A G E N D A

Strategic Monitoring Committee

Date: **Monday, 13th October, 2003**

Time: **10.30 a.m.**

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

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

For any further information please contact:

Tim Brown tel 01432 260239   e-mail tbrown@herefordshire.gov.uk

County of Herefordshire District Council

HEREFORDSHIRE
COUNCIL

AGENDA
for the Meeting of the Strategic Monitoring Committee

To: Councillor T.M. James (Chairman)
       Councillor Mrs. P.A. Andrews (Vice-Chairman)

       Councillors W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin, Mrs. M.D. Lloyd-Hayes, D.C. Short MBE, J. Stone, J.P. Thomas and W.J.S. Thomas

Pages

1.   APOLOGIES FOR ABSENCE

To receive apologies for absence.

2.   DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on this agenda.

- PROGRESS REPORT

To inform Members of the further progress that has been made on implementing the recommendations of the Transport Cross-Service Review.

11. PROPERTY MANAGEMENT SCRUTINY REVIEW (TO FOLLOW)

To consider issues relating to this review.

12. AUDIT SERVICES ASSSURANCE REPORT 2002/03

To report on Audit Services activity during the year 2002/03, give an opinion on the Council's overall level of internal control and highlight any areas of concern.

13. EXTERNAL AUDIT AND INSPECTION PROGRAMME (TO FOLLOW)

To consider matters relating to the Programme.

14. PERFORMANCE MONITORING - CORPORATE HEALTH

To consider a report to Cabinet on scrutiny arrangements in relation to the National Best Value Performance Indicators and corporate performance from 1 April to 31 July 2003.

15. LAND CHARGES (TO FOLLOW)

To review progress in improving Land Charge response times.

16. BUDGET MONITORING 2003/04

To report on the position with regard to revenue budget monitoring for Programme Areas in 2003/04.

17. CAPITAL PROGRAMME MONITORING 2003/04 TO 31 JULY 2003

To report on the Capital Programme forecast for 2003/04.

18. SCRUTINY ACTIVITY REPORT

To consider the work being undertaken by the Scrutiny Committees.

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Education, Environment, Health, Social Care and Housing and Social and Economic Development. A Strategic Monitoring Committee scrutinises Policy and Finance matters and co-ordinates the work of these Committees.

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

The principal roles of Scrutiny Committees are to

- Help in developing Council policy

- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken

- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public

- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.

- Review performance of the Council

- Conduct Best Value reviews

- Undertake external scrutiny work engaging partners and the public

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

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO:-

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.

- Inspect agenda and public reports at least three clear days before the date of the meeting.

- 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.

- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of the Cabinet, of all Committees and Sub-Committees.

- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Committees and Sub-Committees.

- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.

- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (10p per sheet).

- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, its Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print, Braille or on tape. Please contact the officer named below in advance of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport links

Public transport access can be gained to Brockington via the bus route to Hampton Park. The service runs every half hour from the hopper bus station at Tesco's in Bewell St (next to the roundabout at the junction of Blueschool Street/Victoria St/Edgar St) and the nearest bus stop to Brockington is in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mr Tim Brown on 01432 260239 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

> # MINUTES of the meeting of the Strategic Monitoring Committee held at Brockington, 35 Hafod Road, Hereford on Monday, 7th July 2003 at 10.30 am
>
> **Present: Councillor T.M. James (Chairman)**
> **Councillor Mrs.P.A. Andrews (Vice-Chairman)**
>
> **Councillors: W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin, Mrs. M.D. Lloyd-Hayes, J.Stone, J.P. Thomas, W.J.S. Thomas.**

In attendance: Councillors Mrs L.O. Barnett (Cabinet Member – Social Care and Strategic Housing), Mrs J.P. French (Cabinet Member - Human Resources and Corporate Support Services) , D.J. Fleet, R.J . Phillips (Leader of the Council), D.B. Wilcox (Cabinet Member – Audit and Performance Management), R.M. Wilson (Cabinet Member – Highways and Transportation).

1.   CHAIRMAN AND VICE-CHAIRMAN

It was noted that the Council had appointed Councillor TM James as Chairman of the Committee and Councillor Mrs PA Andrews as Vice-Chairman of the Committee.

2.   APOLOGIES FOR ABSENCE

Apologies were received from Councillor D.C. Short MBE.

3.   DECLARATIONS OF INTEREST

There were no declarations of interest made.

4.   MINUTES

RESOLVED: That the Minutes of the meeting held on 1st April 2003 be approved as a correct record and signed by the Chairman.

5.   WORK PROGRAMMES

The Committee considered its own work programme and the work programmes adopted by the individual Scrutiny Committees, with the exception of the newly established Health Scrutiny Committee, and noting that the Education Scrutiny Committee's work programme, as circulated separately, had yet to be considered by that Committee.

It was noted that in general the programmes incorporated a number of items identified as requiring periodic monitoring and attention, providing a basis for the Committee's work, to be added to as required.

The Chairman emphasised that as currently drafted the work programmes would serve as a basis for the work of the Scrutiny Committees, whilst signalling his intention to develop the Council's approach towards scrutiny.

RESOLVED:

THAT (a)   the Committee's work programme be confirmed, subject to noting that it served only as a basis for future development;

and

> **(b)   the work programmes of the other Scrutiny Committees also be noted as a basis for future development.**

6.   REVIEW OF THE CONSTITUTION

The Committee considered a number of amendments to the Constitution arising from the review of Cabinet and Scrutiny responsibilities by Council in May.

The report detailed the proposed changes, which had been recommended by the Constitutional Review Working Group.

In the course of discussion the Committee highlighted the three points set out below as issues warranting further reflection:

- **(Cabinet Procedure Rule 6) the rights of Ward members to attend and speak at Cabinet when decisions are taken affecting individual wards**

  Some Members expressed the view that Members should have a right to attend and speak at Cabinet when decisions were taken affecting individual wards. Others agreed that there were practical considerations which supported the proposal to leave the discretion, as at present, to the Leader of Council as Chairman of Cabinet to call Ward Members to contribute.

  It was acknowledged that where an individual ward was affected, although this could potentially involve up to 3 Councillors there was unlikely to be an obstacle to them all speaking. In some circumstances, however, a significant number of wards may be affected. Whilst allowing one Councillor to speak on behalf of a number of others would work in some circumstances, in others it might not. There was therefore an argument for leaving the discretion to the Leader of the Council, noting that the arrangement could be monitored and reviewed.

  The right of Group Leaders to speak at Cabinet was identified as an additional potential safeguard of the interests of Ward Members. It was also suggested that rather than waiting until the Cabinet meeting Ward Members should raise any concerns they had with the relevant Cabinet Member, to allow account to be taken of any concerns at the earliest opportunity.

- **(Scrutiny Rule 6) the mechanism for dealing with the response by Cabinet to Cabinet decisions which have been called in.**

  The proposed amendment would mean that following the call-in of a Cabinet decision if the matter was referred back to the Cabinet the Leader would have the discretion to decide whether to reconsider the matter on behalf of the Cabinet, or to refer the matter back to a meeting of the Cabinet.

  Some Members suggested that transparency of decision making would be enhanced by requiring issues to be considered at a meeting of the Cabinet. Others noted that there might be occasions where for practical reasons time constraints would support the adoption of the proposed discretionary mechanism.

- **Part 9 – Operation of the Smallholdings Selection Panel**

  The Constitutional Review Working Group had proposed that the Panel should comprise the Cabinet Member (Rural Regeneration and Smallholdings) and two non-executive Councillors (one Conservative and one Liberal Democrat) to carry out an advisory role on smallholding tenant appointments. A view was expressed that a larger Panel was needed with a remit to oversee the smallholdings estate.

The following additional points were raised:

- It was noted that the review of the operation and boundaries of Local Area Forums was ongoing.

- The requirement in Scrutiny Rule 3 that to instigate a call-in the three signatories required must include representatives from at least 2 political groups was discussed. It was noted that the overriding principle was that the Scrutiny function should operate in a non-political fashion and that a decision to call-in a matter should rest solely on the merits of the particular subject.

RESOLVED: That the proposed changes, set out in the County Secretary and Solicitor's report, be recommended to Cabinet and Council for approval, but highlighting the three points in relation to Cabinet Procedure Rule 6, Scrutiny Rule 6 and the operation of the Smallholdings Selection Panel as issues warranting further reflection.

7.   FINAL REVENUE OUTTURN 2002/2003

The Committee considered the final outturn position on the revenue budget for 2002/2003.

The report noted that whilst the statutory Statement of Accounts was in the process of being finalised the final outturn picture could be presented to the Committee. The report detailed the outturn by programme area.

In response to a question the County Treasurer confirmed that there was an awareness of the opportunity to pool budgets with Health and he would report further to the Social Care and Housing Scrutiny Committee.

The Committee also noted that the continuing pressure on the Social Care budget would require particular attention.

RESOLVED: That the position be noted.

8.   CAPITAL PROGRAMME – FINAL OUTTURN – 2002/2003

The Committee considered the Capital Programme outturn for 2002/2003.

The report summarised the position noting that monitoring systems and procedures continued to be developed and improved.

RESOLVED: That the position be noted

9.   LPSA OUTTURN

The Committee considered an updated schedule on the performance outturn for the first full year of the Council's Local Public Service Agreement.

The report noted that in assessing performance against each of the targets it should be borne in mind that the various projects identified to help deliver the improved performance had been introduced during the year and some would therefore have had only a modest impact on performance   It was noted that negotiations were still taking place on two targets. A change in methodology for measuring one of the Best Value Performance Indicators (BVPIs) had had a significant effect on the measured performance. It was possible that similar changes could be made to other BVPIs during the life of the LPSA.

The Committee was advised that on the current level of performance the Council would fail to achieve a number of the targets. The importance of individual Scrutiny Committees monitoring performance was emphasised.

RESOLVED: That the Local Public Service Agreement Schedule be noted.

10.   RACE EQUALITY SCHEME PROGRESS REPORT

The Committee considered progress against the Council's Race Equality Scheme Action Plan.

The report noted that the Council had published its Race Equality Scheme in May 2002, providing a framework for how the Council intended to promote race equality through eliminating unlawful racial discrimination, and promoting equal opportunity, and good relations between people of different racial groups.

Difficulties had been encountered in securing engagement across the Council and a number of broader diversity issues had been identified as requiring a corporate response. However, progress had also been made in a number of areas. It was reported that the Cabinet had made some revisions to the action plan which would be reconsidered by Cabinet and then reported back to the Committee.

The Committee discussed the importance of ensuring young people in particular were educated in these matters and where problems were reported that these were addressed   It was noted that since the appointment of an officer to focus on the concerns of young people more evidence of difficulties had come to light.

It welcomed work underway including research into the numbers and needs of seasonal migrant workers. However, it also expressed concern that the Commission for Racial Equality (CRE) did not appear to recognise that the issues facing Herefordshire were markedly different from those facing many other areas. The CRE had even indicated that it would not be continuing funding for the Race Equality Partnership within the County, an issue which it was noted would have to be given further consideration by the Cabinet.

The provision in the revised action plan for equality training for all Members of the Council not just new Councillors was welcomed.

RESOLVED: That progress to date be noted.

11.   PAYMENT OF UNDISPUTED SUPPLIER INVOICES WITHIN 30 DAYS – BEST VALUE INDICATOR BV8

The Committee considered performance against the national Best Value Performance Indicator for the payment of undisputed invoices within 30 days for 2002/2003.

The County Treasurer reported that the figures for 2002/2003 did show an improvement particularly in the second half of the year although performance at 87% for this period was still well short of the 100% target set by the Government.

He suggested that monitoring should continue on an exception basis provided the present level of improvement continued. Monthly information would continue to be circulated to Heads of Service and progress on improvement monitored

RESOLVED: That the report be noted and payment of invoices performance data reported to the Committee on an exception basis as part of the corporate

health performance report, with reports to individual Scrutiny Committees if necessary.

12.   PERFORMANCE MONITORING – CORPORATE HEALTH

The Committee considered the outturn figures for the 2002/2003 national corporate health and local corporate performance indicators.

The report highlighted areas for improvement on an exception basis, identifying the action considered necessary to address any adverse trends.

It was suggested in discussion that the setting of a local target relating to "percentage of electorate from wards affected by content attending Council/Committee meetings" needed to be revisited.

RESOLVED: That corporate performance for the period 1 April 2002 – 31 march 2003 be noted together with the proposed improvement activity for 2003/2004.

13.   COMPLAINTS AND COMPLIMENTS MONITORING

The Committee was informed of the figures for complaints and compliments recorded fro the year ended 31 March 2003 and the first quarter of 2003/2004 with comparative data.

It was reported that since February 2002 the Council had achieved the implementation of a computerised complaints recording system; provided Complaints Administrators who provided support with the recording and administration of the complaints process; introduced a revised Complaints Leaflet, a revised Comments and Complaints Procedure, and created a Compliments Procedure; and a Customer Service Strategy.   It was considered that these improvements to the system had led to the significant increase in the number of complaints recorded in the first quarter of 2003/2004.

Compliments recorded over the first quarter had more than doubled as a result of encouraging staff to record them.

The Committee noted that work was ongoing to review and improve the electronic recording system, improve the process for reviewing and sharing best practice across the Council, and consider changes in working practices following the investigation of complaints. A target had been set for the number of complaints resulting in a change of working practice.

It was requested that consideration be given to separating out the statistics for Social Care and Strategic Housing.

RESOLVED: That the report be noted.

14.   LOCAL GOVERNMENT OMBUSMAN AND COMPLAINTS PANEL – 2002/2003

The Committee was informed of the figures for complaints determined by the Local Government Ombudsman and the Council's Complaints Panel for the year ended 31 March 2003.

It was highlighted that in 2002/03 as in every year since the Council's formation in 1998 there had been no findings of maladministration against the Council. In five cases the Council had agreed to take some further action to resolve complaints.

RESOLVED: That the report be noted.

15.   SCRUTINY ACTIVITY REPORT

The Committee noted the work being undertaken by the Scrutiny Committees

.

The meeting ended at 12.30 pm   **CHAIRMAN**

HEREFORDSHIRE COUNCIL IMPROVEMENT PLAN - MONITORING REPORT

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1.   To consider the first monitoring report on progress in respect of the Herefordshire Council Improvement Plan 2002-2005.

Financial Implications

2.   None arising

Considerations

3.   Attached to this report is the monitoring report on the Council's Improvement Plan which was considered by Cabinet at its meeting on 25 September 2003. At that meeting, Cabinet agreed content of the monitoring report and resolved that future monitoring reports be modified to incorporate appropriate 'milestones'.

4.   Further monitoring reports on the Improvement Plan will be considered in line with the Council's agreed performance monitoring intervals.

RECOMMENDATION

THAT progress in respect of Herefordshire Council's Improvement Plan be noted.

BACKGROUND PAPERS

• None identified

Further information on the subject of this report is available from Hilary Preedy, Policy Officer on (01432) 260378

HEREFORDSHIRE COUNCIL IMPROVEMENT PLAN - MONITORING REPORT

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET   **25TH SEPTEMBER, 2003**

Wards Affected

County-wide

Purpose

To consider and agree the first monitoring report on the Herefordshire Council Improvement Plan and to identify any action to be taken as a result.

Key Decision

This is not a Key Decision

Recommendations

THAT (a)   **the monitoring report on the Council's Improvement Plan be agreed;**

                 and

        (b)   **any action Cabinet wishes to take as a result of the monitoring report be identified**

Reasons

The Council is required to have an Improvement Plan in place following the outcome of the Comprehensive Performance Assessment (CPA) and to implement appropriate monitoring arrangements.

Considerations

1.   In September 2002, the Council was subject to CPA along with all other upper tier authorities in the country. The assessment resulted in a report outlining the Council's strengths and weaknesses under a number of headings and culminating in a series of recommendations. The Council initially challenged the report in respect of a number of issues, including individual section scores, lack of appropriate audit trail for some of the conclusions drawn, nuance and grammatical errors. The final report was sent to the Council in November 2002.

2.   One of the requirements of CPA was that the Council should draw up an Improvement Plan. Herefordshire Council's Improvement Plan is drawn from the recommendations outlined in the CPA report and those outstanding from the previous improvement plan arising from the Improvement and Development Agency's peer review in 2001. The Improvement Plan was agreed with the Audit Commission

in February 2003 and forms the basis of the Council's audit and inspection programme for the next three years. The Plan was developed as a strategic plan for improvement over three years with actions focused around five key areas: leadership and vision, performance management, key resources, organisational development and learning and communications.

3. The CPA process also required the Council to identify six improvement priorities to be delivered over the 12 months to December 2003. The Council was keen, however, to focus on long term improvement and incorporated the so-called "CPA priorities" into the overall Improvement Plan. By way of clarity, a summary of these priorities is set out on page 4 of the Improvement Plan.

4. Monitoring of the Improvement Plan was agreed on the basis of using "faces":

    ☺ Smiling face indicates action completed or full on track for completion

    ☺ Straight face means that issues have arisen but which are not expected to impact on the achievement of the overall Plan

    ☹ Sad face means that there are significant issues that could affect the timing or performance of the Plan

5. The Improvement Plan envisaged monitoring to be undertaken at the agreed performance monitoring intervals, namely 4, 6, 8, 10 and 12 months. Given the strategic nature of the Improvement Plan, it is unlikely that significant progress overall will be made in each two-monthly interval although specific actions may warrant closer monitoring. Cabinet is asked to consider, therefore, the frequency of monitoring reports that it wishes to receive.

6. The detailed progress report is appended at Appendix 1 and indicates that the majority of actions have a smiling face, being either completed or fully on track for completion by the target date. In relation to the "CPA priorities", these are fully on track and will be completed by the end of December 2003. Highlighted below are those issues arising in each of the five areas which have either a straight or sad face:

    Leadership and vision

    ●   **Race Equality Scheme – straight face**: the first year's action plan was not completed and a revised action plan has now been developed. There have been some delays in moving forward with the Steering Group.

    ●   **Disability Scheme – straight face**: the original target date of June 2003 was not met and a revised target date of December 2003 has now been agreed. Implementation is due to start in January 2004 to meet the Council's statutory obligations by October 2004.

    Performance management

    ●   **Local Public Service Agreement (LPSA) – straight face**: there are a number of issues highlighted in relation to the achievement of the LPSA targets. A separate LPSA monitoring report will be submitted to Cabinet at the end of September.

Key resources

- **Project management: review and revise cross Council strategies and programmes in light of agreed methodology – straight face**: the list of cross Council strategies which should be revised in the light of the agreed methodology for project management (PRINCE2) was compiled in March 2003. The managers responsible for their delivery have been offered the full PRINCE2 training with a view to then revising their project plans.

- **Scrutiny review of property – sad face**: the scrutiny review of property is included in the work programme of the Strategic Monitoring Committee with a target date for completion of December 2003. The review was delayed because of the election/change of administration and although some data gathering has started, no revised timetable is yet in place.

Organisational development and learning

- **Management of change/organisational development – straight face**: this element has been removed from the Modernisation Programme and is being taken forward by a small group of officers. Some activities have been identified although there is no formal work plan in place.

Communications

- **Team briefings: random spot checks – straight face**: the first survey is due to take place in August 2003.

- **Staff roadshows – sad face**: the Improvement Plan commits the Management Team to two staff roadshows each year. To date, in 2003, no roadshows have taken place and none are yet planned.

- **Work shadowing – straight face**: work-shadowing commitments are in place for Directors/Heads of Department. However, the picture is more inconsistent at Head of Service level where only a few Heads of Service, such as Head of Engineering and Transportation, regularly undertake programmed work shadowing

- **Connecting with Communities – straight face**: the deferring of a decision in respect of the future of Herefordshire Matters is likely to impact on the overall achievement of the Connecting with Communities action plan.

- **Local Area Forums** – **straight face**: this action was due for completion by December 2003. Given that future work is on hold pending a decision by Cabinet, it is unlikely that the Council will meet this timescale. There remains some uncertainty about the future of Local Area Forums, which are seen as a key part of the Communications area of the Improvement Plan.

Alternative Options

There are no alternative options

Risk Management

Failure to fulfil the actions identified in the Council's Improvement Plan may result in an increased programme of audit and inspection

Consultees

None identified

Background Papers

None identified

HEREFORDSHIRE COUNCIL

Committed to excellence...

Review
September 2003

...**Putting** people first
...**Preserving** our heritage
...**Promoting** our county
...**Providing** for our communities
...**Protecting** our future

Quality life in a quality county

Contents

☺   Smiling face indicates action completed or full on track for completion

☺   Straight face means that issues have arisen but which are not expected to impact on the overall Plan

☹   Sad face means that there are significant issues that could affect the timing or performance of the Plan

Any revised targets are shown in **bold**

Leadership and vision

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress update
A clear understanding of the impact of Council activity on achieving the Herefordshire Plan ambitions	Produce a Corporate Plan	Chief Executive	Chief Executive's Management Team Policy Team	January 2003	☺	Corporate Plan completed and approved by Council – 17 January 2003
	Adopt a corporate planning template	Director of Policy and Community	Policy Team	January 2003	☺	Adopted as part of the Corporate Plan
	Implement corporate planning template	Chief Executive's Management Team	Policy Team	March 2003	☺	Implemented through the performance management framework (see below)
	Review corporate planning template	Chief Executive's Management Team	Policy Team	March 2004	☺	
Elimination of prejudice within the council and in its dealings with others	Implement, in full, the Council's Race Equality Scheme	Head of Policy and Communication	Race Equality Steering Group	March 2005	☹	Revised action plan being developed Workforce monitoring now in place. Qualitative research on black and minority ethnic perceptions commissioned Awareness raising campaign underway Pilot monitoring exercise introduced alongside the comments and complaints procedure Common racial incident reporting form introduced across all local agencies

Leadership and vision

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress update
	Prepare a Disability Scheme to ensure the Council meets its obligations under the Disability Discrimination Act and other related legislation	Director of Housing and Social Care Director of Education Director of Policy and Community	Policy Team	~~June 2003~~ **December 2003**	☹	Revised timescale agreed by CXMT. Working Group established to develop Scheme – July 2003
	Implement the Disability Scheme	Chief Executive's Management Team	Managers' Forum	~~December 2003~~ **January 2004**	☹	
	Implement, in full, the *Promoting Equal Opportunities* section of the Human Resources Strategy	Director of Environment	HR Strategy Group	December 2005	☺	Disability Symbol gained Text for Personal Employment Pack for existing employees being put together Targeted equalities training currently being planned
Management of organisational change/ development across the Council	Implement, in full, the *Change Management Programme* in the Modernisation Programme	Director of Environment	Programme Board	March 2005	☹	Revised as part of revisions to Modernisation Programme and moved to Organisational development and learning element of the Improvement Plan

Performance management

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
Focus on performance to drive corporate and service improvement	Implement a corporate performance management framework	Chief Executive	Head of Performance Management Policy Team	March 2003	☺	Framework produced by 31 March 2003; formal launch on 21 May 2003 to Managers' Forum. Commitments for all CXMT in place by 31 March 2003; Commitments to be in place for all Heads of Service by 30 August 2003
	Implement performance monitoring in line with agreed intervals at all levels in the organisation	Head of Performance Management	Directorate resources	March 2005	☺	
	Implement performance validation system	Head of Performance Management	Principal Internal Auditor	March 2003	☺	Validation systems underway on 16 key CPA indicators
	Review corporate performance management framework in light of full outturns	Chief Executive	Chief Executive's Management Team Head of Performance Management	May 2004	☺	
	Revise Staff Review and Development process to incorporate target setting in line with business planning	Head of HR Head of Performance Management	HR Services	March 2003	☺	Revised SRD process in place by 30 April 2003

Performance management

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Achieving management excellence* section of the Human Resources Strategy	Strategic Head of HR	HR Strategy Group	December 2004	☺	Pilot run of management competencies underway from September 2003 Programme of performance management training underway EFQM assessment of all services carried out in 2002/2003
Improved services for the community	Deliver, in full, the Council's Local Public Service Agreement	Policy Officer Assistant Treasurer (Financial Policy and Audit)	Lead Officers	March 2005	☹	Full progress report to CXMT – mid-September 2003

5

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Review current models for project management	Director of Environment	Policy Team	January 2003	☺	Review of project management models reported to CXMT on 18 March 2003
	Implement agreed model for project management	Director of Environment	Managers' Forum	March 2003	☺	Agreed model (PRINCE2) implemented from 31 March 2003 through targeted training programme – first training undertaken in April 2003
Corporate project management arrangements	Develop and run bespoke training to support the agreed model for project management	Head of HR	HR Services	September 2003	☺	PRINCE2 pilot training programme launched 7 April 2003 with roll out of awareness sessions for Key Managers during August/September 2003
	Review and revise as required all current service and cross cutting strategies to incorporate agreed model	Lead officers		September 2003	☹	Strategic programmes and projects reviewed as part of CXMT report of March 2003. No evidence of revisions having taken place
	Review approach to project management	Chief Executive's Management Team	Policy Team	March 2005	☺	

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Revise current Risk Management Strategy to incorporate operational risk and links with performance management	County Treasurer	~~Risk Management Strategy Working Group~~ **Performance Leads**	March 2003	☺	Risk Management Strategy incorporated in performance management framework
Comprehensive risk management arrangements	Implement revised strategy	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	June 2003	☺	
	Develop and run bespoke training to support the Risk Management Strategy	HR Services	~~Risk Management Strategy Working Group~~ **Performance Leads**	June 2003	☺	Training incorporated into the performance management training
	Review approach to risk management	Chief Executive's Management Team	~~Risk Management Strategy Working Group~~ **Performance Leads**	March 2005	☺	
Improved Council-wide procurement	Implement, in full, the Council's Procurement Strategy	County Secretary and Solicitor	Contract Officers' Group Procurement Officer	March 2005	☺	Review of strategy scheduled for autumn following externalisation of HCS and strategic review of WMS planned for January 2004 Awareness Training for all authorised purchasing officers delivered and strategic procurement

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
						training session delivered Central Purchasing Service set up in relation to paper, mobile phones, corporate travel. Review of Code of Practice on allocation of contracts and financial standing orders due for completion - September 2003 Compliance with EU procurement rules - complete
Improved asset management	Undertake in-depth scrutiny review of property in line with scoping statement	Chief Executive	Environment Directorate Committee Manager (Scrutiny)	December 2003	☹	Timescale delayed due to election/change of administration. Some data gathering has started although no revised timetable in place
	Develop and implement Regeneration/ Accommodation Strategy	Director of Environment	Accommodation Project Board Regeneration Project Board	March 2007	☺	Consultation underway on Edgar Street Grid proposals including debate regarding future office accommodation

Key resources

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Promoting Flexible Working* section of the [Human Resources Strategy](#)	Head of HR	HR Strategy Group	December 2005	☺	Pilot flexible working to be carried out in Revenues and Benefits No progress in relation to Work Life Balance pre-assessment
Deliver a single broadband telecommunications infrastructure	Implement, in full, the *Herefordshire in Touch programme* in [e-Modernisation](#)	Head of e-Modernisation	Programme Manager	December 2005	☺	Broadband plan revised in the light of the new regional ICT strategy and technical innovation It is hoped that negotiations with telecommunications suppliers will conclude by the end of 2003 with a view to broadband services becoming available early in 2004

Organisational development and learning

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Improving recruitment, retention, making best use of skills and potential* section in the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Exit surveys in place No progress on Career Information Point Focus group from Herefordshire Voice being set up to consider Council's reputation as an employer Targeted survey regarding Essential Skills drafted
A competent and effective workforce	Implement, in full, the *Ensuring a safe and supportive working environment* section of the Human Resources Strategy	Head of HR	HR Strategy Group	December 2005	☺	Health and Safety induction for all new employees in place Revised bullying, harassment and grievance policies drafted Review underway of lessons to be learnt from complaints
Better passporting of learning throughout the Council	Develop systems for sharing learning across the Council through the use of existing mechanisms such as use of case studies, Managers' Forum and the Intranet	Director of Policy and Community	Policy Team HR Services Managers' Forum	June 2003	☺	Systems developed and launched at Managers Forum – January 2003
	Implement systems for sharing learning	Director of Policy and Community	Policy Team PR Team	September 2003	☺	Systems currently being implemented

Organisational development and learning

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Review systems	Director of Policy and Community	Policy Team HR Services	December 2004	☺	
Management of organisational change/ development across the Council	~~Implement, in full, the Change Management Programme in the~~ <u>Modernisation Programme</u> **Implement activities identified**	Director of Environment and Director of Policy and Community	Organisation Development Group	March 2005	☺	Group established and activities identified currently being carried out by members of the Group. No structured work plan in place.

11

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Ensure 100% penetration of Team Briefings	Chief Executive's Management Team	Managers' Forum	January 2003	☺	Commitment to Team Briefings re-emphasised at Managers' Forum – January 2003
Timely communication of significant information to all staff	Carry out random spot checks of Team Briefings to ensure compliance every three months	Public Relations Officer	Public Relations Team	From March 2003	☹	First survey planned for August 2003
	Implement, in full, the *Improving communications* section in the Human Resources Strategy	Head of HR	HR Strategy Group Public Relations Team	December 2005	☺	Progress as per Connecting with Communities element
Opportunities for all staff to "have their say"	Run two staff roadshows per year	Chief Executive	Chief Executive's Management Team	December 2004	☹	No roadshows held in 2003 to date
	Hold two open meetings annually for all staff within each Directorate/Department	Chief Executive's Management Team	Directorate/Departmental resources	December 2003	☺	Open meetings held in all Directorates/Departments
	Review success of open meetings	Chief Executive's Management Team	Public Relations Team	March 2004	☺	
	Consider and implement other opportunities for all staff to feed back ideas	Chief Executive's Management Team	HR Services Directorate/Departmental resources	June 2003	☺	Mechanisms in place in Directorates/Departments although not clear how learning shared across the Council

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Directors and Heads of Service to undertake half-day work shadowing four times a year	Chief Executive's Management Team Heads of Service	Managers' Forum	March 2005	☺	Work shadowing in place for Directors but not yet for the majority of Heads of Service (except Head of Adult Services and Head of Engineering and Transportation)
Effective communications outside the Council	Implement, in full, the recommendations of the Connecting with Communities project	Director of Policy and Community	Communications Network Public Relations Team	March 2005	☺	Draft Communications strategy completed Council-wide communications network formed Measures taken to improve communications around job evaluation. Decision on future of Herefordshire Matters deferred pending work on costings and joint publication New Members - media training Media satisfaction survey to be carried out in autumn 2003

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Implement, in full, the *Access to services programme* in e-Modernisation	Director of Policy and Community	Programme Board Top 10 customer services group Info in Herefordshire	March 2006	☺	Programme progressing well – improving front office services by using new technology to enable more queries to be dealt with on the first contact. Telephone access also being improved Top 10 customer services group disbanded and its work being taken forward as part of the Service Improvement Project, due to report in August 2003. Any future work will be within the remit of e-Modernisation.
	Implement, in full, the Council's Customer Service Strategy	Customer Services and Development Manager	Top 10 customer services group	March 2004	☺	Customer Standards agreed – to be launched in September 2003

Communications

What we want to achieve...	What we will do...	Who is responsible...	With these resources...	When we will achieve it...		Progress to date
	Consistent use of corporate stationery across the Council	Director of Policy and Community	ICT Services	March 2003	:-|	Revised corporate style guidelines have been produced. Revisions to the correspondence/report templates are being made. The revised style guidelines are scheduled to be issued in September/October 2003
	Implement, in full, agreed proposals to develop of Local Area Forums	Director of Policy and Community	LAF Lead Officers Policy Assistant	December 2003	:-|	Further work on hold pending outcome of Cabinet discussions
Improved consultation arrangements	Implement, in full, the Council's Community Involvement Strategy	Director of Policy and Community	Community Involvement Co-ordinator	March 2004	:)	Some additional support for its implementation being provided through the Graduate Trainees in Policy and Community

STRATEGIC MONITORING COMMITTEE

LOCAL PUBLIC SERVICE AGREEMENT

Report By: County Treasurer

Wards affected

County-wide.

Purpose

1.   To provide a detailed analysis on the half term progress of the Council's Local Public Service Agreement (LPSA) targets.

Financial Implications

2.   In line with the Performance Management Framework launched in May this year, our performance against the thirteen LPSA targets will be reported on a quarterly basis to Strategic Monitoring Committee and annually to Cabinet in April. This report seeks to analyse in greater depth performance at the half-term interval in order to influence not only any decisions to be made in the short-term but also the new range of targets which will need to be negotiated for the second PSA period starting in April 2005.

3.   As a reminder, the Performance Reward Grant (PRG) is payable in two equal instalments in 2005 and 2006. The amount for each target is £272,000 adding up to a total amount available of over £3,500,000. Where there are a number of individual indicators within each target, the PRG is split equally. No PRG is payable for performance below 60% of the stretch.

Background

4.   Local authorities are now being consulted on for the next round of LPSAs. The lessons which we are beginning to learn from the first round should inform not only which targets we negotiate, but also the targets which we consider to be influential over and less exposed to changes in definitions and policy.

Overview of Current Performance

5.   Appendix A gives a tabular analysis of the monitoring results. *Overall performance is mixed* and where there are problems these are generally owing to:

- The original stretched targets being particularly difficult to achieve;   and secondly

- Changes in the definitions of individual indicators.

6.   The two targets which are perhaps the most difficult to achieve purely because of the element of stretch in the initial agreement are:

- Homeless households needing repeat housing; and

- Attainment of A to C Grades at GCSE.

Further information on the subject of this report is available from Mr A Tanner, Assistant County Treasurer
(Financial Policy and Audit Services) on 01432 260162

7.   Despite the considerable challenges here, these are still priority targets within the respective Directorates. Some targets are also sensitive to single, major incidents, so even though we are on track now this may not be the case next year. The risk inherent in these would have been fully understood at negotiation stage.

8.   A third target which could fit in this category is reducing domestic burglary which has been adversely affected not only by changing reporting standards, but also by a transfer of crimes into this bracket from vehicle theft.

9.   The changes in collecting methodology has affected several indicators and recent advice provided through the Local PSA.net is rather ambiguous:

      'Where methods for collecting data had changed since the local PSA was signed, for example the introduction of National Crime Recording Standards by the Home Office, it was suggested that government should use the figures on as comparable a basis as possible with those current at the time of the negotiation. Ministers were strongly resistant to any re-negotiation. But where the agreement failed to express the intentions that both the authority and the government had at the time of the negotiations, that could be corrected'.

10.   Where there have been changes in definitions impacting of future performance against the target, we have asked managers to contact the relevant Government department for clarification and possible adjustment of future targets owing to baseline changes. The original intentions are referred to in the above note and it is only right that these are observed.

11.   A lesson learnt for the next LPSA round is that some indicators will require a far tighter definition and a detailed construction of baseline information. Where there are changes or ambiguity, these need to be notified to the Office of the Deputy Prime Minister (ODPM) immediately.

Future Considerations

12.   Commitment to the LPSA targets at a service level on the whole has been good and sub departmental groups have been set up to address delivery of the targets in detail. Regular reporting, on at least a monthly basis by exception, now needs to take place to the Chief Executive's Management Team as many of the targets are based on performance purely in 2004/05. Any resourcing decisions need to be made at an early stage in order to impact sufficiently on performance.

13.   An additional consideration will be the use of the Performance Reward Grant, although at this stage it is difficult to forecast how much we will receive. One option for its use could be to include it in the Medium Term Financial Plan and ring fence it for future performance gains either inside or outside an LPSA. Much will depend on the level of central Pump Priming Grant allowed next time round, and care would also need to be taken in allocating recurring expenditure against as it is still essentially a one-off grant.

Further information on the subject of this report is available from Mr A Tanner, Assistant County Treasurer (Financial Policy and Audit Services) on 01432 260162

LocalPublicServiceAgreement0.doc   30

RECOMMENDATION

THAT regular reports are provided for consideration detailing progress against the LPSA targets.

BACKGROUND PAPERS

Report on LPSA to Cabinet – 9 October 2003.

Further information on the subject of this report is available from Mr A Tanner, Assistant County Treasurer
(Financial Policy and Audit Services) on 01432 260162

LocalPublicServiceAgreement0.doc   31

Appendix A

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005
Enabling older people to live as independently as possible in the community - by providing community services	Intensive home care as a proportion of intensive home and residential care (PSS PAF indicator B11)	12.5 ☺	20 per 1,000 of the population over 65
	Intensive home care (PSS PAF indicator C28)	4 ☺	6.5 per 1,000 of the population over 65
	Older People helped to live at home (PSS PAF indicator C32)	78 ☹	120 per 1,000 of the population over 65
	Avoidable harm for older people (PSS PAF indicator C33)	29.6 ☺	22 per 1,000 of the population over 65

Comments:

B11 – Intensive Homecare as a percentage of intensive homecare and residential care. Current trends suggest that we will be close to the target performance although performance has been well short of targets over the last two years.
C28 – Intensive Homecare. At Qtr 1 we have met Qtr 4 target for 2003/04 and are therefore clearly on track to reach the PSA target for 2004/05.
C32 – Older people helped to live at home. Serious concern about downward trend in performance but we also need to clarify definitions on not only calculation but also baseline. This indicator is directly resource intensive, ie: performance improvement can only be achieved by allocating more home help etc.

C33 – Avoidable harm for older people (falls and hypothermia). The baseline figure needs to be confirmed as using over 65's for the population base, if this is right then current performance is well within the target range. It needs to be stated that this indicator in particular is sensitive to severe winters.

Improving fire safety by reducing fire and fire related deaths in dwellings	BVPI 142iii	14.97 (equating to 448 fires) ☺	15 per 10,000 dwellings
	BVPI 143 i & BVPI 143 ii combined	4.33 (equating to 29 injuries and 2 fatalities) ☺	6.95 per 100,000 population

Comments:

We are currently within the target, based on performance in 2002-3, and the approach for the remainder of the LPSA period is to hold that position. This indicator more than any other is sensitive to single incidents.

Improving road safety	The number of killed and seriously injured casualties per annum – STATS 19	150 (as at 31/12/02) ☺	197 killed and seriously injured casualties per annum
	Coarse visual inspection % of non-principal roads with any threshold condition value exceeded (BVPI 97 (a & b)) as defined in DTLR publication 'Best Value Road Condition Survey for Local Highway Authorities'	To be confirmed ☺	10% of non-principal roads with any threshold condition value exceeded

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005

Comments:

We are currently well within the target based on the information for 2002. The indicator is highly sensitive to serious accidents involving multiple KSIs and in this respect an element of future performance is out of our control despite our speed control and traffic calming policies.

There have been a number of difficulties with the Road Condition target due to the changes in methodology of measurement. We have taken a decision therefore to use the old methodology which the LPSA targets were based on. We are still waiting for the results of surveys carried out recently however management are confident that the condition targets will be met in 2004/05.

Reducing crime	BCU (Basic Command Unit) – vehicle crimes per 1,000 population	7.89 ☺	8.75 vehicle crimes per 1,000 population
	BCU – domestic burglaries per 1,000 households	12.91 ☹	7.4 domestic burglaries per 1,000 households
	Youth Justice Board indicator - Percentage of young people (10-17) who offended in the last quarter of the year, who were re-offending; figures as recorded by the Youth Justice Board	42% ☺	8 percentage point reduction on the 2001 baseline of re-offending by the target group. Baseline of 50.6% agreed for Herefordshire.

Comments:

Vehicle Crime and Burglary

The baseline for the burglary and vehicle crime targets is 2000/01. There are clear trends following this year showing:
- A steady and continuous downward trend in vehicle crimes and a
- A steady upwards trend in burglaries.

Whereas the vehicle crime performance is now below the LPSA target and reducing further, it is highly unlikely that the burglary target will be met and this is due to a number of reasons:
- It is now very difficult to break into modern cars and most car theft now takes place from homes where keys are stolen – this is now counted as a burglary.
- Following the introduction of the National Crime Recording Standards in April 2001 attempted burglaries are recorded now and these inflate the figures quite significantly. The WMPA are confirming with the Home Office over whether we can revise the baseline and target.

The fact that there is a transfer of crime recording from vehicle theft to burglaries in relation to cars stolen from houses could form an argument for a revised composite target. This information is being formulated accordingly.

Youth Offending

The figures for the end of 2002 suggest that the target is on course. Because we are only dealing with a cohort of around 130 10 to 17 year olds however the target is sensitive to minor changes. An additional 3 boys re-offending next year for example would take away all of the required stretch and we would lose £90,000 in Reward Grant. This emphasizes the importance to aim as low as possible in achieving the target and look at ways of continually minimizing the risk of not achieving.

Improving the life chances for children in care by increasing the adoption rate	Adoptions of looked after children (PSS PAF indicator C23)	6.4% (equating to 11 of 172 children) ☹	21 looked after children adopted during the year

Comment:

There is a particular complicating factor here which are the fixed numbers used in the PSA target as the number of children available for adoption has gone down. This together with a revised definition means that we are likely to struggle to meet the target. PSS have gone back to the DSS to discuss these matters. The pump priming grant is being used to give pre and post adoptive support to potential adoptive parents.

Improving the life chances for children in care by improving their educational	Employment, education and training for care leavers (PSS PAF indicator A4)	76% ☺	72% of care leavers in education, training and employment at 19

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer on 01432 260162

2

34

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005
attainment	The percentage of those children leaving care aged 16 or over who obtained at least 5 GCSE's at Grade A*-C (data source form OC1)	11.9% (2 of 17 children) Summer 2002 ☺	5 looked after children obtaining 5+ GCSEs at grades A* to C
	Children looked after absent from school (PSS PAF Indicator C24)	6% (9 pupils) absent for 25 + days in Spring Term 03) ☺	11 looked after children absent from school

Comments:

The performance achieved in 2002-3, together with the measures in place to manage and improve that performance should ensure that the target s are achieved. Summer 2003 results are currently being analysed.

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005
Increasing participation in democracy & local decision making	% of Electoral Register voting at district elections in the three postal ballot wards	Achieved ☺	Ward 1 (Belmont) – 38.6% of Electoral Register voting at district elections in 2003 Ward 2 (Holmer) – 34.5% of Electoral Register voting at district elections in 2003 Ward 3 (Ross) – 44.3% of Electoral Register voting at district elections in 2003
	% of young people (aged between 13 and 19 years) surveyed answering positively to the following question: *Do you feel that the Council does enough to give young people the opportunity to influence important decisions?* -strongly agree - agree - neither agree nor disagree - disagree - strongly disagree	Not monitored	The percentage stating "strongly agree or agree" to be agreed after survey in 2002
	% of Citizen Panel respondents answering positively to the following question. *Do you feel that the Council does enough to give local people the opportunity to influence important decisions?*	24% ☺	20 percentage points

Comments:

The first sub-target, electoral turnout, has been achieved although the figures will not be available for formal reporting until the BVPI figures are calculated.

Following lengthy negotiations the survey methodology and baseline information for the "young people" sub-target was only agreed with ODPM in early summer.

So far as the third sub-target is concerned, although a Herefordshire Voice survey in 2002-3 indicated that the target had been exceeded, sustaining this level of performance may be difficult given the current uncertainty about the future of LAFs, Herefordshire Matters and Herefordshire Voice – all key tools in enabling people to influence Council decisions. In particular, if Herefordshire voice is not retained for 2004-5 the indicator associated with this target cannot be measured and £90,000 of PRG will be lost.

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005
Improving resettlement support services to homeless households	The number of homeless households needing repeat housing	56.1% ☹	1% of homeless households needing repeat housing

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer on 01432 260162

3

35

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005
Comments: There are some significant issues around this target and again we will very shortly be in dialogue with the ODPM. The LPSA definition of repeat housing differs from the ODPM and formal representation also needs to be made regarding the legitimacy of the conditions attached to the target. These in particular include no families to be in B&B accommodation in 2004/05 and a 95% satisfaction rating for service provided. The Head of Strategic Housing is well aware of problems here and is addressing potential solutions through an officer working group soon to be set up.			
Improving the attainment levels of pupils in Herefordshire	% of pupils attaining 5 or more A*-C grades at GCSE	58.6% (provisional for 2003) ☺	62% of pupils attaining 5 or more A*-C grades at GCSE (summer 2004)
Comments: This target is very challenging although performance continues to improve at 2% per year. Achieving the target is a priority being addressed by the Education Directorate.			

Increasing the proportion of higher ability pupils obtaining 5 or more A*-B grades at GCSE and level 5 and above in English, Maths and Science at the end of Key Stage 2	% of pupils attaining 5 or more A*-B grades at GCSE	25% ☺	31% of pupils attaining 5 or more A*-B grades at GCSE (summer 2004)
	The percentage of pupils attaining level 5 or above in English, Maths and Science at the end of Key Stage 2	16.9% ☺	18% of pupils attaining level 5 or above in all three subjects at the end of Key Stage 2 (summer 2004)
Comments: Performance towards achieving the 1st sub-target is promising and there is reason to be optimistic that the target will be achieved. Outcome figures for the 2nd sub target for the current year will be available in the near future and will give a further indication of progress.			

Improving the care and development of young children	Percentage of settings on 1-2 year outcome	No progress as Ofsted did not inspect any setting in this category prior to March 31st 2003 ☺	2% of settings on 1-2 year outcome (at 31 March 2004)
	Percentage of settings on 1-2 year outcome for 3 consecutive years	Ofsted did not inspect any setting in this category prior to March 31st 2003 ☺	No settings on 1-2 year outcome for 3 consecutive years (at 31March 2004)
	Percentage of settings accredited on Quality Assurance Scheme	24 settings (estimated 8%) have joined the Quality Assurance Programme ☺	45% of settings accredited on Quality Assurance Scheme (at 31 March 2004)

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer on 01432 260162

4

36

LPSA Target	Indicator	Latest Performance Data at August 2003	Target for 2004/2005

Comments:

The current indications are that the first two sub-targets will be met, provided Ofsted carry out inspections of the groups in question in 2003/4, and no unexpected outcomes result. For the second sub target 3 of the relevant 8 settings have closed thereby making the target more attainable.

The 3rd sub-target is much more challenging as Herefordshire started from a very low base. Although good progress has been made in generating interest in an accreditation scheme, achieving the target will depend on other settings expressing interest in the scheme, and the majority of the 191 registered childminders in the County being persuaded to join a childminders network or join the accreditation scheme. A further 12 settings have asked for information.

Improving cost effectiveness	Current draft has been sent to the ODPM for agreement following changes made in School absence and Highways condition targets. It is hoped that the final agreement will suggest that we will comfortably achieve the overall stretch of over 2%. ☺		
Achieving 100% delivery of electronic government	BVPI 157	43% ☺	100% of council services capable of electronic delivery delivered electronically at 31st March 2004.
	Customer proximity to Contact Points	☺	10 mins drive time or less for any Herefordshire resident to their nearest community access point by 31/3/05.
	E Government within key Partnership initiatives	☺	An additional 40% of Council Services relating to Single Assessment, Supporting people and Community Legal Services delivered in partnership with county agencies and available via the Herefordshire Partnership Portal at 31st March 2005.

Comments:

We are still confident on reaching the overall e government target by March next year. The main risk involves recruitment and retention in key project management positions. It has been agreed with the auditors that those services which have been externalised, such as HALO, will not be included in the IEG Statement but the former Commercial Services now delivered in Partnership will be.

External Audit has assured us that community access points outside the county boundaries will count in the proximity indicator in order to satisfy the VfM aspects of this indicator.

Meetings are being arranged to clarify the Single Assessment and Supporting People e govt targets, the outcomes of these meetings will then be agreed with auditors. There are no problems envisaged with delivering the target for Community Legal Services.

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer on 01432 260162

5

37

HEREFORDSHIRE PLAN AND PARTNERSHIP PROGRESS REPORT

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1.   To advise on progress in implementing the Herefordshire Plan.

Financial Implications

2.   None.

Considerations

Background

3.   Following wide ranging consultation on the original draft a revised edition of the Herefordshire Plan was published in June 2000. The Herefordshire Plan was one of the first wave of community plans published in England. The Plan sets out a vision, guiding principles, ten ambitions and a number of golden threads which together form a ten year strategy for Herefordshire. The Plan is therefore currently at the end of its third year.

Partnership Arrangements

4.   The implementation of the Plan is supported by a comprehensive partnership including over 100 organisations from the public, private and voluntary sectors. Core partners with the Council include the Chamber of Commerce and Business Link Herefordshire and Worcestershire, Herefordshire Association of Local Councils, Herefordshire Primary Care Trust, Learning and Skills Council Herefordshire and Worcestershire, Voluntary Organisations, and West Mercia Constabulary.

5.   The Partnership is led through ten ambition groups which take responsibility for delivering each ambition in the Plan. The Ambition Groups are supported by a Management Group and Board of senior officers from the core partner organisations. In addition there are golden threads running through the activity of all Ambition Groups. For example there is an Information Communications Technology (ICT) Group responsible for the ICT Golden Thread of the Plan.

6.   The Ambitions are as follows indicating the Cabinet Member within whose remit the ambition falls and the Scrutiny Committee responsible for scrutinising progress towards achieving the ambitions.

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

Ambition	Cabinet Member	Scrutiny Committee
Improve the health and well-being of Herefordshire People	Social Care and Strategic Housing	Health Social Care and Housing
Reduce crime and disorder and make Herefordshire safer	Leader	Strategic Monitoring Committee
Tackle poverty and isolation in Herefordshire	Leader	Strategic Monitoring Committee
Encourage communities to shape the future of Herefordshire	Community and Social Development	Social and Economic Development
Develop Herefordshire as an active, vibrant and enjoyable place to be	Community and Social Development	Social and Economic Development
Protect and improve Herefordshire's distinctive environment	Environment	Environment
Provide excellent education, training and learning opportunities in Herefordshire for all ages	Education Community and Social Development	Education Social and Economic Development
Meet Herefordshire's accommodation needs	Social Care and Strategic Housing	Social Care and Housing
Support business growth and create more and better paid work in Herefordshire	Economic Development, Markets and Property Rural Regeneration	Social and Economic Development
Develop an integrated transport system for Herefordshire	Highways and Transport	Environment

7.   Underpinning the Ambition Groups there are a plethora of local partnerships throughout Herefordshire based on geographic communities ranging from town centres to housing estates and individual villages. There is ongoing work underway to improve communications and linkages between the Ambition Groups and these key geographic communities.

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

SMCHerefordshirePlan131003fin0.doc   40

Member Involvement

8. Member support and involvement in delivering the Herefordshire Plan is an essential element of success and therefore the Plan has been developed using a number of dedicated events with Herefordshire Council Members.

9. Members of the Executive are charged with receiving regular reports on the progress of the Herefordshire Plan generally and the contribution of the different parts of Herefordshire Council to the achievement of individual Ambitions. Wherever possible Executive Members should be integrated into the work of the Ambition Groups.

10. In September 2001 the Strategic Monitoring Committee agreed that individual Scrutiny Committees should receive six monthly reports setting out progress to date, work in hand and future timetables. Where Cabinet Members are responsible for more than one ambition Scrutiny Committees should examine composite reports. In order not to lose sight of the breadth of the Plan the Strategic Monitoring Committee should receive, at least on an annual basis, a report bringing together key activities/themes which are being progressed or emerging.

Achievements

11. The Audit Commission's Corporate Assessment of the Council in December 2002 commented that "the Plan has provided the focus for partnership working and has contributed significantly to the Council being able to attract significant external funding to deliver projects tackling local priorities, such as rural access and pockets of deprivation in Hereford City. In this respect the Plan has enabled the Council to punch above its weight as a small low-funded authority."

12. Details of specific achievements are set out in the Herefordshire Plan Progress Review 2001-2002 copies of which are available in the Members' Room. The Plan is currently being revised and an updated version of the current Plan will be available in the near future. There will then be a fundamental review in 2004, leading to a new Plan in 2005.

13. The Strategic Monitoring Committee has a role in scrutinising progress in implementing all the ambitions in the Herefordshire Plan.

14. Achievements for each of the Ambitions and Golden Threads from the new revision of the Herefordshire Plan include:

A) Golden Threads

Geographic Communities

Achievements include
• Parish plans have been completed on a number of villages in the County and more are underway. Local people are deciding on the priorities for their own communities.

Communities of Interest

Achievements include
• A survey of farmers and farm businesses in the county has been undertaken to find out about the challenges that the industry faces locally

---

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

SMCHerefordshirePlan131003fin0.doc   41

- A group of young people is developing who will provide a voice for their community of interest across Herefordshire

Information and Communications Technology

Achievements include
- The Herefordshire in Touch (HIT) Programme has been put in place to ensure that **broadband** becomes available to everyone in the county who wants it.

- Free and independent **ICT advice** is available to all businesses and voluntary and community sector organisations in the County through the HIT programme

- Herefordshire will soon benefit from its own **electronic gateway**, the "Herefordshire Hub". This is a highly innovative project which will allow residents, businesses and organisations easy electronic access to information and services. It will be one of the first gateways to fully meet accessibility requirements and achieve Royal National Institute for the Blind (RNIB) accreditation.

- Adult learners have access to a network of **LearnDirect centres** in Herefordshire's towns and villages, recognised as being amongst the best in the UK.

- **Young people** are being actively involved in a county-wide training programme to increase their IT skills and awareness.

B) Ambition Groups

Improve The Health And Well Being Of Herefordshire People

Achievements include
- Increased schemes to help people with mental health difficulties to live at home

- South Wye mental health drop in café

- New unit to help older people regain independence on target to open in November 2003

- Two rural 'Sure Start' schemes to support families with children under five

- Successful bid for '5 A DAY' funding to increase the number of people eating fruit and vegetables

Reduce Crime and disorder and make Herefordshire Safer

Achievements include
- An increase in the number of anti-social behaviour orders gained across the county, as part of a proactive response against people who impact on others quality of life

- Domestic violence perpetrators programme implemented

- Staffing has been trebled to increase the number in drug treatment and reduce waiting times

- Initiated a specialist young persons' substance misuse team to meet the treatment needs of young people and work on early intervention and prevention

---

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

Reduce poverty and isolation in Herefordshire

Achievements include
- Fact sheets produced on Social Inclusion Issues, including accessible meeting venues

- A Welfare Rights Forum is being established

- A Community Development Worker (Social Inclusion) has been appointed in Herefordshire

- Research into Social Inclusion and Poverty in Herefordshire

Encourage communities to shape the future of Herefordshire

Achievements include
- Working partnership to draw down money to fund community development and community economic regeneration

- Parish Planning Exercises have been undertaken in villages across the County

Develop Herefordshire as an active, vibrant and enjoyable place to be

Achievements include
- Funding Fair established as regular programme to support organisations in the voluntary sector to access funding

- Success in obtaining funding for Creative Industries Programme

- Establishment and funding for the Creative Learning Centre in Ross on Wye

Protect and enhance Herefordshire's distinctive environment

Achievements include
- Herefordshire Biodiversity Action Plan adopted

- Development of a Climate Change Strategy for Herefordshire underway

- Kerbside recycling available in most of the urban areas in Herefordshire

- The 'Herefordshire Rivers' Leader+ programme developed

Develop an integrated transport system for Herefordshire

Achievements include
- Rural Transport Partnership progress including improved rural bus services and community transport

- Hereford City Transport Review completed

- Wyse Moves South Wye accessible transport group project has achieved new bus services

Meet Herefordshire's accommodation needs

Achievements include
- Produced Supplementary Planning Guidance for new housing developments, looking particularly at issues of sustainability

---

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

SMCHerefordshirePlan131003fin0.doc   43

- Completed pilot of a Housing needs Toolkit with a local parish council

- Provided a response to the Regional Housing Strategy

- Participated in the development of the Herefordshire Council's Housing strategy

Support business growth and create more and better paid work in Herefordshire

Achievements include
- Produced the Herefordshire Economic Development and Business Support Strategy 1999-2011. This has been used to support funding bids bringing millions of pounds into the County

- Herefordshire Investment Partnership has helped find properties for businesses supporting the creation of hundreds of jobs and helping to safeguarded hundreds more

- Partners worked together to develop a new business start-up service that provided training for 225 people between August 2002 and March 2003 with 32 people receiving a start up grant

Provide excellent education, training and learning opportunities in Herefordshire for all ages

Achievements include
- Launched a new WRVS Learning Centre to improve access to adult and community learning

- Secured AWM funding to support a new Engineering Centre of Vocational Excellence

- Ten major employers in Herefordshire signed up to deliver literacy and numeracy training in the workplace

- Nine Herefordshire schools involved in curriculum flexibility partnerships to open up vocational learning opportunities for young people

RECOMMENDATION

THAT Members note the content of the report.

BACKGROUND PAPERS

None identified.

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on (01432) 260695

COMMUNITY SAFETY PROGRESS REPORT

Report By: Director of Social Care and Strategic Housing

Wards Affected

County-wide

Purpose

1.   To advise on the progress made in the work of the Herefordshire Community Safety Partnership.

Financial Implications

2.   All the activity is supported by agreed contributions by the Council and partner stakeholders, alongside dedicated funding for community safety initiatives.

Considerations

3.   The Community Safety Partnership has, ahead of Government requirements, merged with the Drug Action Team. This has already produced added value in commitment and joint endeavour. The Partnership does form part of the Herefordshire Plan work and as such reports as an ambition group.

4.   The progress is outlined in the attached report by the Community Safety Co-ordinator (Appendix 1).

5.   The targets are being met effectively apart from vehicle crime. The achievability of this target has been acknowledged by Government to be problematic.

6.   The capacity to deliver the performance management requirements regionally and nationally is an issue outlined. The requirements are considerable and the Partnership is tyring to find a more creative way of managing this by the dedicated officers circulating analysis for the membership to respond and amend as appropriate.

RECOMMENDATION

          THAT progress be noted.

BACKGROUND PAPERS

- Report on the Plan to Social Care and Economic Development Scrutiny Committee – 2 October 2003
- Herefordshire Community Safety Partnership Annual Report April 2002 to March 2003

Further information on the subject of this report is available from Sue Fiennes, Director of Social Care and Strategic Housing on 01432 260039

Herefordshire Community Safety Partnership

Membership

Since the merger of the Herefordshire Community Safety Partnership and Drug Action Team, we have continuously evaluated membership to ensure all relevant partners attend. This has resulted in streamlining of PCT membership and the engagement of the Police Authority.

Partnership activities

This period has been particularly busy for the partnership, now 18 months into its second three-year strategy. Work has progressed around:

- Two strong areas of work on anti-social behaviour: around young people and targeted work in identified hotspots
- The Noise project is growing – further events been held in South Wye – also nominated for national community safety award
- Currently have 8 ASBO's and 2 breaches have resulted in prison sentences
- 10 Community Support Officers have been well received – two more due to start early next year
- Partnership is using arts as a means of engagement, close working relationship developing with The Courtyard
- Domestic violence awareness raising leaflets produced and distributed
- Domestic violence service provision mapping carried out. Some gaps, these will be filled with floating support, funded by Supporting People.
- Alcohol Arrest Referral Scheme Pilot Project currently being developed with Bulmers, received Cabinet Office interest
- Merged Alcohol Implementation group (licensing and enforcement biased) with PCT's Alcohol Group
- Closer working relationship between Road Safety Implementation Group and LPSA Road Safety Working Group
- The Institute of Advanced Motorists (IAM) have completed 38 x 1hour talks at colleges; 750 young people were educated
- 3 HeARTS courses held this year (advanced motorcyclists course)
- Successful Sport England bid – recruiting Sports Referral Co-ordinator to work with ex and stabilised drugs misusers
- Young Persons Substance Misuse Team established
- Further development of local community Drug Forums (local people tackling local drugs issues)
- Many of our Implementation Groups carried out sets at Crucial Crew – estimated that 18,000 children have participated in Crucial Crew in the 10 years it has been running
- 18 month pilot being developed with GOWM utilising a Community Safety Community Development worker – they will be used to assist in the setting up of the Rural Safety Groups

HEREFORDSHIRE COMMUNITY SAFETY PARTNERSHIP

ANNUAL REPORT APRIL 2002 – MARCH 2003

1. Introduction

This report looks at the progress of the Herefordshire Community Safety Partnership (HCSP) during the first year of its second strategy. For the period April 2002 – March 2005, the following priorities for action within the county were identified:

- alcohol related crime and disorder
- anti-social behaviour
- domestic violence
- drugs and drug related crime
- and road safety.

It was also accepted that for crime prevention work to be effective, young people must be engaged. Youth work was therefore incorporated into each priority as a cross-cutting theme, as per the work of the Herefordshire Partnership, rather than a separate priority as it had previously been.

A new priority, Anti-social Behaviour, was set in line with the governments push to tackle this area of work. This also strongly appeared as a concern for residents in Herefordshire and was clearly highlighted in all our consultation work.

The strategy document detailed new aims and objectives for each priority, together with targets, actions and performance measures for the three-year period. This report will now examine our progress against those targets.

2.   Alcohol related crime and disorder

Target: To reduce alcohol related crime and disorder by 5%

Baseline figure: 2,280

Total number of incidents for year: 1,906

Result: 16.4% reduction

Progress against actions:

* Evaluation of taxi rank locations in Commercial Road and Bridge Street carried out – rank space and hours to be increased
* Group is integrating Pub and Club Watches into the CCTV control room
* Funding applications made to establish alcohol referral scheme. Bulmers involved in project.
* Bylaws have been introduced at the Rose Garden, Ledbury Road and the churchyard and playing fields at Madley, to introduce alcohol free zones

Issues:

* Taxi rank alterations still to be carried out
* Referral Scheme Objective 2 bid failed. Yet to receive decision on RRZ; if this is unsuccessful limited other funding sources. Project is vital as fills a gap in service delivery
* Section 17 failed in Wetherspoons case. Paper sent to GOWM, which has been forwarded to the Home Office outlining the difficulties when attempting to implement it.

Future work:

* The group is in the process of merging with the Alcohol Strategy Group, a health established group. This will bring a more balanced approach to our work, to now include education and treatment, rather than merely focusing on prevention and licensing issues

50

3. Anti-social Behaviour

Target: to develop a Herefordshire database based on West Mercia Police profile of disorder

Result: Established

Target: To achieve a 5% reduction on the first years baseline figures

Total number of incidents for year: 6345 (baseline figure established)

Progress against actions:

- New group quickly established with key players
- Two key areas of work evolved –
  - around young people
  - targeted work in identified hotspots (areas and people)
- Xtreme Youth Projects carried out further 'Noise' events. Successful funding bids for events and the employment of two young people to run Youth Action Groups
- Set produced for Crucial Crew, examining hate crime
- ASBO work progressing well. 7 ASBO's have now been obtained in the county. On-going staff training. Early intervention work has also been successful. Currently 104 targets and 16 further potential targets
- Successful bid for 10 Community Support Officers; key in progressing this area of work. Very positive feedback to date

Issues:

- Push the use of ASBO's in tackling prolific offenders and engaging the CPS to obtain order on conviction

Future work:

- Rolling out the Rural Safety Initiative
- Further 'Noise' events and rolling out Youth Action Groups to schools
- Working with The Courtyard to produce a video looking at young people and anti-social behaviour, examine the perceptions of young and old and the 'real picture'

51

4. Domestic Violence

Target: to increase the reporting of domestic violence incidents by 15%

Baseline figure: 786

Total number of incidents for the year: 795

Result: 1.1% increase

N.B. Women's' Aid have received approximately 200 more calls to the Domestic Violence Helpline for the same period.

Target: To ensure 80% of participants on the perpetrators programme do not re-offend within two years

Baseline figure: 6 participated in programme

Number re-offended: 1

Result: 83% achievement rate

Target: Develop an educational programme for schools promoting non-violence

Result: This is currently being progressed. The pack has been modelled on best practice from around the country. Delivery is mainly drama based, so we have negotiated with The Courtyard to train the teachers in this area.

Target: To reduce the percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous twelve months by 28%

Result: 34.61% 5% above Force average

Progress against actions:

- Awareness raising conference held in November, extremely positive feedback
- Information leaflets for victims and professionals distributed across county, again positive feedback, demand high
- PSHE lesson plan being developed designed to address conflict resolution and gender roles

Issues:

- Consent of victims required to progress multi-agency advocacy network
- Funding for both the perpetrators programme and advocacy network required

Future work:

- Development of an advocacy providers network
- Developing the perpetrators programme outside the criminal justice system

5. Drugs and drug related crime

Target: to reduce vehicle crime by 30% by 2004 (LPSA target = 1150 incidents)

Baseline figure: 1250 (2000/01 figure used)

Total number of incidents for the year: 1379

Result: 10.3% increase

Target: to reduce domestic burglaries by 25% by 2005 (LPSA target = 860 incidents)

Baseline figure: 990 (2000/01 figure used)

Total number of incidents for the year: 959

Result: 3.1% reduction

Please note:

Since the publication of the Crime and Disorder Reduction Strategy, David Blunkett has reviewed the National Drugs Strategy, from which the targets were originally taken, and removed them, as they were deemed immeasurable or unachievable; the overall aims of the strategy have stayed the same. The Government is currently developing 22 PI's across the DAT Plan.

Progress against actions:

- Detailed action is within the DAT Annual Return
- new group has been established, as the previous structure was not hitting the targets around criminal justice. There was also confidentiality and ethical issues as support workers were part of the group
- groups focus is targeting prolific offenders
- 'We don't buy crime' project launched, educating people on the crime/drug lifecycle

Future work:

- Detailed within the DAT Annual Plan

54

6. Road safety

N.B. Figures for the year refer to calendar year 2002. Baseline figures are from the LTP.

Target: to reduce the number of people killed or seriously injured by 29% by 2005

Baseline figure: 249 (1994-98 average)

Total for 2002   150 (previous year 179)

Result:

Target: to reduce the number of children killed or seriously injured by 32% by 2005

Baseline figure: 21 (1994-98 average)

Total for 2002:   8 (previous year 7)

Result:

Target: to aim for a slight casualty rate of 755 casualties by 2005 (this figure takes into account year on year traffic growth)

Total for 2002:   847 (previous year 867)

Result:

Progress against actions:

- Highways Agency is now attending meetings; work of group now more balanced, previously very educationally biased
- Mock accident event held in High Town, Hereford in September - very successful with lots of press and television coverage
- Development of 'Community Speed Watch'
- Christmas Drink Drive campaign
- Child car seat checking on-going
- Crucial Crew set
- IAM and HeARTS now integral members of group

Issues:

- Slight casualty rate is higher than target

Future work:

- Developing a road safety video with The Courtyard and a theatre performance for primary schools
- Motorcycle safety campaign
- Pedestrian safety campaign
- Courtesy, care and consideration campaign

7. Developing the Partnership – continuous improvement

Target: to evaluate targets on a yearly basis

Result: Achieved

Target: to review action plans on a quarterly basis

Result: Achieved

Progress against actions:

- development and implementation of performance management framework
- merger with Drug Action Team
- Pilot area for Partnership Quality Assurance Assessment (PQAA), which will become a CSP yearly statutory assessment for the Home Office
- On-going training / awareness raising events held
- Improved community consultation and involvement, particularly in tackling anti-social behaviour
- Improved marketing and promotion of both the partnership and projects

Issues:

- Capacity to deliver Home Office PQAA and monitoring
- Capacity for audit process; planning Autumn 03, action 04

Future work:

- Pilot area for Community Safety Apprentices (community involvement workers)
- Implementation of PQAA
- On-going community consultation and involvement

57

On-going marketing

-

TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRESS REPORT

Report By: Director of Environment

Wards Affected

County-wide

Purpose

To inform Members of the further progress that has been made on implementing the recommendations of the Transport Cross Service Review.

Financial Implications

None as a result of this report. A budget of £150,000 has already been identified to cover the procurement and installation of Scheduling Software to improve the efficiency of Education and Social Care transport services and support the introduction of demand responsive public transport services. Funding for this budget comes from three Government grants through Education Post 16 Pathfinder project, Rural Bus Challenge Grant and Urban Bus Challenge Grant. The cost of procuring this software is expected to be within this budget and negotiations are underway with the preferred supplier to get the best deal for Herefordshire.

Considerations

1. A Cross Service Best Value Review of the transport services was undertaken by the Council to examine the scope for improving the services provided and considered the potential for closer co-ordination and integration. This Committee considered a Third Stage report for the review on 17th May 2002 outlining the key findings and recommendations from the review.   This report identified a number of issues requiring further work and implementation as part of an improvement plan for the service that were endorsed by the Committee.

2. The recommendations of the Strategic Monitoring Committee were reported to the Cabinet at its meeting on 13th June 2002. Cabinet resolved that a Project Board be established to undertake the further work and oversee the implementation of the recommendations.   Cabinet also endorsed a number of detailed actions for implementation by the Project Board.

3. A Project Board was established chaired by the Director of Environment and includes the Director of Education and Director of Social Care and Strategic Housing. The Lead Planner (Transportation) was nominated as the Project Manager for the project and a Project Team drawing membership from the three Directorates formed to undertake the detailed work.

4. Progress reports on the implementation of the recommendations of the Transport Cross Service Review were considered by this Committee at its meetings on the 10th February and 1st April 2003. The report considered on 1st April 2003 set a number

---

Further information on the subject of this report is available from Richard Ball, Lead Planner (Transportation) on 01432 260965

of appropriate targets and milestones to be achieved during the implementation of the project. This report seeks to update Members on the current progress towards meeting these targets.

5.   This Transport Cross Service Review Implementation Project seeks to implement improvements that will help the transport services currently provided by the Environment, Education and Social Care Directorates meet transport needs in a quality and cost effective way through better co-ordination and integration.

6.   The project is continuing broadly in accordance with the original programme. However, it has been necessary to revise some of the target dates. The reasons for changes to targets/milestones are set out in detail below. However, the development of the Change Management Strategy has been deferred to take account of the need for further work to identify a coordinated IT solution, the procurement of Scheduling Software is progressing well but has taken longer than expected due to negotiations with the preferred supplier to ensure Herefordshire gets the best deal possible and the review of discretionary policies is due to be deferred until the outcome of a national review of school transport rules is completed.

7.   The Government recently invited local authorities to submit bids for funding to establish a sustainable travel demonstration town. It was necessary for the Lead Planner (Transportation), the Project Manager for this project, to devote significant time to preparing the Council's bid for this new initiative which resulted in a reduction in resources available to progress the Transport Cross Service Review Implementation Project over recent months. This has resulted in some slippage in the project.

8.   The following table identifies the original milestones and targets and, where appropriate, revised targets that have been adopted to guide the implementation of the project. Further details of what has been achieved so far and the reasons for the changes in targets are presented below.

Key Targets / Milestones	Original Target / Milestone	Status / Revised Target
Develop and Implement Improved Co-ordination and Integration		
1. Potential IT systems examined and demonstrations held	30/5/03	Achieved / Further work required
2. Change Management Strategy Developed	1/8/03	1/6/04
3. Change Management Strategy Approved for Implementation	19/12/03	1/8/04
Identify and Procure Scheduling Software		
1. Potential IT systems examined and demonstrations held	30/5/03	Achieved
2. Budget Approved to procure appropriate software	30/6/03	Achieved

---

Further information on the subject of this report is available from Richard Ball, Lead Planner (Transportation) on 01432 260965

3. Software Installed	1/10/03	1/3/04
3. Commence Review of Contracts	28/11/03	1/4/04
Review Discretionary Policies		
1. Draft Revised Policies Considered by Cabinet to approve for consultation	31/7/03	On hold
2. Publish Revised Policy	30/7/04	On hold
3. Revised Policy Takes Effect	05/09/05	On hold
Pilot Projects for Staggered Opening Times for education and social care establishments		
1. Identify suitable area for trial	28/2/03 (achieved)	Achieved
2. Complete desk top study prior to trial implementation	31/7/03	Achieved / live trial dependent upon provision of scheduling software
Brief LEA Governors on School Transport		
1. Briefing held for Governors	30/4/03	Achieved

Commentary

Develop and Implement Improved Co-ordination and Integration

9.   The Project Team reviewed a range of software in relation to improving coordination by sharing operational information and the selection of software to improve the efficiency of scheduling. It had been hoped that a single system could have been found to meet both these requirements for the service. Unfortunately, no single system is currently available that is capable of providing all the functions required effectively. In recognition of the available resources, it was therefore decide to take forward the procurement of appropriate scheduling software first. It is anticipated that the Project Team will return to consider the potential of a separate system to coordinate other parts of the work of the service once the procurement of scheduling software has been completed. The target dates for the remaining milestones for this element of the project have therefore been deferred.

10.   In September, the Social Care Transport Team relocated to the Education and Conference Centre. This co-location with the Education Transport team will further strengthen links and make joint working easier. In particular, it will enable better consultation, improve access to operational data, help to avoid duplication of effort and contribute to building a team effort for the delivery of the service.

Further information on the subject of this report is available from Richard Ball, Lead Planner (Transportation) on 01432 260965

Identify and Procure Scheduling Software

11. Good progress is being made with this element of the project to procure specialist software to improve the efficiency of Education and Social Care transport services and support the introduction of innovative demand responsive public transport services. A preferred supplier has been selected and negotiations are currently underway to procure the software.

12. This element of the project has taken longer than anticipated due to detailed technical negotiations to ensure the proposed system fully meets the requirements of the service and is compatible with Council IT systems. Contract documentation has also been considered by Legal Services to ensure the Council's interests are protected. Detailed negotiations are underway to ensure Herefordshire gets the best deal possible. The remaining target dates have been revised to reflect the work that has been undertaken. These also take account of the likely time required to install and bring the particular system that has been selected into operation.

Review Discretionary Policies

13. The Education Scrutiny Committee has considered the issue of discretionary transport provision at its meetings in July and September. However, in September, the Government announced a national review of school transport rules and published an action plan for consultation. The Government also announced new funding for the development of school travel plans and a grant scheme for schools to help implement measures such as new cycle parking. The Environment and Education Directorates are currently considering the consultation documents and the relevant Cabinet Member is currently considering whether to put this element of the Transport Cross Service Review Implementation Project on hold until the results of the Government's review are known.

Pilot Projects for Staggered Opening Times for education and social care establishments

14. A desk study was undertaken jointly between Social Care and Special Educational Needs transport in accordance with the project programme. This examined the potential for opening times to be staggered at two sites, the St Owens Centre and Blackmarston School, and included consultation with staff at the establishments and with parents or carers. The consultation with parents and carers will be helpful in ensuring that any changes that are introduced ensure that the service to users continues to meet their needs and, if possible, is improved. The study confirmed the suggestion that the staggering of opening times for such establishments could allow vehicles to be used more efficiently and prevent duplication. However, the inter-related nature of contracts for provision of such transport means that the implementation of such a scheme would be very complicated and without careful planning could have unforeseen knock-on effects on other contracts. The Project Team concluded that the proposed Scheduling Software would be required prior to the implementation of any scheme. This would allow for a variety of "what if" scenarios to be tested using the software prior to the implementation of a suitable scheme. Whilst this element of the project is complete, it is proposed to develop a live pilot when the Scheduling Software is operational. In addition, the study identified the need for additional resources for Health and Safety training for escorts and drivers. A new Health and Safety Officer (Transport) was appointed on 9th September 2003 and is being funded jointly by Social Care and Education Directorates.

Further information on the subject of this report is available from Richard Ball, Lead Planner (Transportation) on 01432 260965

Brief LEA Governors on School Transport

15.   Briefings were held for School Governors and coordinated with briefings organised to highlight recent changes to local management of schools. These briefings highlighted the key transport issues and made clear the potentially negative implications for the LEA transport budget that can arise as a result of changes that schools may introduce to their opening hours. The importance of schools discussing any proposed changes with the LEA to minimise this impact was stressed.

Conclusion

16.   The above report highlights the good progress that has been made since April on implementing the recommendations of the Transport Cross Service Review. The project continues to demonstrate the success of close working relationships between the Environment, Education and Social Care Directorates. The introduction of Scheduling Software will bring significant benefits for the service and improve efficiency. Attached at Appendix 1 is a copy of the current full programme for the project. A further progress report will be submitted in six months time.

RECOMMENDATION

THAT the progress with the implementation of the Transport Cross Service Review be noted.

BACKGROUND PAPERS

None

Further information on the subject of this report is available from Richard Ball, Lead Planner (Transportation)
on 01432 260965

APPENDIX 1 – TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRAMME

ID	Task Name	Start	Finish
127	Transport Cross Service Review Implementation Project	Tue 26/11/02	Mon 05/09/05
128	Develop and implement improved co-ordination and integration	Tue 26/11/02	Wed 03/08/05
129	Examine existing models of co-ordination and integration	Tue 26/11/02	Thu 01/04/04
130	Examine potential IT systems	Tue 26/11/02	Fri 30/05/03
131	Review Transport Co-ordination Study results	Mon 06/01/03	Thu 01/04/04
132	Consider the final report to examine opportunities for improving the service	Mon 06/01/03	Thu 01/04/04
133	Further Examination of IT Systems	Mon 01/03/04	Tue 01/06/04
134	Develop Change Management Strategy	Fri 02/04/04	Wed 02/06/04
135	Seek approval for model for co-ordination and integration	Mon 02/08/04	Mon 02/08/04
136	Commence Implementation of Change Management Strategy	Wed 01/09/04	Wed 03/08/05
137	Identify and Procure Scheduling Software	Tue 26/11/02	Mon 23/05/05
138	Consider IT Support Requirements	Tue 26/11/02	Mon 03/02/03
139	Approve budget for IT Support	Tue 04/02/03	Tue 04/02/03
140	Examine available software and develop specification	Mon 10/02/03	Fri 30/05/03
141	Approval for procurement of software	Mon 02/06/03	Fri 27/06/03
142	Procure and install software	Mon 30/06/03	Mon 01/03/04
143	Undertake staff training	Tue 02/03/04	Fri 30/04/04
144	Commence review of contracts	Mon 03/05/04	Mon 23/05/05
145	Review Discretionary Policies	Thu 02/01/03	Mon 05/09/05
146	Examine costs and benefits of existing policies in Education and Public Transport	Thu 02/01/03	Fri 28/02/03
147	Review approaches taken by other authorities	Mon 03/03/03	Thu 08/05/03
148	Proposed to be On Hold Pending Outcome of Government Review	Mon 30/09/03	Tue 30/09/03
149	Consult on revised policy proposals (on hold)	Wed 01/10/03	Fri 28/11/03
150	Consider responses and secure approval for revised policy (on hold)	Mon 01/12/03	Fri 26/03/04
151	Publish revised policy (on hold)	Fri 30/07/04	Fri 30/07/04
152	Revised policy takes effect (on hold)	Mon 05/09/05	Mon 05/09/05
153	Pilot projects for staggered opening times for schools and social services	Mon 06/01/03	Mon 24/01/05
154	Identify suitable areas for pilot projects	Mon 06/01/03	Fri 28/02/03
155	Undertake Desktop Study of Implications	Mon 31/03/03	Tue 24/06/03
156	Contact and secure agreement of relevant establishments	Wed 03/03/04	Tue 04/05/04
157	Agree revised transport services and opening times	Wed 05/05/04	Mon 02/08/04
158	Undertake Monitoring of Initial Contracts	Tue 03/08/04	Thu 25/11/04
159	Prepare report detailing outcomes	Fri 26/11/04	Mon 24/01/05
160	Develop policy and practice regarding developer contributions	Tue 26/11/02	Wed 31/03/04
161	Raise issue at the Development Impact Group	Tue 26/11/02	Wed 31/03/04
162	Include transport in SPG for Planning Obligations	Tue 26/11/02	Wed 31/03/04
163	Brief LEA Governors on school transport	Tue 26/11/02	Wed 30/04/03
164	Prepare guidance info for Governors	Tue 26/11/02	Fri 31/01/03
165	Undertake annual briefing for Governors in relation to LEA transport policies	Mon 03/02/03	Wed 30/04/03
166	Reporting on Progress	Mon 10/02/03	Mon 13/10/03
167	Report to Strategic Monitoring Committee February 2003	Mon 10/02/03	Mon 10/02/03
168	Report to Strategic Monitoring Committee April 2003	Tue 01/04/03	Tue 01/04/03
169	Report to Strategic Monitoring Committee October 2003	Mon 13/10/03	Mon 13/10/03

AUDIT SERVICES ASSURANCE REPORT 2002/03

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1.   To report on Audit Services activity during the year 2002/03, give an opinion on the Council's overall level of internal control and highlight any areas of concern.

Considerations

2.   The four-year Strategic Plan is based on a detailed risk assessment evaluation, which directs Internal Audit work as encompassed in the Annual Plan.

3.   The detailed Assurance report for 2002/03 is attached at Annex 1 with the key conclusions set out below and has been considered by the Chief Executive's Management Team, and by Cabinet on 4 September.

4.   Following assessment of the Council's overall level of internal control, a satisfactory level of control has been achieved.

5.   There are several issues, which we would like to draw to the Strategic Monitoring Committee's attention. Although Internal Audit has identified issues at service level, these are not material issues that affect the Council's overall level of internal control. Where problems have been identified, immediate management action has been undertaken to ensure that control mechanisms are in place. An example here being the Bank Reconciliation Audit where the allocation of additional resources has ensured good progress in solving the problems identified.   The overspend on Housing Repairs also resulted in robust management action, in addition to a separate report to the Special Accounts Committee. It is likely, however, that within the Audit Commission's annual management letter reference will be made to fundamental systems which have a marginal or worse opinion.

6.   The key issues highlighted relate to IT security and Performance Management, both of which are being addressed as matters of high priority this year.

7.   It is satisfying to report that there has been a further reduction in the number of unsatisfactory (weak) Audit Opinions from seven last year to three this year. The Chief Executive's Management Team has considered these individually and there were no residual issues to draw Cabinet's attention or subsequently to Strategic Monitoring Committee.

8.   Management continue to respond positively to recommendations and has agreed to take action on 98% of the recommendations made, which is a similar figure to last year.

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer
(Financial Policy and Audit Services) on 01432 260425

AuditServicesAssuranceReport2002030.doc

9.   The Audit Commission has now completed its full review of Internal Audit's work for last year, and whilst making recommendations regarding process improvements, it continues to be satisfied with the quality and coverage.

RECOMMENDATION

THAT the Committee notes and comments on the current position.

BACKGROUND PAPERS

Report to Cabinet – 4 September 2003.

Further information on the subject of this report is available from Andrew Tanner, Assistant County Treasurer (Financial Policy and Audit Services) on 01432 260425

Page No.   2

AuditServicesAssuranceReport2002030.doc   66

HEREFORDSHIRE COUNCIL
ANNUAL AUDIT ASSURANCE REPORT 2002/03

INDEX

AUDIT SERVICES

HEREFORDSHIRE COUNCIL
ANNUAL AUDIT ASSURANCE REPORT 2002/03

1. INTRODUCTION

1.1 Under the Accounts and Audit Regulations 2003, the Council has a duty to maintain an adequate and effective system of internal audit of its accounting and control systems. To ensure the Internal Audit service is adequate and effective, the Council has adopted the CIPFA Code of Practice for Internal Audit in Local Government in England and Wales. In addition, there are annual reviews of Audit Services work by the Audit Commission.

1.2 Herefordshire Council has an obligation to include in its Statement of Accounts a statement on the system of internal financial control. The statement should set out the framework within which financial control is managed and reviewed and the main components of the system, including arrangements for Internal Audit. This statement reports on significant identified weaknesses and the actions undertaken to rectify them.

1.3 The CPA results published in December 2002 identified Herefordshire Council as a 'Good' authority, which reflected the Council's achievements and its capacity for future improvements. Being a good authority allows the Council to operate with greater freedom and flexibilities.

1.4 The Herefordshire Council Corporate Plan sets out how the Council will direct its corporate activity to the achievement of the ambitions of the Herefordshire Plan. Audit Services ensures that Directorates and Departments achieve their objectives within a robust internal control environment.

1.5 Regular updates on audit work progress are sent to both Directors and Heads of Department, which enables issues at Directorate/Department level to be dealt with as they arise.

1.6 The Annual Audit Assurance report summarises the more important matters arising from Audit Services work for the financial year ending 31st March 2003.

1.7 The Audit Service would like to take this opportunity to thank all staff for their help and corporation during audit visits.

2 INTERNAL AUDIT

2.1 Internal Audit is the independent appraisal function established by management to review the internal control system as a service to the Council. It objectively examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources.

2.2 The four-year strategic plan is based on a risk assessment evaluation, which utilises a ' Traffic Lights' Methodology, with Red being high risk, Amber being medium risk and Green being low risk. Within each risk area, consideration is also given to residual risk for specific functions or establishments based upon its last Audit opinion and current knowledge.

AUDIT SERVICES

2.3   The Annual Plan emanates from the four-year Strategic Plan. To ensure that Directorate and Departmental priorities are considered, the annual plan is developed in consultation with Directors, Heads of Departments and Heads of Service.

2.4   Audit Services terms of reference has been formally agreed by Cabinet in the form of an Audit Charter (Appendix I), which outlines the independence of Audit Services and its reporting protocols.

2.5   Although the Audit Commission has not completed itsreview of Audit work, the indications are that it is satisfied with the quality of and coverage of the work done.

2.6   The actual cost for Internal Audit Services amounted to £384,434 compared to a budget of £382,618

3   AUDIT ACTIVITY

3.1   Financial Standing

An element of the Council's financial standing is the level of assurance given by its fundamental systems. Fundamental systems are systems whose failure could cause major disruption or loss of financial control to the Council.

Fifteen fundamental systems were assessed; the outcomes are analysed in table 1 below:

Table 1 Analysis of Fundamental Audit Opinions					
System	Good	Satisfactory	Marginal	Un-satisfactory	Weak
Treasury Management	✔				
Salaries & Wages Edn		✔			
Salaries & Wages		✔			
Contract Tendering Procedures		✔			
Financial Management System			✔		
Creditors			✔		
Bank Reconciliation				✔	
Sundry Debtors		✔			
Antifraud & Corruption		✔			
NDR	✔				
Council Tax		✔			
Housing Rents		✔			
Housing Benefit		✔			
Value Added Tax		✔			
Cash and Deposit			✔		
TOTAL	**2**	**9**	**3**	**1**	**0**

AUDIT SERVICES

Assessment of the Council's main accounting process covered budgetary control, financial reporting, and accounting procedures. It was found that on the whole, the system was operating satisfactorily. Howeve,r there was a need for improved journal documentation, i.e. narrative to substantiate the journal entry. There was also a need to demonstrate regular reconciliation between feeder systems and information fed into Cedar. It should be borne in mind that the Council's financial system is very complex and the areas identified for improvement are seen as an integral part of development within the system. This will be picked up as part of the implementation of e-financials.

A particular area of concern related to the Cash and Deposit Book where there continues to be a need for improved record keeping. This need has also had an adverse effect on the reconciliation of the Council's General Account, which accounted for the unsatisfactory audit opinion for the Bank Reconciliation Audit. Current staff working with additional resources have made good progress in solving the problems identified.

Where fundamental systems have a marginal or worse opinion, it is likely that the Audit Commission will make reference to them in itsmanagement letter.

3.2 Systems of Internal Control

These are systems put in place by management to ensure adherence to policies, safeguard assets, ensure relevance, reliability and integrity of information and ensures compliance with statutory requirements.

In addition to the 15 fundamental systems, 22 system audits were under taken during the year; their audit opinion is summarised in table 2.

Table 2 - Analysis of System Audit Opinions by Directorate					
Directorate	Good	Satisfactory	Marginal	Unsatisfactory	Weak
Social Care and Strategic Housing			2	1	
Environment		2	5	2	1
Policy and Community		5	1		
County Treasurers			1		
Corporate			1	1	
TOTAL	0	7	10	4	1

There were two areas where major breakdowns occurred; one related to Housing Repairs where there was a need for local systems to be kept up to date with robust reconciliation between local management systems and Cedar. The overspend was £1,011,912. The County Treasurer will be presenting a full report with recommendations to the Statutory Accounts Committee.

In the other case, a potential overspend on Highways expenditure was averted by robust action by the Director of Environment, who having identified the problem, worked with Audit Services and Accountancy to put things right and at the end of the financial year expenditure was within budget.

AUDIT SERVICES

3.3   **The Prevention and Detection of Fraud and Corruption**

As part of its ethical framework, the Council has established a Standards Committee, and has adopted a Code of Conduct for members incorporating the mandatory requirements of the model code. In addition, members have signed a formal declaration accepting the terms of the code.

Arrangements are in place for members to monitor and test the operation of the new framework.

Table 3 highlights the main corporate documents and their availability.

Table 3 Schedule of Corporate Governance Arrangements Documents					
Date	**Policy/Document**	**Availability**			
		Public	**Partners**	**Staff**	**Members**
July 02	Standing Orders	✔	x	✔	✔
July 02	Financial Standing Orders and Regulations	✔	x	✔	✔
July 02	Scheme Of Delegations	✔	x	✔	✔
July 01	Whistle-Blowing Policy	✔	x	✔	✔
October 02	Anti-fraud and Corruption Policy	July 2003	x	✔	✔
April 03	Complaints Procedure	✔	x	✔	✔
July 01	Code of Conduct for Employee	✔	x	✔	✔
July 01	Standing Orders for the Regulation of Contracts	✔	x	✔	✔

 With regard to availability to staff, the Anti-fraud and Corruption Policy is on the Council's Intranet; the other documents have limited circulation. In addition, the Anti-fraud and Corruption Policy is now available to the Public through the Council's Internet.

The remaining documents are available at Info Shops and Libraries, while the complaints procedure is available at all Council receptions as well.

There is a need for the Code of Conduct for Employee, the Whistle- Blowing Policy and the Standing Orders for the Regulation of Contracts to be reviewed on a regular basis.

Although Members receive training and guidance on some of the above key documents, no training is given to staff. However, induction delegates are requested to look at the Personnel Employment pack that can be found on the Council's Intranet. Procedures are being developed to ensure that staff who are not on the Intranet are able to access these key documents.

Financial Regulations will require amendment to deal with the implications of *e*-government.

The Council took part in the National Fraud Initiative (NFI) data matching exercise for 2002. This year there was a different format to the previous years (last NFI 2000). Better matching and filtering by the data-matching agents has led to clearer matches. More prominent this year is the Payroll and Pensions data, which is being dealt with by Audit Services.

AUDIT SERVICES

The large number of matches generated, (1,365), caused a significant peak in workload for the sections involved. The need to liaise with other authorities meant long delays in finalising investigations. The total number of matches leading to full investigations is quite small at 2.5% of matches (25 Benefits, 9 Audit). It is impossible to say how many will become actual cases of benefit fraud. However the Payroll checks do not appear to contain any matters of concern.

3.4 **Best Value Performance Indicators**

As part of the Council's ongoing quest to ensure that BVPI and Local PI are adequately supported and accurate, Audit Services, as part of its ongoing review, has completed work on nine Performance Indicators.

The table below shows the current position.

	No. of Indicators	Audit Opinion				
Table 4 Analysis of PI Audit Opinions						
		Good	Satisfactory	Marginal	Unsatisfactory	Weak
Corporate Health	2			2		
Social Services	3			1	2	
Housing and Council Tax Benefit	2		2			
Environmental Services	2		1	1		
TOTAL	**9**	**0**	**3**	**4**	**2**	**0**

Areas for improvement centred on the need for more robust data collection procedures, clear audit trails to ensure that data can be independently verified, and a clear understanding of the definition of the performance indicator.

The two performance indicators with unsatisfactory audit opinions were qualified by the Audit Commission last year and it is likely that this will happen again this year. These related to BVPI 55 – Clients receiving a review and BVPI 56 -Percentage of items of equipment less than £1,000 delivered. Management is taking action to address the issues identified for improvement.

With regards to BVPI 157 –Service delivery outcomes (*e*-government performance indicator), an audit assessment has identified the need for clarity with regard to responsibility for collection, presentation and monitoring of statistics related to IEG targets. The Head of Service has produced an Action Plan, which has been submitted to the Director of Policy and Community and Audit Services who will monitor its implementation.

The assessment also highlighted the need for clarity of approach regarding the challenging 15 minutes target for travelling time by Herefordshire residents to their nearest access point. There was no supporting documentation to support the calculation of the 15 minute target. The Audit Commission will require some assurance that this target will be met.

Validation of Best Value Performance Indicators is an ongoing feature of audit work. The Council's newly developed Performance Management Framework should help to improve data collection arrangements.

3.5 **Risk Management**

There are limited corporate arrangements for the identification, assessment and management for key financial and operational risks. However, a Risk Register is being developed.

A report by the County Treasurer to the Chief Executive's Management Team highlighted the need for Directorate/Departments to identify their strategic risks, with risks being allocated to individual managers who assess the risk's likelihood of occurring and its impact. In addition, there needs to be a more formalised arrangement for the collection of risk data and the way reporting on risk is managed.

The Council is taking action to ensure that a consistent and robust approach to risk management is developed and embedded across all Council services.

A risk management review will be carried out by Audit Services as part of the 2003/4 Audit Plan.

3.6 **ICT**

Seven Audit reviews were carried out during the year; table 5 summarises the Audit opinions.

Table 5 Analysis of ICT Audit Opinions					
System	Good	Satisfactory	Marginal	Unsatisfactory	Weak
GAP – Analysis BS7799				✔	
E-POP Cedar E-Purchasing		✔			
Payroll System - Education			✔		
Back up and Recovery		✔			
Telephone System			✔		
Procurement IT Hardware			✔		
TOTAL	**0**	**2**	**3**	**1**	**0**

ICT plays a key part in the Council's drive for improvement in service delivery. To ensure a secure ICT environment, the minimum level of security is set out in BS 7799 the Code of Practice for Information Security Management.

The standard has 127 guideline objectives; a gap analysis has shown that the Council's procedures had no controls or limited controls for 93 of these guideline objectives. However, some progress is now being made by the IT Security Officer.

AUDIT SERVICES

3.7   **Establishment Visits**

Table 6 Analysis of Establishment Audit Opinions by Directorate						
Directorate	**Total**	**Good**	**Satisfactory**	**Marginal**	**UnSatisfactory**	**Weak**
Education	25	4	11	6	3	1
Social Care and Strategic Housing	1		1			
Policy and Community	7		1	6		
County Secretary & Solicitor	1			1		
TOTAL	**34**	**4**	**13**	**13**	**3**	**1**

Findings at establishments, in particular those visited for the first time, highlighted the need for up to date Accounting Guidelines, which set out the key financial and associated procedures that are good practice for establishments to have in place.

3.8   **Corporate**

A review of the implementation of the Council's Staff and Review Policy identified that there was a inconsistent approach across the Council, and recommendations have been made for improvement. The Council has now developed a more streamlined version, which has been tested, and will be rolled out for the next round of staff SRDs.

3.9   **Special Investigations**

During the year, there were three unsuccessful cheque fraud attempts by the public who changed the detail on Council cheques. There was no evidence to suggest that Council staff were involved. Audit Services is liaising with the bank to see what cost effective improvements can be made to Council cheques.

4.   **RECOMMENDATIONS MADE AND ACTION TAKEN**

Table 7 summarises the total number of recommendations made for each Directorate/Department.

Table 7 Summary of Recommendations 2002/3				
Directorate/Department	**Level 1 Recommendations**		**Level 2 Recommendations**	
	Made	**Accepted**	**Made**	**Accepted**
Education	102	99	282	277
Environment	31	30	73	71
Policy and Community	59	57	145	140
Housing & Social Care	40	40	35	35
County Secretary & Solicitor	5	5	10	10
County Treasurer	10	10	12	12
Fundamental Systems	52	52	135	135
Computer Audits	6	6	64	64
Corporate	7	7	6	6
Performance Indicators	60	60	0	0
TOTAL	**373**	**366**	**767**	**750**

Level 1 recommendations are owing to statutory obligations, legal requirements, Council Policy, or major risk.

Level 2 recommendations are in order for sound internal control and confidence in the system to exist.

The percentage of recommendations accepted by management was 98% at level 1 and 98% at level 2. This maintains the high level of accepted recommendations as recorded last year.

5. **KEY ISSUES IDENTIFIED THAT REQUIRE ATTENTION**

- Improvement in IT security arrangements to comply with BS 7799.

- Improved data collection procedures for performance indicators.

- The Cashiers improve documentation in relation to the Cash and Deposit Book.

- Risk Management to be developed and embedded across the Council.

- The publication of up to date Accounting Guidelines.

- Regular reconciliation of local management systems to Cedar.

6. **AUDIT OPINION**

I am of the opinion that the Council's overall level of financial control continues to be satisfactory (Appendix II). However, the Council needs to continue its ongoing improvements in the areas of Risk Management, IT and Performance Management.

R. A. Ford
Principal Audit Manager
July 2003

<div align="right">**Appendix I**</div>

AUDIT SERVICES CHARTER

INTRODUCTION

The purpose of this Charter is to establish the authority and responsibility conferred by the Council on the Audit Services Team with respect to carrying out internal audit functions.

STATUTORY BACKGROUND

The need to maintain an internal audit function is implied by Section 151 of the Local Government Act 1972 under which local authorities are required to make proper arrangements for the administration of their financial affairs and to delegate responsibility for those arrangements to one of their officers. The Accounts and Audit Regulations 1996 are explicit about the requirement to maintain an internal audit function and state that local authorities shall maintain an adequate and effective system on internal audit of their accounting records and control systems.

THE NATURE OF AUDIT SERVICES

The Audit Services Team is an independent and objective assurance and consulting function established by the Council to examine and evaluate its activities as a service to senior management (officers and Members as appropriate). It functions by examining the adequacy and effectiveness of internal controls.

INTERNAL CONTROLS

This is the whole system of controls, both financial and otherwise, established by the Council in order to provide reasonable assurance that:

- business risks are identified, assessed and managed effectively

- operations are effective and efficient

- there are sound systems of internal financial control

- there is compliance with laws and regulations

- assets are safeguarded from unauthorised use

- proper accounting records are maintained and the financial information used for business purposes or for publication is reliable.

THE ROLE OF AUDIT SERVICES

The role of the Audit Services Team is to understand the key risks to which the Council is exposed and to contribute to the improvement of the internal control environment - it is not a substitute for it. The Audit Services Team is therefore not directly responsible for the ensuring that adequate and effective internal controls are established to manage the key risks – that responsibility lies with senior management.

HEREFORDSHIRE COUNCIL
ANNUAL AUDIT ASSURANCE REPORT 2002/03

VALUES OF AUDIT SERVICES

The Council expects the Audit Services Team to carry out their function in accordance with the following operational values: -

- To be client focused at all times

- To offer constructive comments and practical solutions

- To be proactive in approach

- To adopt a professional attitude to all tasks

- To be responsive to requests for advice.

AIM OF AUDIT SERVICES

The Audit Services Team aims to add value by contributing towards the improvement of the Council's activities by promoting effective control at reasonable cost in relation to the identified risks.

OBJECTIVES OF AUDIT SERVICES

The objectives of the Audit Services Team are: -

1. To assist the Council in the accomplishment of its objectives by bringing a systematic and disciplined approach to the evaluation and improvement of risk management, corporate governance and internal control processes.

2. To assist the Council in the effective discharge of its functions by providing independent analysis, appraisal, advice and recommendations on the activities subject to internal audit review.

3. To review, appraise and report on the adequacy and effectiveness of the systems of financial and internal control.

4. To review, appraise and report on the relevance, integrity and reliability of financial and other management information.

5. To review, appraise and report on the level of compliance with the policies, plans, procedures, statutory requirements and regulations that could have a significant impact on the Council's activities.

6. To review, appraise and report on the arrangements for protecting assets from loss resulting from theft, fraud, fire or misuse and, as appropriate, verifying their existence.

7. To review and appraise the economy, efficiency and effectiveness with which resources are deployed and recommend improvements in procedures and systems that will reduce wastage, extravagance and fraud.

8. To review service delivery arrangements and projects to ascertain whether the activities are being carried out as planned and the results are consistent with the Council's established policies.

AUDIT SERVICES

9. To maintain a programme of development, review and assessment of the Council's risk management processes in order to provide assurance on their integrity.

10. To carry out any ad hoc appraisals, inspections, investigations, examinations or reviews requested by senior management or the political executive.

11. To act as the liaison with the Council's external auditors and coordinate audit effort with the District Auditor in order to avoid duplication of effort and increase audit coverage.

12. To develop shared audit protocol with colleagues in partner organisations in order to avoid duplication of effort and maximise internal audit coverage.

13. To maintain technical competence through continuing education and active participation in professional activities.

14. To adhere to the code of ethics, standards and guidelines of the relevant professional institutes and the Auditing Practices Board.

15. To utilise the resources designated for use by the Audit Services Team to maximise the efficiency and effectiveness of the internal audit function.

16. To serve on internal working groups as appointed by senior management.

INDEPENDENCE OF AUDIT SERVICES

The Audit Services Team reports administratively to the County Treasurer through the Assistant County Treasurer responsible for Financial Policy and Audit Services. The County Treasurer is the Council's Responsible Financial Officer under the terms of Section 151 of the Local Government Act 1972.

The Principal Audit Manager is responsible for the day to day management of the Audit Services Team and reports to the Assistant County Treasurer – Financial Policy and Audit Services. The Principal Audit Manager has the freedom to report to any level of management (officers and Members as appropriate) on audit findings without censure.

The Principal Audit Manager has no executive or managerial powers, functions or duties except for those relating to the management of the Audit Services Team and is not involved in the day to day management of the Council.

AUTHORITY OF AUDIT SERVICES

This Charter and the Council's Standing Orders and Financial Regulations confirm the authority conferred on the Audit Services Team by the Council.

HEREFORDSHIRE COUNCIL
ANNUAL AUDIT ASSURANCE REPORT 2002/03

The Principal Audit Manager and his internal auditors have the authority to: -

- decide on the nature, scope and timing of audits

- access the books, documents, accounts, property, vouchers, records, correspondence and other data of the Council that are necessary to the proper performance of internal audit duties

- enter any of the Council's premises

- have discussion with the Council's line managers and other employees

- request any officer to provide the information and explanations needed to be able to form an opinion on the adequacy of and compliance with the internal control system.

The Council's officers are required to assist the Audit Services Team in the performance of itx audit duties and to respond promptly to any requests for information, explanation, discussion, entry to premises or access to documents.

SCOPE OF AUDIT SERVICES

The risk of financial loss is not the sole concern of the Audit Services Team. The scope of audit activity encompasses the whole range of internal controls employed by the Council – both financial and non-financial.

The scope of the audit function is, therefore, sufficiently comprehensive to meet the Council's needs. It extends to cover all areas of the Council and its controlled entities and may involve working with colleagues in partner organisations.

AUDIT PROTOCOL

The Audit Services Team is required to observe the following protocol in carrying out their internal function: -

- Provide advance notice to the manager of each service area to be audited. An annual audit plan will be established after securing input from the Heads of Service and approval of the plan by the Chief Executive's Management Team and Cabinet. The Annual Audit Plan will also be reported to the Strategic Monitoring Committee.

- Conduct a preparatory meeting with the manager of the service being audited to discuss the nature of the audit, the length of engagement and the coordination of the review around operational constraints. The detail of the audit programme will be reviewed at that meeting with the service manager in order to ensure proper and thorough audit coverage.

- Conduct interim meetings with the service manager as appropriate to discuss progress with the review and findings as they arise.

- Preparation of a written draft internal audit report following the conclusion of the audit.

- Conduct a final meeting with the service manager to discuss the draft report and confirm the accuracy of the audit findings and the appropriateness of the audit recommendations.

- Agreed amendments to the draft report will be reflected in the final report along with the service manager's response to the recommendations. Final copies of the report will be distributed as appropriate.

- The Head of Service is responsible for making sure that the action plan included in the final report is implemented.

AUDIT REPORTING

The Audit Plan

A four-year strategic plan providing for the review of significant Council activities will be prepared for approval by the Chief Executive's Management Team and the Cabinet prior to the start of each financial year. It will also be reported to the Strategic Monitoring Committee. The strategic plan will be based on an assessment of the risk pertaining to the achievement of the Council's objectives.

Mid-Year Assurance Report

The mid-year assurance report will identify the key internal control issues the Principal Audit Manager has identified or continues to be concerned about as a result of routine audit work. The report will provide summary information on special investigations and completed audit assignments and will be presented to CXMT for its comment before it is presented to Cabinet and Strategic Monitoring Committee.

Annual Audit Report

The first year of the strategic plan forms the basis of the annual operational plan for the Audit Services Team. An annual report on progress against that plan is required for the Chief Executive's Management Team and Cabinet before the end of June following the end of the relevant financial year. The annual report will also be presented to the Strategic Monitoring Committee.

Audit Assignment Reports

The Audit Services Team are required to submit timely reports on all audit assignments in accordance with the procedures and guidelines set out in the Audit Manual.

AUDIT STANDARDS

The Council requires Audit Services Team to follow the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom (published in November 2000).

DETERRING AND DETECTING FRAUD

Deterrence of fraud is a responsibility of management. The Audit Services Team is responsible for examining and evaluating the adequacy and effectiveness of actions taken by management to fulfill this obligation.

The Audit Services Team shall be trained to recognise the potential indicators of fraudulent activity. If sufficient control weaknesses are detected, the Audit Services Team will carry out additional tests in order to confirm or otherwise an acceptable level of propriety and probity.

The Audit Services Team will not, and cannot, however, be as skilled in the detection of fraud as individuals whose sole purpose is to detect and investigate fraud – the remit of the internal audit function is much wider than prevention of fraud as set out in this Charter. Service managers must also be clear that auditing procedures alone, no matter how professionally they are carried out, cannot guarantee that fraud will be detected.

The Audit Services Team will assist in the investigation of fraud in order to:

- Determine if controls need to be implemented or strengthened.

- Design audit tests to help disclose the existence of similar frauds in the future.

- Meet the internal auditor's responsibility to be able to recognise fraud.

A written report will be issued at the conclusion of each investigation. It will include all findings, conclusions, recommendations and corrective action to be taken.

March 2002

Appendix II

AUDIT OPINION

Quantification and Classification of Internal Control Levels

Control Level	Definition
Good	A few minor recommendations (if any).
Satisfactory	Minimal Risk- a few areas identified where changes would be beneficial.
Marginal	A number of areas have been identified for improvement.
Unsatisfactory	Unacceptable risks identified, changes should be made
Weak	Major risks identified, fundamental improvements are required.

AUDIT SERVICES

STRATEGIC MONITORING COMMITTEE   **13TH OCTOBER 2003**

PERFORMANCE MONITORING - CORPORATE HEALTH

Report By: Policy Officer

Wards Affected

County-wide

Purpose

1.   To consider a report to Cabinet on scrutiny arrangements in relation to the National Best Value Performance Indicators and corporate performance from 1 April to 31 July 2003.

Financial Implications

2.   None identified

Considerations

3.   Attached at Annex 1 is the corporate performance report considered by Cabinet on 25 September 2003.

4.   As part of the Council's new performance management arrangements further reports on corporate performance will be prepared at 6, 8, 10 and 12-month intervals for 2003/2004.

RECOMMENDATION

   THAT the Council's monitoring arrangements for the National Best Value Performance Indicators, and corporate performance from 1 April to 31 July 2003 be noted.

BACKGROUND PAPERS

•   None identified

Further information on the subject of this report is available from Tony Michael, Policy Officer on (01432) 261823

2003/2004 CORPORATE PERFORMANCE OUTTURNS

PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET   **25TH SEPTEMBER, 2003**

Wards Affected

County-wide

Purpose

To note details of the Council's reporting and scrutiny arrangements in relation to the National Best Value Performance Indicators, and an update on corporate performance from 1 April to 31 July 2003.

Key Decision

This is not a key decision.

Recommendation

THAT the Council's monitoring arrangements for the National Best Value Performance Indicators, and corporate performance from 1 April to 31 July 2003 be noted.

Reasons

The Council has developed revised performance monitoring arrangements as outlined in the Comprehensive Performance Self-assessment document submitted to the Audit Commission. The revised arrangements ensure that the Chief Executive's Management Team, the Strategic Monitoring Committee, Scrutiny Committees, and Cabinet are all involved in the performance monitoring process.

Considerations

1. During 2003/2004 corporate performance will be reported to Cabinet at 4, 6, 8, 10 and 12-monthly intervals in line with the Council's Performance Management Framework. However, due to different data collection arrangements, some performance indicators are monitored less frequently than others. Appendix 1 provides details of the frequency of collection for national and local corporate performance indicators reported to Cabinet.

2. Performance against the National Best Value Indicators is analysed by the Audit Commission and used as part of the Council's overall Comprehensive Performance Assessment. Appendix 2 provides details of the National Best Value Performance Indicators in terms of the frequency of collection and scrutiny arrangements.

3. Corporate performance for the period 1 April 2003 – 31 July 2003 has been reported on an exception basis and only those indicators where there is a variation on the target of at least + or – 10% are highlighted.

Above target performance

4. **Housing benefit security – the number of fraud investigations, per 1,000 caseload (National Indicator – BVPI 76c):** The target for this indicator during 2003/2004 is 38 per 1000, whilst performance for the 4 months up to 31 July was 43 per 1000. The monitoring and prompt closure of not proven fraud cases has resulted in an increased number of investigations being undertaken.

5. **Housing benefit security – the number of prosecutions and sanctions, per 1,000 caseload (National Indicator – BVPI 76d):** The target for this indicator during 2003/2004 is 6 per 1000, whilst performance for the 4 months up to 31 July was 7 per 1000. The "scoring" system applied to referrals received ensures that priority is given to quality referrals resulting in more sanctions being administered.

6. **Number of recorded complaints, both formal and informal (Local Indicator):** The target for this indicator during 2003/2004 is 285, whilst the number of complaints recorded for the first four months of this year is already up to 205. The high level of recorded complaints reflects improved collection arrangements and a greater focus on customer service issues across the authority.

7. **Use of public transport (Local Indicator)**: The target for this indicator during 2003/2004 is to increase expenditure on the use of public transport by 5%. Performance for the 4 months up to 31 July 2003 showed a 39% increase, compared to the same period during 2002/2003.

Areas for Improvement

8. **Average time for processing new housing benefit claims (National Indicator – BVPI 78a):** The target for this indicator during 2003/2004 is 33 days, whilst performance for the 4 months up to 31 July was 50 days. A significant amount of downtime in software systems, the implementation of tax credits and shortages in staffing resources, have all lead to a down turn in performance in this area.The assessment team is now at full compliment and the majority of system issues have been resolved. Additional staff will also be recruited to deal with the implementation of Pension Credits in October. As a result, it is anticipated that performance will improve over the remaining 8 months of 2003/2004.

9. **Average time for processing notifications of changes of circumstance for housing benefit claims (National Indicator – BVPI 78b):** The target for this indicator during 2003/2004 is 9 days, whilst performance for the 4 months up to 31 July was 13.5 days. The late notification by the Inland Revenue of working tax and child tax credits entitlements in April resulted in a significant amount of additional changes in circumstances to be dealt with by the Benefits Team. Compared with the same 4 month period last year, the team have had to deal with 1,333 more changes in circumstances.These have now been cleared and an improvement in this area is expected during the next monitoring period.

10. **Percentage of housing benefit renewal claims processed on time (National Indicator – BVPI 78c):** The target for this indicator during 2003/2004 is 83%, whilst performance for the 4 months up to 31 July was 33%. Due to system problems the number of renewal claims processed was down during April. These problems have now been resolved and performance during July was up to 56%. From October 2003, there is no longer a requirement to issue renewal claims to pensioners and this will have a further positive impact on performance.

11. **The percentage of standard searches carried out in 10 working days (National Indicator – BVPI 179):** The target for this indicator during 2003/2004 is 100%, whilst performance for the 4 months up to 31 July was 74%. However, this compares with an outturn performance of 58% for 2002/2003, demonstrating a significant improvement in the percentage of searches undertaken for the current year. Provisional figures for August 2003, show that a 100% turnround of searches has been achieved during the month, suggesting that the upward trend in performance is continuing.

12. **Percentage of complaints resolved at Complaints Officer level (Local Indicator):** The target for this indicator during 2003/2004 is 70%. Performance for the 4 months up to 31 July was 15%. Directors and Heads of Department are currently reviewing arrangements for resolving complaints at Complaints Officer level.

13. **Percentage of complaints resulting in change of practice (Local Indicator):** The target for this indicator during 2003/2004 is 6%. Performance for the 4 months up to 31 July was 3%. Directors and Heads of Department are currently reviewing arrangements for introducing changes as a result of customer complaints.

14. **Staff mileage (Local Indicator):** The target for this indicator during 2003/2004 is to reduce mileage by 1%. Performance for the 4 months up to 31 July 2003, compared to the same period during 2002, showed a 0.5% reduction. Directors and Heads of Department are monitoring staff mileage within their areas to ensure that the corporate target is achieved over the course of 2003/2004.

15. **First Stop INFO customer enquiries resolved within agreed timescales (Local Indicator):** The target for this indicator during 2003/2004 is 80%, however performance for the 4 months up to 31 July was 53%. Service level agreements and the procedures for dealing with first stop customer enquiries are currently being reviewed in order to improve response rates.

Risk Management

Failure to review monitoring arrangements, performance and improvement activity would undermine the implementation of the Council's Performance Management Framework.

Background Papers

None identified.

2003/2004 Corporate National and Local Best Value Performance Indicators Reported to Cabinet

NATIONAL PERFORMANCE INDICATORS			
BV ref	**Indicator**	**Target for 2003/ 2004**	**Monitoring frequency**
Corporate Health			
BV1a	Does the authority have a community strategy developed in collaboration with the local strategic partnership for improving the economic, social and environmental well being in a way that is sustainable?	Yes	Annual Collection
BV1b	By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	December 2005	Annual Collection
BV1c	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?	Yes	Annual Collection
BV2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	Level 2	Annual Collection
BV2b	The duty to promote race equality	50%	Annual Collection
BV3	The percentage of citizens satisfied with the overall service provided by their authority. (Information collected every three years)	70%	Every 3 years (next info Jan. 04)
BV4	The percentage of those making complaints satisfied with the handling of those complaints. (Information collected every three years)	60%	Every 3 years (next info Jan. 04)
BV8	The percentage of undisputed invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority	100%	4,6,8,10 and 12 monthly
BV9	Percentage of council tax collected	98.4%	4,6,8,10 and 12 monthly
BV10	The percentage of non-domestic rates due for the financial year which were received by the authority	98.8%	4,6,8,10 and 12 monthly
BV 11a	The percentage of top 5% of earners that are women	39%	4,6,8,10 and 12 monthly
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	2%	4,6,8,10 and 12 monthly
BV12	The number of working days/shifts lost to sickness absence per full time equivalent employees	8.5 FTE	4,6,8,10 and 12 monthly
BV14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce	0.27%	Annual Collection
BV15	Ill-health retirements as a percentage of the total workforce	0.14%	Annual Collection

NATIONAL PERFORMANCE INDICATORS			
BV ref	**Indicator**	**Target for 2003/ 2004**	**Monitoring frequency**
BV 16a	The number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of the total workforce	1%	Annual Collection
BV 16b	The percentage of staff declaring that they meet the Disability Discrimination Act disability definition compared with the percentage of economically active disabled people in the authority area	1% people with disabilities compared to 7.8% people listed as having limiting long term illness	Annual Collection
BV 17a	Minority ethnic community staff as a percentage of the total workforce	1.06%	Annual Collection
BV 17b	The percentage of employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	1.06% 0.8%	Annual Collection
BV 76a	Housing benefit security – the number of claimants visited, per 1,000 caseload	175	4,6,8,10 and 12 monthly
BV 80a	User satisfaction survey – contact with the office	85%	Every 3 years (next info Jan. 04)
BV 80b	User satisfaction survey - service in the office	85%	Every 3 years (next info Jan. 04)
BV 80c	User satisfaction survey – telephone service	70%	Every 3 years (next info Jan. 04)
BV 80d	User satisfaction survey –staff in the office	90%	Every 3 years (next info Jan. 04)
BV 80e	User satisfaction survey -forms	70%	Every 3 years (next info Jan. 04)
BV 80f	User satisfaction survey – speed of service	80%	Every 3 years (next info Jan. 04)
BV 80g	User satisfaction survey – overall satisfaction	80%	Every 3 years (next info Jan. 04)
BV 126	Domestic burglaries per 1,000 households	8	6,8,10 and 12 monthly
BV 127a	Violent offences committed by a stranger per 1,000 population	Data collected during 2003/2004 will be used to set targets for future years	6,8,10 and 12 monthly

NATIONAL PERFORMANCE INDICATORS			
BV ref	**Indicator**	**Target for 2003/ 2004**	**Monitoring frequency**
BV 127b	Violent offences committed in a public place per 1,000 population	Data collected during 2003/2004 will be used to set targets for future years	To be determined during 2004/2005
BV 127c	Violent offences committed in connection with licensed premises per 1,000 population	Data collected during 2003/2004 will be used to set targets for future years	6,8,10 and 12 monthly
BV 127d	Violent offences committed under the influence per 1,000 population	Data collected during 2003/2004 will be used to set targets for future years	6,8,10 and 12 monthly
BV 128	Vehicle crimes per 1,000 population	8.15	6,8,10 and 12 monthly
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	30%	Annual Collection
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	100%	6,8,10 and 12 monthly
BV 175	The percentage of racial incidents that resulted in further action	100%	6,8,10 and 12 monthly
BV 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0.2	Annual Collection
BV 177	Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan	Data collected during 2003/2004 will be used to set targets for future years	To be determined during 2004/2005
BV 179	The percentage of standard searches carried out in 10 working days	100%	4,6,8,10 and 12 monthly

LOCAL PERFORMANCE INDICATORS

Description	Target for 2003/04	Monitoring Frequency
Authority-Wide Indicators		
People		
Percentage of Staff Review and Development interviews completed in previous 12 months	100%	6,8,10 and 12 monthly
Percentage of agreed training plans arising from SRD interviews	90%	6,8,10 and 12 monthly
Penetration of Core News – percentage of staff receiving each issue of Core News	95%	Annual survey to be undertaken during Sept. 2003
Communications		
Number of recorded complaints, both formal and informal	285	4,6,8,10 and 12 monthly
Percentage of complaints resolved at Complaints Officer level	70%	4,6,8,10 and 12 monthly
Percentage of these complaints resulting in change of practice	6%	4,6,8,10 and 12 monthly
Number of telephone calls answered as a percentage of all telephone calls received	80%	4,6,8,10 and 12 monthly
Percentage of telephone calls answered in 10 seconds	90%	4,6,8,10 and 12 monthly
Percentage of positive or neutral coverage from national and local media	90%	4,6,8,10 and 12 monthly
Resources		
Percentage variance on budget	1%	Annual Collection
Capital spend	100% of resources used within time limits	Annual Collection
Staff mileage	1% reduction	4,6,8,10 and 12 monthly
Use of public transport	5% increase	4,6,8,10 and 12 monthly
Access/Equalities		
Percentage of employees receiving corporate induction within 3 months of commencing employment	100%	6,8,10 and 12 monthly
Legal and Corporate Governance		
Quality of advocacy in court of the in-house legal service as rated by court staff	Good or better	Annual Collection

LOCAL PERFORMANCE INDICATORS		
Description	Target for 2003/04	Monitoring Frequency
Cost of providing the legal service	At least 30% cheaper than comparable costs in the private sector	Annual Collection
Success rate in claims for possession	100%	Annual Collection
Court proceedings issued against the Council for an uninsured claim which was successful at trial where the Legal Service has advised they should or could be defended	0	Annual Collection
Successful administrative law actions against the Council except where a strategic decision has been made at senior level to test a particular point of administrative law or practice	0	Annual Collection
Success rate in court actions of all types (excluding cases where a decision has been made to proceed with court action following advice from the Legal Service that there is a less than 50% chance of success)	At least 90%	Annual Collection
Success rate during the year of public enquires in which the Legal Services has provided the advocacy	At least 50%	Annual Collection
Number of contested Parish Council elections	No Parish Council elections expected in 2003/04	Annual Collection
Percentage of electorate from Wards affected by content attending Council/ Committee meetings	2%	Annual Collection
Percentage of direct services achieving/ maintaining identified excellence standard (e.g. ISO 9000, Lexcel)	88%	Annual Collection
Number of non-conformances identified during external audit.	0	Annual Collection
Number of complaints upheld by standards committee	0	Annual Collection
Percentage of key executive decisions open to public scrutiny	90%	Annual Collection
Public Relations		
Reply to telephone calls within five rings	100%	4,6,8,10 and 12 monthly
Answer media enquiries within first deadline	100%	4,6,8,10 and 12 monthly
Use of news releases/statements by the media	98%	4,6,8,10 and 12 monthly
Percentage of graphic design commissions completed within agreed customer deadlines	100%	4,6,8,10 and 12 monthly

LOCAL PERFORMANCE INDICATORS		
Description	Target for 2003/04	Monitoring Frequency
Research		
Number of different service areas and organisations represented at HIRN meetings	60	4,6,8,10 and 12 monthly
Info in Herefordshire		
Resolution of first stop customer enquiries	80%	4,6,8,10 and 12 monthly
Resolution of one stop customer enquiries	100%	4,6,8,10 and 12 monthly
Percentage increase in number of service level agreements with public/private and voluntary agencies	37%	Annual Collection

Monitoring and Scrutiny Arrangements for 2003/04 Best Value National Performance Indicators

Strategic Monitoring Committee = SMC

Economic and Social Development Scrutiny Committee = S&EDSC

Education Scrutiny Committee = EdSC

Social Care and Strategic Housing Scrutiny Committee = SC&SHSC

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
Corporate Health		
BV 1	Community Strategies	SMC - annual
BV 2	The equality standard for local government in England	SMC - annual
BV 3	The percentage of citizens satisfied with the overall service provided	SMC – every 3 years (next info Jan. 04)
BV 4	The percentage of complainants satisfied with the handling of their complaint	SMC – every 3 years (next info Jan. 04)
BV 8	Invoices paid on time	SMC 4,6,8,10,12 months
BV 9	Council Tax collected	SMC - annual
BV 10	Non-domestic rates collected	SMC - annual
BV 11a	Women in senior management	SMC 4,6,8,10,12 months
BV 11b	Black and minority ethnic staff in senior management	SMC 4,6,8,10,12 months
BV 12	Sickness absence	SMC 4,6,8,10,12 months
BV 14	Early retirements	SMC - annual
BV 15	Ill health retirements	SMC - annual
BV 16	Disabled employees	SMC - annual

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 17	Black and ethnic minority employees	SMC 4,6,8,10,12 months
BV 76	Housing Benefit (HB) and Council Tax Benefit (CTB) security	SMC 4,6,8,10,12 months
BV 78a	Speed of processing new claim to HB/CTB	SMC 4,6,8,10,12 months
BV 78b	Speed of processing changes of circumstances to HB/CTB	SMC 4,6,8,10,12 months
BV 78c	Renewal claims to HB/CTB	SMC 4,6,8,10,12 months
BV 79a	Accuracy of HB/CTB claims	SMC 4,6,8,10,12 months
BV 79b	Accuracy of recovering overpayments	SMC - annual
BV 80	Overall satisfaction with the service	SMC – every 3 years (next info Jan. 04)
BV 156	Building Accessibility	SMC - annual
BV 157	E-government	SMC 6,8,10,12 months
BV 179	Planning searches within 10 days	SMC 4,6,8,10,12 months
BV 180a	Energy Consumption	SMC - annual
BV180b	Energy Consumption	SMC - annual
Education		
BV 33	Youth service expenditure	S&EDSC – annual
BV 34a	Surplus places in primary schools	EdSC - annual
BV 34b	Surplus places in secondary schools	EdSC - annual
BV 38	5 or more A*-C GCSEs	EdSC - annual
BV 39	5 or more A*-G GCSEs	EdSC - annual
BV 40	Key Stage 2 Math tests	EdSC - annual
BV 41	Key Stage 2 English tests	EdSC - annual
BV 43	SEN statements	EdSC - annual

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 44	Pupils permanently excluded	EdSC – annual
BV 45	Absence in secondary schools	EdSC - annual
BV 46	Absence in primary schools	EdSC - annual
BV 48	Schools under special measures	EdSC – annual
BV 159	Permanently excluded pupils attending alternative tuition	EdSC - annual
BV 181	Key Stage Three Results	EdSC - annual
BV 192	Quality of teaching for early years and childcare services	EdSC - annual
BV 193	How the authority's Schools Budget compares with its Schools Funding Assessment	EdSC - annual
BV 194	Proportion of children level 5 or above, KS2 in English and Math	EdSC - annual
Social Services		
BV 49	Stability of Placements for Looked After Children	SC&SHSC 4,6,8,10,12 months
BV 50	Educational qualifications for Looked After Children	SC&SHSC 4,6,8,10,12 months
BV 51	Cost of services for Looked After Children	SC&SHSC 4,6,8,10,12 months
BV 52	Cost of services for intensive social care for adults	SC&SHSC 4,6,8,10,12 months
BV 53	Intensive home care for over 65s	SC&SHSC 4,6,8,10,12 months
BV 54	Over 65s helped to live at home	SC&SHSC 4,6,8,10,12 months

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 56	Percentage of items of equipment delivered within 7 working days	SC&SHSC 4,6,8,10,12 months
BV 58	People receiving statements	SC&SHSC 4,6,8,10,12 months
BV 161	Employment, education and training for care leavers	SC&SHSC - Annually
BV 162	Reviews of child protection cases	SC&SHSC 4,6,8,10,12 months
BV 163	Adoptions of children looked after	SC&SHSC 4,6,8,10,12 months
BV 195	Acceptable waiting time for assessment	SC&SHSC 4,6,8,10,12 months
BV 196	Acceptable waiting time for care packages	SC&SHSC 4,6,8,10,12 months
Housing		
BV 62	Unfit private sector dwellings	SC&SHSC 4,6,8,10,12 months
BV 183	Length of stay in temporary accommodation	SC&SHSC 4,6,8,10,12 months
Cleanliness		
BV 199	Local street and environmental cleanliness	ESC 4,6,8,10,12 months
Waste		
BV 82a	Household waste recycled	ESC 4,6,8,10,12 months
BV 82b	Household waste composted	ESC 4,6,8,10,12 months

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 82c	Household waste used to recover other energy sources	ESC 4,6,8,10,12 months
BV 82d	Household waste landfilled	ESC 4,6,8,10,12 months
BV 84	Household waste collected per head	ESC 4,6,8,10,12 months
BV 86	Cost of household waste collection	ESC - Annual
BV 87	Cost of waste disposal	ESC - Annual
BV 89	The percentage of people satisfied with the cleanliness standard in their area	ESC – every 3 years (next info Jan. 04)
BV 90a	The percentage of people satisfied with household waste collection	ESC – every 3 years (next info Jan. 04)
BV 90b	The percentage of people satisfied with waste recycling	ESC – every 3 years (next info Jan. 04)
BV 90c	The percentage of people satisfied with waste disposal	ESC– every 3 years (next info Jan. 04)
BV 91	Residents served by kerbside recycling	ESC 4,6,8,10,12 months
Transport		
BV 96	Condition of principal roads	ESC - annual
BV 97	a) Condition of non-principal roads b) Condition of unclassified roads	ESC - annual
BV 99	Road safety	ESC - annual
BV 100	Road works	ESC 4,6,8,10,12 months
BV 102	Passenger journeys on buses	ESC - annual
BV 103	The percentage of respondents satisfied with local provision of public transport information	ESC – every 3 years (next info Jan. 04)

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 104	The percentage of all respondents satisfied with the local bus service	ESC – every 3 years (next info Jan. 04)
BV 165	Pedestrian crossings for disabled people	ESC - annual
BV 178	Footpaths and rights of way	ESC - annual
BV 186	Roads not needing repair	ESC - annual
BV 187	Condition of surface footway	ESC - annual
Planning		
BV 106	New homes on previously developed land	ESC - annual
BV 107	Cost of planning	ESC 4,6,8,10,12 months
BV 109	Planning applications within 8 weeks	ESC 4,6,8,10,12 months
BV 111	The percentage of applicants satisfied with the service received	ESC – every 3 years (next info Jan. 04)
BV 188	Delegation of Decisions	ESC 4,6,8,10,12 months
BV 200	Plan Making	ESC - annual
Environmental Health and Trading Standards		
BV 166	Environmental health and trading standards checklist of best practice	ESC 4,6,8,10,12 months
Culture		
BV 114	Adoption of local authority cultural strategy	S&EDSC – annual
BV 119a	The percentage of residents satisfied with the Local Authority sports and leisure facilities	S&EDSC – every 3 years (next info Jan. 04)
BV 119b	The percentage of residents satisfied with the Local Authority libraries	S&EDSC – every 3 years (next info Jan. 04)
BV 119c	The percentage of residents satisfied with the Local Authority museums	S&EDSC – every 3 years (next info Jan. 04)

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 119d	The percentage of residents satisfied with the Local Authority arts activities and venues	S&EDSC – every 3 years (next info Jan. 04)
BV 119e	The percentage of residents satisfied with the Local Authority parks and open spaces	S&EDSC – every 3 years (next info Jan. 04)
BV 170	Number of visits to museums	S&EDSC 4,6,8,10,12 months
Libraries		
BV 117	Number of visits to libraries	S&EDSC 4,6,8,10,12 months
BV 118	The percentage of library users who found the book/information they wanted or reserved it and were satisfied with that outcome	S&EDSC – annual
Community Safety		
BV 126	Domestic burglaries	SMC 6,8,10,12 months
BV 128	Vehicle crimes	SMC 6,8,10,12 months
BV 174	Racial incidents	SMC 6,8,10,12 months
BV 175	Racial incidents with further action	SMC 6,8,10,12 months
BV 176	Domestic refuge places	SMC annual
Community Legal Services		
BV 177	Percentage of expenditure on Community Legal Service priorities	Priorities will be identified during 2003/2004 and targets established for 2004/2005 - to be reported to SMC
Cross-cutting BVPIs		

BVPI Ref.	Description	Scrutiny Committee and reporting frequency
BV 197	Teenage Pregnancies	SC&SHSC 4,6,8,10,12 months
BV 198	Participation in Drug Treatment Programmes	SC&SHSC 4,6,8,10,12 months

BUDGET MONITORING 2003/04

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1.   To report on the position with regard to revenue budget monitoring for Programme Areas in 2003/04.

Financial implications

2.   Appendix 1 shows the details of the spending as at 31st July 2003 for each Programme Area, together with the projected outturn for 2003/04.

3.   The budgets shown for 2003/04 include the final carry forwards from 2002/03.

Education

4.   A very large proportion of the Education budget is delegated to schools. Any underspendings, or indeed overspendings should they occur, in the schools budgets will automatically be carried forward into next year under the statutory arrangements for delegation to schools.

5.   As far as the non-schools budgets are concerned there is a carry forward of £927,000 from 2002/03. However, the carry-forward is already committed to 2003/04 expenditure on the Whitecross PFI scheme, and the LEA contribution to those Standards Funds and elements of National Grid for Learning that were brought forward from 2002-03.

6.   At this stage in the year it is anticipated that expenditure will be contained within the overall budget. Some transfers between schools and LEA budgets are necessary largely to reflect additional information received since the budgets were constructed and approved. The most significant transfer is in respect of the newly delegated to schools "banded" funding for pupils with SEN in primary schools which begins in September, 2003. A proportion of the provision for banded funding was included in the LEA budget as a central provision for pupils with SEN.

Policy and Finance General

7.   At this early stage in the year no significant overspendings or underspendings have been identified for Policy and Finance General with the exception of Land Charges, which is mentioned below. This assumes that the budget carry forwards of £1,232,000 from 2002/03 will be spent during 2003/04. There are already significant commitments against this sum, including the Chief Executive's Development Fund and the Treasurer's investment in new systems for payroll, cash receipting and housing benefit.

Further information on the subject of this report is available from David Keetch (Assistant County Treasurer) on 01432 260227

8.   It is clear that there will be a very significant shortfall of income from Land Charges due to the increasing use of private firms to carry out personal searches. The shortfall of income of £95,000 in 2002/03, was met from reserves. The shortfall is estimated at £100,000 for 2003/04. In addition following the non – achievement of the BVPI in relation to dealing with search requests, the Environment Directorate has taken on extra staff which are to be paid for from search income. The cost of providing this staff (£50,000) increases the potential deficit to £150,000.

9.   It has been assumed that the additional costs of job evaluation, at present £46,000, and the externalisation of Commercial Services (£78,000) will be met from reserves or in the case of the externalisation as part of the transfer arrangements

10.   There are suggestions that the Combined Fire Authority might issue a supplementary levy of perhaps £60,000 on the Council in 2003/04 but no such levy has been approved to date.

Policy and Finance Property

11.   The projected overspend on Property of £802,000 includes £524,000 brought forward from 2002/03. £379,000 of this overspend is the deficit on the Markets and Fairs budget. Income has now increased from the markets and the capital investments in creating new car parking provision, should increase income in total by between £80,000 and £100,000 p.a in future years

12.   In addition the deficit on income from the Industrial Estate is expected to rise from £188,000 to £388,000 in 2003/04. The cause can be attributed to an increasing number of Industrial Units becoming vacant and the sale of leases resulting in lower income. The recovery plan for the Industrial Estates include a more active marketing strategy, sub-division of the larger units into smaller more lettable units and capital investment in the general refurbishment of the dilapidated units to make them more attractive for letting.

Environment General

13.   The most obvious pressure identified so far is in the Travellers Services budget. An overspending during 2003/04 of perhaps £70,000 looks very likely. Cemetery income has been higher than budget during the first part of the year. The other budgets are on target.

Environment Regulatory

14.   Spending on Environment Regulatory is very much in line with the budget at present. Budget pressures are increasing in respect of Landfill and Contaminated Land and Licensing but it is hoped at this stage to contain these potential overspendings within the overall budget.

Planning

15.   During the first four months of the year no significant variations have been identified except for additional development fee income of around £50,000. It is too early to say if this increased income will be maintained throughout the year. The report assumes that the Planning Development Grant of £320,000 will be spent during 2003/04.

Further information on the subject of this report is available from David Keetch (Assistant County Treasurer) on 01432 260227

BudgetMonitoring2003040.doc   104

Social Care

16.   The projected year end position for Social Care is an over commitment of £455,000, after incorporating the 2002/03 overspend brought forward of £582,000.

17.   This shows some impact on the overall spend and the objective of balancing the budget overall.

18.   The intention is to continue on this basis but there are risks in the children's services area from lack of capacity in the foster parents resource and the need to find other placements. There is also the imperative to improve the performance on delays for older people and intensive home care which will remain challenging in terms of budget management.

Strategic Housing

19.   The projected year end position is an underspend of £4,000. The risk area is spend on homelessness. At this stage, the projected outturn is on target for strategic housing as a whole.

Social Development

20.   The main budget issue is the continuing shortfall in the budget for Parks and Countryside, which shows a projected deficit of around £200,000 in 2003/04, including £172,000 in the 2002/03 carry-forward. The remaining budgets are broadly on target.

Leisure Contracts

21.   The deficit on Leisure Contracts of £138,000 brought forward from 2002/03 remains to be dealt with.   Following discussions with the Leisure Trust it is expected that this deficit will be eliminated over the next few years.

Economic Development

22.   Spending on Economic Development is within budget at present and no major variances are currently predicted. The carry-forward from 2002/03 of £150,000 included significant amounts for 2003/04 projects.

23.   **Financial Transactions**

        Investment interest received and debit interest paid is at present in line with the budget.

Conclusion

24.   The projected net overspending of £1,723,000 shown is obviously just on the 1% set for total overspendings permitted by the Financial Regulations. The Regulations allow overspending of up to 2% of the Budget for individual Programme Areas subject to a 1% limit for the whole Council. Careful monitoring and appropriate action where necessary will be required to ensure the overall limit is not exceeded at the year end.

RECOMMENDATION

THAT the report be noted.

BACKGROUND PAPERS

 Report to Cabinet – 4 September 2003.

Further information on the subject of this report is available from David Keetch (Assistant County Treasurer) on 01432 260227

BudgetMonitoring2003040.doc

106

Summary Budget Monitoring Report 2003/04 - July2003

Programme Area	Carry forwards from 2002/3 £000	Total 2003-04 Budget £000	Actuals to 31.07.03 £000	Budgets to 31.07.03 £000	Variance £000	Projected Out-turn £000	Projected Over/(Under -) Spending £000
Schools Budget	0	67,784	18,236	20,952	2,716	67,784	0
LEA Budget	(927)	10,810	3,027	3,418	391	10,810	0
Social Care	582	32,682	13,051	12,893	-158	33,137	455
Policy and Finance - General	(1,232)	20,859	14,680	15,048	368	20,859	0
Policy and Finance - Property	524	1,344	920	668	-252	2,171	802
Environment - General	(210)	16,624	2,975	3,132	157	16,624	0
Environment - Regulatory	(10)	2,276	622	755	133	2,276	0
Environment - Planning		2,151	360	412	52	2,151	0
Social Development	53	7,585	2,646	2,735	89	7,785	200
Leisure	138	-138	0	0	0	-18	120
Economic Development	(150)	2,224	440	510	70	2,224	0
Housing	(191)	1,406	272	375	103	1,402	(4)
	-1,423	165,607	57,229	60,898	3,669	167,205	1,723
						j	
Financing adjustments etc	1,423	1,937	249	270	21	1,937	0
	0	167,544	57,478	61,168	3,690	169,142	1,723

Notes.
1. In both the carry forward from 2002/3 and the projected over and underspending columns , overspendings shown as positive figures. Underspendings are shown in brackets..
2. The column headed total budget 2003/4 reflects the carry forwards from 2002/3.

CAPITAL PROGRAMME MONITORING 2003/04 TO 31 JULY 2003

Report By: County Treasurer

Wards Affected

County-wide

Purpose

1.   To inform Strategic Monitoring Committee of the Capital Programme forecast for 2003/04.

Financial Implications

2.   The report has no financial implications at this stage. The availability and use of conditional resources will be an issue towards the end of the year.

Monitoring Report

3.   This is the first round of the 2003/04 capital monitoring process. The purpose of this monitoring exercise is to update the original budget position as at 31st July in order to highlight and manage any slippages or overspends.

Overview

4.   The revised forecast for 2003/04 as at 31st July totals £32,137,000 (excluding LSVT costs). This is an increase of £344,000 from the original budget. This programme is funded as detailed in Appendix 1.

5.   Actual spend in the first four months at £4,787,000 was 15% of the revised forecast. This excludes unposted commitments of £3,489,000 which would increase committed spend to 23% of the revised forecast. A summary of the programme expenditure for each area is set out on Appendix 2. For comparison, spend to the end of July 2002 was 17% of the 2002/03 Capital Programme.

Capital Programme Areas

Education

6.   Various small budget changes have been made to accommodate additional spend which are fully funded through grants or capital reserves. Other budget changes may occur during the year as and when the DfES approve capital schemes and additional grant funding is identified.

Further information on the subject of this report is available from
Josie Smith, Accountant – Capital and VAT Services, on 01432 261867

7. The Education Capital Programme includes a scheme funded by grant for the Early Excellence Centre. This grant is conditional upon the expenditure being incurred by 31st August 2003 or else the unspent funding, £362,198 will have to be returned. As it will not be possible to incur the expenditure by this date, a legal bond is being entered into which will effectively commit the Council to the expenditure. The bond is arranged by the Council's legal team, is held by a bank, and is acceptable to both the granting body and our auditors as meaning the funding has been spent.

Social Care

8. The budgeted capital expenditure on Social Care has increased by £97,000, for a new scheme: 'Improving Management Information' that is grant funded.

Property

9. There have been no budget changes in this round of capital monitoring. Although actual spend appears high the main scheme, Hillside capital works, is due to be completed in November. The budget for this area is currently unfunded by £81,000, although it is anticipated that capital receipts will be received during the year. The timing and value of these various capital receipts are subject to change owing to market forces.

Policy and Finance

10. There are small decreases in the current year forecast to reflect reduced anticipated spend on the Personnel IT System and slippage on the Info in Bromyard capital scheme. The Info in Bromyard scheme was to be funded from Credit Approvals and a swapping of resources will be required to ensure no funding is lost. This programme area is currently unfunded by £15,000 relating to budgeted spend on the CCTV scheme exceeding the funding available. This will be met from corporate reserves until new sources of funding are identified.

eModernisation Programme

11. There are no forecast changes to report. However, this area is continuing to be developed and further information will be reflected in future reports.

Environment General

12. There have been no forecast changes to the original budget. Actual spend appears low. However, the capital budgets for roads and bridges are almost fully committed.

Social Development

13. There have been no forecast changes in this round of capital monitoring. Spend appears low with no spend as yet on Aylestone Hill Park and Castle Pool, which are two of the main schemes for this area. However, tenders for these are currently being drawn up and the spend will be achieved this year.

This programme area remains unfunded by £60,000 owing to a brought forward overspend, which is being met from corporate reserves until new sources of funding are identified.

Economic Development

14. The forecast for this area has increased by £138,000, primarily relating to the Edgar Street Grid additional spend which is being financed from the corporate capital receipts reserve.

Strategic Housing

15. There have been no forecast changes; actual spend is usually low at the start of the year.

LSVT Costs

16. The original budget was for the levy, which has now been paid.

Capital Receipts

17. Set out as Appendix 3 is a summary of anticipated capital receipts for 2003/04.

Conclusion

The current capital monitoring forecast is that, subject to the Education bond issue, no conditional resources will be lost.

The cross-directorate Capital Programme Monitoring Working Group continues to work well to ensure the delivery of the capital programme.

RECOMMENDATION

THAT Strategic Monitoring Committee notes the current position.

BACKGROUND PAPERS

Report to Cabinet – 4 September 2003.

FUNDING OF REVISED 2003/04 CAPITAL PROGRAMME

Capital Programme Area	2003/04 Revised Forecast 31/07/03	Credit Approvals	Grants	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000
Education	7,878	3,409	3,740	1,038	(309)	-
Social Care	397	216	181	-	-	-
P&F – Property	837	249	485	-	22	81
P&F – General	1,024	832	192	-	(15)	15
P&F – eModernisation	1,217	556	661	-	-	-
Environment General	10,501	9,821	576	-	104	-
Social Development	995	349	669	46	(129)	60
Economic Development	3,794	1,059	3,572	-	(837)	-
Strategic Housing	5,494	1,500	530	-	3,464	-
Revised Forecast	**32,137**	**17,991**	**10,606**	**1,084**	**2,300**	**156**
Housing Revenue Account – LSVT levy	3,379	-	-	-	3,379	-
Total Revised Forecast	**35,516**	**17,991**	**10,606**	**1,084**	**5,679**	**156**
Original budget	35,172	18,004	9,792	1,084	6,106	186
Change	**344**	**(13)**	**814**	**-**	**(427)**	**(30)**

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised Forecast 31/07/03	Change	Actuals at 31/07/03	Actuals as a % of the revised budget
Programme area	2002/03	2003/04	2003/04	2003/04	2003/04	
	£'000	£'000	£'000	£'000	£'000	%
Education	5,761	7,747	7,878	131	1,355	17%
Social Care	618	300	397	97	24	6%
P&F – Property	865	837	837	-	652	78%
P&F – General	320	1,047	1,024	(23)	136	13%
P&F – eModernisation	968	1,216	1,217	1	132	11%
Environment Planning	4	-	-	-	-	-
Environment General	9,745	10,501	10,501	-	1,590	15%
Social Development	873	995	995	-	18	2%
Economic Development	849	3,656	3,794	138	201	5%
Housing Revenue Account	2,898	-	-	-	-	-
Strategic Housing	3,687	5,494	5,494	-	594	11%
HCS	66	-	-	-	-	-
Joint Finance	1,358	-	-	-	85	N/a
Outturn	**28,012**	**31,793**	**32,137**	**344**	**4,787**	**15%**
Housing Revenue Account – LSVT	4,132	3,379	3,379	-	3,428	101%
Total Outturn	**32,144**	**35,172**	**35,516**	**344**	**8,215**	**23%**

ANTICIPATED CAPITAL RECEIPTS FOR 2003/04

Sale Detail	Directorate Share	Directorate Share	Corporate Share	Total receipt
		£'000	£'000	£'000
Leominster Magistrate Court	50% Property	100,000	100,000	200,000
Land at Marden	50% Property	15,000	15,000	30,000
47 Goal St	50% Property	25,000	25,000	50,000
26 High St Leominster	50% Property	25,000	25,000	50,000
Canonbridge Farm	50% Property	50,000	50,000	100,000
Norden Estate	50% Property	100,000	100,000	200,000
Westbrook Estate	50% Property	100,000	100,000	200,000
Goodrich Primary School	£20,000 Diocesan then 50% Education	50,000	50,000	100,000
Eign Road Pupil Referral Unit	50% Education	60,000	60,000	120,000
Vortex Site, Belmont	50% Social Development	40,000	40,000	80,000
Total		**565,000**	**565,000**	**1,130,000**

SCRUTINY ACTIVITY REPORT

Report By: County Secretary and Solicitor

Wards Affected

County-wide

Purpose

1.   To consider the work being undertaken by the Scrutiny Committees.

Financial Implications

2.   None

Background

3.   This report summarises the matters considered by the Scrutiny Committees since the last report by this Committee to Council. It is intended to help keep Council aware of the work being undertaken.

4.   The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and Improvement (performance management and review).

Summary By Programme Area

Education

5.   The Education Scrutiny Committee met on 23 September 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Special Educational Needs Provision and Support Services – Stage 1
Policy Development and Review	School Workforce Remodelling Training and Support of Governors Home to School/College Transport – Discretionary Areas of Policy

---

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

External Scrutiny	
Improvement (Performance Management and Review)	Year 2003 provisional results for Herefordshire Schools Performance Indicators Sickness Absence Capital budget Revenue Budget
Other	

6.   The Environment Scrutiny Committee met on 26 September 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans Commercial Enforcement Progress Report
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Sickness Absence Capital Budget Revenue Budget Performance Indicators
Other	-

7.   Items for the Health Scrutiny Committee meeting on 8th October, 2003 are as follows:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Not applicable
Policy Development and Review	Making Partnership Work for Patients, Carers and Service Users – a consultation Choice Responsiveness and Equity
External Scrutiny	Work of the Community Health Council

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

Improvement (Performance Management and Review)	
Other	Work Programme Training Programme

8.   The Social Care and Housing Scrutiny Committee met on 29 September 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Cabinet Member presentation on policy issues
Best Value Reviews	Carer Support – Stage 3 Adoption and Fostering – Stage 1
Policy Development and Review	Audit of Services following the Victoria Climbie Inquiry Extra Care Housing Development Delayed Transfers of Care and Reimbursements
External Scrutiny	
Improvement (Performance Management and Review)	Performance Statistics Revenue Budget Herefordshire Plan Ambition Groups
Other	Work Programme

9.   The Social and Economic Development Scrutiny Committee met on 4th September 2003 and 2nd October 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Presentations by Cabinet Members for Community and Social Development, Rural Regeneration and Smallholdings, and Economic Development Markets and Property
Best Value Reviews	Improvement Plan Monitoring
Policy Development and Review	Draft Strategic Framework for Libraries Access to Services in Kington and

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

activityoct20030.doc   119

	Surrounding Areas Policy on Festivals
External Scrutiny	
Improvement (Performance Management and Review)	Revenue Budget Adult learning Inspectorate's inspection of the Adult and Community Learning Service Performance Indicators Regeneration Funding Streams Herefordshire Plan Ambition Group Staffing Numbers
Other	Engagement of Expert Witnesses

BACKGROUND PAPERS

• None

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