and Background

4. On the 15th December 2011 Cabinet agreed the policy position set out within the vision and guiding principles, agreed a number of recommendations re future provision of youth services in the county and requested that a further report incorporating the outcomes of the public consultation and additional equality work be brought to Cabinet in June 2012. The purpose of the initial review of the youth service was to:
 - Identify ways in which the vision for young people's services could be achieved.
 - Address how youth work could be directed more toward targeted intervention, and ensuring the needs of the most vulnerable are met, utilising youth work skills.
 - Establish how communities and the voluntary sector could be better engaged in improving universal provision, and making it more locally relevant and available.
 - Identify how reductions to the current youth service budget could be achieved.
5. During the period from 30th January to 20th April 2012, the public, stakeholder organisations and staff were invited to take part in the Herefordshire Youth Review Consultation. There were

a total of 755 individual responses. 114 were from adults over 18 years of age. 627 were from children and young people. 18 declined to give an age on the questionnaire.

6. The consultation document was published on the Herefordshire Council website and respondents were invited to complete the questionnaire online or to print it off and complete. A free postal address was provided for return. There were two separate questionnaires – one for young people, carers and adults, and one for service providers. Copies of the questions are available on request. There were 253 responses to the questionnaire. 125 of these were young people aged 11-17 (53%) with the other 114 (47%) of responses from adults (18 declined to give their age). 57% of respondents stated that neither they, nor their children were members of a youth club or community activity group (local football club, guides, scouts, dance group etc). There were 9 responses to the online service provider questionnaire and they have provided high quality commentary. Other providers completed the other questionnaire instead.
7. In addition to this a number of youth events were held across the county making use of electronic voting buttons with focus groups of young people who are users of the youth service. There were 502 responses to these with an average of 594 responses per question. The young people were asked the same questions that were included in the questionnaire.
8. With support from the public experience team the council consulted the broader community about the proposals seeking feedback from parents, carers and others with an interest. They spoke directly to 350 members of the public, and 40 made comments that have been recorded in the report. 3000 flyers were distributed to publish the details of the consultation. Information was provided to a number of community websites and was emailed to organisations, clubs and faith groups. In each locality area, the public experience team met with the public at a range of settings including stands at public events, stands at public venues including leisure centres, libraries, community centres and town centres. Stands took place at different times of the day including evenings. 550 printed questionnaires were given out at these locations and staff offered support to complete them. The team ensured that seldom-heard groups had the opportunity to take part by attending events for disabled people, and those with learning disabilities, and by contacting single parent families and Black, Asian and Minority Ethnic Groups.

Key Considerations

9. The key headlines from the youth service user focus groups and from the questionnaires are:

Q1 Do you understand the reasons why we are making changes to youth work delivery?			
	Yes	No	Unsure
Youth service user focus groups	92%	4%	4%
Questionnaire	70%	30%	0%
Q2 Do you think it is right that we make young people with the greatest needs our priority?			
	Yes	No	No Opinion
Youth service user focus groups	86%	7%	7%
Questionnaire	57%	26%	17%
Q3 So that we have enough money to help young people who are in greatest need, do you think it is right that we cut back on the services that we provide to all young people?			
	Yes	No	Unsure
Youth service user focus groups	43%	34%	23%
Questionnaire	20%	67%	13%

Q4 Do you think it is right that outdoor education activities should raise the money to pay for themselves?			
	Yes	No	Unsure
Youth service user focus groups	59%	23%	18%
Questionnaire	42%	45%	14%
Q5 If outdoor education cannot raise the necessary money through selling its services, should the activities stop?			
	Yes	No	Unsure
Youth service user focus groups	14%	81%	5%
Questionnaire	11%	76%	13%
Q6 Do you think it is right that we should ask other organisations to take over organising some of those activities that the Council provide so that we can concentrate on providing targeted support?			
	Yes	No	No Opinion
Youth service user focus groups	74%	11%	15%
Questionnaire	53%	27%	20%

10. It is interesting to compare the responses from the questionnaire where just 43% of respondents were current users of youth services, to the responses from the 502 children and young people who are service users. Whilst both groups clearly understand the reasons for change, there is clearly a difference in opinion in question 2. 86% of young people said that we should focus on the vulnerable groups, but only 57% of respondents to the questionnaire agreed. 43% of young people agreed that we should cut back on providing services for all in order to focus on the vulnerable, but only 20% of respondents to the questionnaire agreed. In terms of outdoor education the responses were similar with the majority of respondents clearly stating that access to outdoor education should not stop. There was mixed opinion on whether or not the outdoor education team should raise the finances to pay for itself through selling its services. Particular comments were that this might mean that some children and young people may not be able to afford to take part if they have to pay to access these activities.
11. The proposal to invest in support for the voluntary and community sector was strongly supported by 74% of young people who agreed that we should ask other organisations to take over organising some of the activities that the council provides, but only 53% of respondents to the questionnaire agreed.
12. It is clear from all of these responses that the young people who are service users generally are supportive of the recommendations. Respondents to the questionnaire where less than half are users of youth services were less in agreement with the recommendations.
13. The consultation document asked for comments to the following questions:
- How do you think young people can get involved in helping to develop services?
 - Do you have any ideas that can help us develop this new way of working?
 - What are your main concerns about these changes?
14. There were hundreds of recorded comments with lots of ideas for how young people can get involved with developing services. Most responses were around enabling young people to take part in discussions and to get them actively involved. These comments will be passed to the youth involvement officers so that the ideas can be pursued. Hundreds of comments were made giving ideas about developing this new way of working. One key area of concern was to ensure that volunteers were given adequate support and that there was continued support for the voluntary sector. A number of voluntary sector and third sector partners were mentioned who were keen to get involved in the debate. The main concerns raised were around the impact of reducing opportunities for young people and a concern that vulnerable

young people may not receive the support they need, and that activities currently organised by the council and delivered through youth centres may stop.

15. Of the 9 responses from service providers, the comments were useful points to consider, and offer practical support and a keenness to become actively involved in the implementation of change.
16. In conclusion there is good support and understanding of why changes need to be made. There is mixed support for the Council prioritising work with vulnerable young people and for the general principle that others should run the services that the council can no longer provide. The majority of responses clearly state that it is right to prioritise vulnerable young people but they struggle to say that by doing so we need to reduce funding elsewhere. There is limited support for outdoor activities becoming self-financing, but no desire for outdoor education to cease in the county.
17. In terms of the next steps, following the cabinet decisions on the recommendation we will draw together an implementation plan. We have been given 10 days free consultant support from the National Youth Agency to plan the next steps regarding developing a community engagement model for the universal youth services and to consider options for outdoor education. The NYA have completed a scoping document to outline the support they are offering. In addition to this the forthcoming Root and Branch Review will help to inform the specification of services needed to deliver the desired outcomes.
18. Whilst the council is not looking for a fully commissioned model to deliver universal youth services the main focus will be on developing a local market, which encourages and supports community engagement. Within this there may also be opportunities for worker led initiatives and support for small local charities or private sector involvement. We already have a model of working with third sector organisations to deliver universal youth services. For example in Ross on Wye the council youth service works closely with the Basement Trust to deliver open access universal youth provision and share use of a youth centre building. There is scope and enthusiasm amongst third sector and voluntary sector providers to develop this further. There is some recognition that the timescale is very tight, but next April 2013 remains the current target to achieve this.
19. Further work is required to identify what is in scope of the positive activities offer. A proposed mapping activity will start immediately to identify what is already delivered and also to identify current or potential providers in each area. This will draw on information already held within the county through Community profiles, Information and Assessment co-ordinators, the Family Information Service etc.
20. The future role of outdoor education was part of the public consultation. Within the current year it is intended to test out options for income generation and consider future options. Support from the NYA, to provide information on other approaches that have been used around the country were requested. Market testing during 2012/13 may consider broader outdoor education provision beyond use by young people and should include exploration of wider family outdoor education activity. Should outdoor education services not be commercially viable and no suitable provider be found, it is recommended that the council makes arrangements to close the provision by April 2013.
21. The following implementation plan has been agreed with the NYA.

Target Date	Activity	Days	Deliverables
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April	Scoping Meeting – working Group Project Scoping Proposal	1 day	Scoping Report written and agreed by AD
May- June	Desk research, Analysis of Mapping Exercise and key documents. Focus Group with management team and strategic partners to agree vision and preferred market options	2 days	Focus Group Plan Delivery of Focus Group Summary Report
June 15 th – End July	Facilitation of 6 x Community Events	4 days	Focus Group Planning Delivery of Focus Groups
End August	Draft Report to summarise market development key themes and proposals on county wide and area basis.	1 day	Draft Summary report
September	Working Group Meeting to finalise draft report Final Report with options appraisal and market development recommendations	2 days	Facilitate Review Meeting Final Report

Community Impact

22. An approach to delivery that seeks to provide services in the areas with the greatest need will see a commensurate decrease in council funding activities in those areas deemed as having less need. A move to a community facilitation model, encouraging the engagement of people in their local areas in decision making – including young people, and the potential volunteering of adults and older young people in service delivery, will be a significant contribution to localism and the development of services as communities require them.
23. Community groups and voluntary organisations will be interested in the commissioning approach to be used. In consultation with groups such as Close House, Young Farmers, CLD and HYCVS all have declared an interest in being part of a commissioning approach for the delivery of youth work functions.
24. Surveys of council tax payers usually identify the provision of places and activities for teenagers to be in the top quartile of preferred services on which to spend council tax. It is clear from the interim responses that the community does not want outdoor education services to stop. There is a mixed response in terms of cutting back universal youth services to support a more targeted model.
25. Using a model which will enable the allocation of funding on needs based model will increase transparency, and will allow services to be developed on a variable scale according to the needs of local communities.

Equality and Human Rights

26. This decision pays due regard to our public sector equality duty. The recommendations

consider the needs and rights of different members of our community. We have considered how the recommendations will impact on particular equality groups in particular the impact on young people.

27. The initial Equality Impact Needs Assessment (EINA) has been updated. The reduction in positive activities spend will potentially have a negative impact on the range of provision to young people. However this is mitigated by the fact that funding will be targeted on young people with the greatest need, and the proposed investment in building local voluntary sector provision.

Financial Implications

28. The council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
29. A budget breakdown was provided in the previous cabinet report and is attached at Appendix A. The recommendations made in this paper allow for the delivery of all statutory services within a budget set for 2012/13 which has been reduced by 20%, however this does mean that we need to reduce direct delivery of a number of youth work sessions. Supporting the community engagement model will mean that that the council can withdraw from some direct delivery, with the voluntary and third sector being funded to meet local need. For 2012/13 we have allocated sufficient budget to subsidise outdoor education to enable the council to test if the activity could become commercially viable. Funding to subsidise outdoor education is unlikely to be available in 2013/14.

Legal Implications

30. The policy must comply with the council's duties under the Education and Skills Act 2008 and under S507(b) of the Education Act 1996 as noted below.
31. Section 507B of the Education Act 1996 requires that every local authority in England must, '*so far as reasonably practicable, secure for qualifying young persons in the authority's area access to:*
 - a) *Sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and*
 - b) *Sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.*
32. This duty is clarified and expanded by Statutory Guidance on S 507(b) of the Education Act 1996: March 2008.
33. 'Positive for Youth' confirmed the Government's intention to retain the duty on local authorities to secure, as far as is practicable, services and activities for young people. (See section 507B of the Education Act 2006). This duty also requires local authorities (LAs) to take into account young people's views and publicise information about what is available. The guidance is being revised and is published for consultation now. The Department would welcome responses from LAs and other groups with an interest in this area – in particular those that represent the views of voluntary and community sector organisations, and young people themselves. The draft new statutory guidance is available on request.

34. In general terms it is for the local authority to determine what would amount to reasonable provision of sufficient activities but the judgment of what is 'sufficient' should be by reference to the needs of young people in the area.

Risk Management

35. Risks arising under legal implications are entered into the CYP Risk Register at line 010 - Failure to secure access to adequate and sufficient educational positive activities for young people in their leisure time and line 011 - Failure to provide a Targeted Youth Support Service for vulnerable young people referred by schools and the new all age careers service. The council has a legal duty to secure access to positive activities. It does not have to provide these activities directly.
36. Risk if the council ceases to directly provide Outdoor Education facilities:
- Reputational risk to council – public/legal challenge as seen in other LA areas. Mitigate by opportunity for needs and delivery to be identified and met locally.
 - 81% of respondents expressed a clear view that they did not want outdoor education facilities to close.
 - Loss of facilities for a range of children and young people including those most vulnerable. Mitigate by exploring outsourcing of delivery rather than ceasing delivery and funding will be targeted on young people with the greatest need, and the proposed investment in building local voluntary sector provision.
37. Risk of developing community engagement model for delivery of positive activities:
- More complex delivery arrangements leading to confusion and potentially overlapping services. Mitigate with clear commissioning framework and support to advise on local need and provision.
 - External organisations readiness/ market ability to deliver universal services.

Consultees

Widespread consultation has been undertaken across the county with young people, parents and carers, community groups and third sector organisations for a period of twelve weeks in order to consider the issues and proposals set out in this paper.

Appendices

Appendix A – finance information.

Background Papers

Consultation Feedback Report

Youth Service and Connexions Integration Financial Summary

	11/12 Budget (current)					Reduction Steps
	Locality Youth	Locality Connexions	Central Connexions* ¹	Integrated Service	Substance misuse * ²	
Pay	441,977	708,070	138,382		331,511	1,619,940
Non Pay	23,100	17,389	130,578		264,941	436,008
Income	(18,000)	(45,000)	0		(66,473)	(129,473)
Net	447,077	680,459	268,960	0	529,979	1,926,475

	11/12 Budget (baseline for 12/13)* ³					Reduction Steps
	Locality Youth	Locality Connexions	Central Connexions	Integrated Service	Substance misuse	
Pay	353,911	520,385			100,590	1,269,086
Non Pay	22,275	19,007	127,105		2,910	319,567
Income	(30,000)	0			(56,750)	(183,880)
Net	346,186	539,392	127,105	0	46,750	1,404,773

	12/13 Budget (transition year)					Reduction Steps
	Locality Youth	Locality Connexions	Central Connexions	Integrated Service* ⁴	Substance misuse	
Pay	147,455	213,825		410,249	100,590	1,166,319
Non Pay	5,650	3,565	55,160	79,381	2,910	376,937
Income	(12,500)			(92,500)	(56,750)	(258,880)
Net	140,605	217,390	55,160	397,130	46,750	1,284,376

	13/14 Baseline (full year of new service)					Reduction Steps
	Locality Youth	Locality Connexions	Central Connexions	Integrated Service * ⁶	Substance misuse	
Pay	0	0	0	703,280	100,590	1,098,070
Non Pay	0	0	0	257,194	2,910	407,974
Income	0	0	0	(92,500)	(56,750)	(246,380)
Net	0	0	0	867,974	46,750	1,259,664

Saving vs 11/12 Baseline full year service 13/14 145,109

Total Saving from 11/12 budget to 13/14 Baseline 666,811

*¹ Connexions 11/12 budget includes staff costs pre restructure

*² substance misuse included in locality connexions 11/12

*³ Baseline reflects annual cost of current staff after adjusting for part year costs in 11/12

*⁴ Integrated service includes £57k for universal service + £75k Troubled families grant +income from services

*⁵ Central youth includes £82k for HVOSS / commissioned universal service

*⁶ 13/14 baseline integrated service includes full £200k universal youth service+ £20k from pay to non pay re JE outcome

*⁷ Central youth adjusted by £82k re HVOSS / universal commissioned (part of £200k)

