

## **Herefordshire Comprehensive Area Assessment preparation programme: January 2008 to December 2009**

### **Objectives:**

- To establish and begin to operate the essential infrastructure in 2008-09
- To be well-prepared for the full introduction of the new system from April 2009
- To be improving well/have promising prospects for improvement in the direction of travel assessment in 2009-10
- To be consistently above minimum requirements, performing well in the use of resources assessment in 2009-10

**Updated to 30 06 08**

**Appendix 1**

**The elements of the programme:**

- 1. Understanding the area and its diverse communities, with particular emphasis on the disadvantaged*
- 2. Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged*
- 3. Using this understanding, engagement and empowerment as the basis for developing the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*
- 4. Ensuring that the necessary capacity is in place, including the right skills, knowledge and behaviours, to achieve the vision, priorities and objectives*
- 5. Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives*
- 6. Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment*
- 7. Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment*
- 8. Effective communication of the programme to members, staff, partners, stakeholders and the public*

**Updated to 30 06 08**

**Appendix 1**

**1. Understanding the area and its diverse communities, with particular emphasis on the disadvantaged**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
1.1 Joint Strategic Needs Analysis – JSNA (health and well-being; statutory, comes into effect 1 April 2008)	Apr 08	Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7 <sup>th</sup> July.	In accordance with the Government guidance. Joint programme agreed by the Council and PCT, with involvement of other partners.	Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services (Other directors, Research, Heads of service and partner organisations)	Existing health and social care needs analyses, including the <i>Annual report of the Director of Public Health and The State of Herefordshire Report</i>
Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)					
Carry out the initial programme					
1.2 Needs analyses for other aspects	Feb 08	Rolled up with JSNA to form a single programme. Leadership by Deputy Chief Executive and the Director of Public Health (managed by Policy and Performance)	Clear leadership	Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children's Services	Existing needs analyses, including <i>The State of Herefordshire Report</i> and <i>The Sub-regional Economic Assessment</i>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)	Apr 08	Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. Being considered by Joint Management Team on 7 <sup>th</sup> July.	Joint programme agreed by the Council, the PCT and other partners	(Other directors, Research, Heads of service and partner organisations)	
Carry out the programme	Mar 09		Programme completed that provides a sound basis for setting priorities, objectives and targets, and for commissioning		
1.3 Identify changes needed to data collection and analysis to provide reliable, regular data, e.g. single, shared client data-bases, setting a prioritised timetable for each element	Apr 08  Mar 09	Timetabled priorities identified in the proposed prioritised programme for JSNA and wider needs analysis (see above), taking account of the Regional Improvement and Efficiency Programme and the implementation of the Data Quality Action Plan	Prioritised timetable in place  Desired data and analysis produced, providing a sound basis for setting priorities, objectives and targets, and for commissioning	Tony Geeson (Heads of service, performance improvement managers, Research)	<i>Data Quality Action Plan and Herefordshire Connects</i>
1.4 Place-based mandatory satisfaction survey	Sep 08	Final guidance received from DCLG; fieldwork to take place between 29 <sup>th</sup> September and 19 <sup>th</sup>	In accordance with the statutory requirements	Tony Cramp (Martin Heuter, heads of service)	The Council's annual satisfaction and citizens' panel surveys, and its



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**2. Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>2.1 Meeting the new statutory duty to involve local people in decisions (comes into effect on 1 April 2009), including amendments to the Council's Constitution, complaints process and handling of public petitions</p> <p>Scoping what exists, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged</p> <p>Able to meet statutory duty</p>	<p>Mar 08</p> <p>Apr 09</p>	<p>Initial scoping and gap analysis done. To be completed by July 2008 in the light of expected statutory guidance from Government and the promised community empowerment white paper.</p> <p>Work commenced on identifying any likely changes required to the Council's Constitution.</p>	<p>Measurable improvements in services/outcomes, demonstrably related to local people's involvement</p> <p>Improved public perception ratings of the Council/PCT overall and individual services/factors</p> <p>Improved ratings in respect of the public's perception of involvement and influence</p> <p>Compliance with the statutory duty</p>	<p>Jennifer Watkins, Martin Heuter, Alan McLaughlin (Research, heads of service, consultation staff elsewhere in the Council and in the PCT and partner organisations)</p>	<p>Community Involvement Strategy.</p> <p>PACTs, LINKs.</p> <p>Public consultation team's review of involvement and consultation mechanisms in the county.</p> <p>Public consultation on the <i>Local Development Framework</i></p>
<p>2.2 Systematic collection and understanding of customer feedback and complaints</p>			<p>Measurable improvements in services/outcomes demonstrably related to</p>	<p>Geoff Cole (Heads of service, performance improvement managers,</p>	<p>Current review of Council customer standards</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
Council	Mar 08	New customer feedback process launched publicly in January 2008. A new IT system for recording and reporting on complaints and compliments received by the Council is under development, with an expected completion date of June 2008.	feedback/complaints	improvement managers, PCT and other partner organisations)	
More generally	Dec 08				
2.3 Establish stronger, more effective links with neighbourhoods and parishes	Dec 08	<p>Parishes with outstanding actions from parish plans sent funding literature.</p> <p>Review of parish planning planned for July-September to pick up on the publication of the empowerment white paper.</p> <p>Working with HALC to set up a telephone information line and distributing leaflets to all residents encouraging residents to actively engage and become involved with local government.</p> <p>Community Regeneration developing a database of parish newsletters to improve communication.</p> <p>Co-ordinating response to expected programme of post office closures, and investigating alternative methods of delivering key services previously provided by post offices.</p>	<p>Measurable improvements in services/outcomes demonstrably related to local people's involvement.</p> <p>Improved public perception ratings of the Council overall and individual services/factors.</p> <p>Improved ratings in respect of the public's perception of involvement and influence.</p>	Martin Heuter, Nina Bridges, Robert Blower (Heads of service, Research, Environment)	<p>Early wins from parish plan action plans already made available to services.</p> <p>PACTs, LINKs.</p>

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<b>ACTION</b>	<b>WHEN</b>	<b>PROGRESS</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/ PROJECTS &amp; OTHER COMMENTS</b>
		As part of the Scrutiny Development Plan 2008-09, the views of Town and Parish Councils will be sought on suggestions for areas for scrutiny.			



**3. Using this understanding, engagement and empowerment as the basis for the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
3.1 New Local Area Agreement (LAA)	Jun 08	LAA approved.	Agreed priorities, outcomes, objectives and targets for Herefordshire on which all partners are agreed and working together to achieve. Ministerial approval. Achievement of the LAA targets.	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research, PCT and other partner organisations)	Council's Corporate Plan and the plans of the PCT and other partner organisations
3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA	Mar 08	Structure and content being developed in the light of the new LAA; no date agreed. Support being provided through the Regional Improvement and Efficiency Programme.	Addresses the main risks to achieving SCS objectives and LAA targets	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers)	
3.3 Review of the SCS in light of the needs analyses and other actions under sections 1 and 2 above	Apr 09	Lessons from the development of the SCS in 2005 currently being pulled together to inform the 09/10 Review.	SCS reviewed to reflect the findings of the needs analyses	Deputy Chief Executive, Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>
3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09		LAA revised, as necessary, to reflect the findings of the needs	Michael Hainge, Jennifer Watkins (Heads of service,	SCS Review in Section 3.3

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			analyses	performance improvement managers, Research)	
3.5 Council's Corporate Plan 2008-11 to deliver its lead elements of the SCS/LAA	Mar 08	Corporate Plan 2008-11 approved by Council.	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA. Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	
3.6 Council's Corporate Plan 2010-13 to deliver its lead elements of the reviewed and rolled forward SCS/LAA	July 09		Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA. Identification and successful management of the risks to achieving the targets and key actions.	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	Timetable to be determined in the context of decisions on the performance improvement cycle 2008-09 (scheduled for SMC and Cabinet consideration in March 08)
3.7 Determine prioritised programme of commissioning plans	Dec 08		Prioritised programme for commissioning plans in place	Director of Integrated Commissioning (PCT, other directors, heads of service, performance improvement managers)	Procurement Plan
3.8 Commissioning plans	As agreed under 3.7		Improved services and outcomes for people;	The designated head of service for each	Procurement Plan

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<b>ACTION</b>	<b>WHEN</b>	<b>PROGRESS</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/ PROJECTS &amp; OTHER COMMENTS</b>
			and improved value for money	commissioning plan (to be agreed under 3.7)	

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**4. Ensuring that the necessary capacity is in place to achieve the vision, priorities and objectives**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership	April 08	Initial draft of Partnership Performance Improvement Framework, including the performance improvement cycle, prepared. Will be considered by the Chief Executive's Group and the Herefordshire Partnership Board in July. Main elements of PCT cycle already included in the Council's improvement cycle.	Agreed cycle in place, operating efficiently and effectively. Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements.	Deputy Chief Executive, Tony Geeson (PCT and other partner organisations, including the Alliance, Michael Hainge, Jennifer Watkins, Sonia Rees, David Powell, performance improvement managers, Research)	
4.2 Joint commissioning capacity established with the PCT, including compact principles	Dec 08		Joint Council and PCT commissioning capacity in place. Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations, including the Alliance)	Areas to be determined and prioritised under 3.7 above

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.3 Joint commissioning capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?		Joint commissioning capacity in place across the Partnership (commissioning areas to be determined). Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning (Heads of service, partner organisations, including the Alliance)	
4.4 Joint procurement capacity established with the PCT, including compact principles	Dec 08	The Council will be working with the West Midland regional Improvement and Efficiency Partnership [WMRIEP] to conduct a piece of work to review the way procurement is performed right across the council and to formulate an action plan for improving this activity and to assess the opportunities for more efficient working. This piece of work will also include the PCT procurement activity. WMRIEP are funding this piece of work. The consultant has now been appointed. Work to commence in July 2008.	Joint procurement capacity established. Better value for money	Dean Hogan (PCT, Eleanor Brazil, other heads of service, the Alliance)	
4.5 Joint procurement capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	As 4.4	Joint procurement capacity established. Better value for money	Dean Hogan (Partner organisations, including the Alliance, heads of service)	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.6 Review Council/PCT and Herefordshire Partnership organisational structures</p>	<p>Mar 08</p>	<p>Director level structures have been reconfigured, so that the new Joint Management Team comprises both PCT and Council employed Directors, together with a Deputy Chief Executive and two Assistant Chief Executives.</p> <p>Work has been undertaken to job-evaluate the Director roles and to appoint to the posts.</p> <p>Recruitment processes are underway for the remaining external recruitments: the Director of Clinical Leadership and Quality, the Deputy Chief Executive and the Assistant Chief Executive HR.</p> <p>Guidance on processes regarding the creation of integrated teams across the PCT and Council structure has been completed.</p> <p>The establishment of a Joint Diversity Team near completion.</p> <p>New or adapted Heads of Service appointments in place in the Environment, Regeneration and Adult Social Care Directorates.</p>	<p>Review completed and prioritised programme in place</p>	<p>Chris Bull, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	<p>Joint emergency planning team established.</p> <p>Joint communications arrangements established.</p> <p>Report on joint research capacity</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
		The review of Herefordshire Partnership governance arrangements (see 4.8) is developing options for organisational structures to meet future priorities, for consideration by the LSP Chief Executive's Group and Board in July.			
4.7 Implement new Council/PCT and Partnership organisational structures	To be determined under 4.6	As 4.6.	New structures in place and operating effectively. Integrated planning and performance management arrangements operating efficiently and effectively. Efficient and effective delivery of priorities, objectives and targets	Andrew Williams, Gi Cheesman (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)	
4.8 Review Herefordshire Partnership governance arrangements	Jun 08	Review is in progress and engaging with LSP stakeholders to secure their feedback, led by Jennifer Watkins and Oliver Goode (Regional Improvement and Efficiency Partnership (RIEP) Learning to Deliver programme consultant). Reporting to the LSP Board re-launch meeting on 29 <sup>th</sup> July.	Review completed and action agreed	Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Jennifer Watkins)	
4.9 Implement revised Herefordshire Partnership governance	Sep 08		New arrangements in place and operating effectively	Chris Bull, Andrew Williams (Partner organisations,	

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arrangements				Tony Geeson, Jennifer Watkins)	
4.10 Review ICT requirements to deliver this programme	May 08  Sep 08	The <i>Herefordshire Connects</i> programme remains under review.	Initial review completed, early priorities agreed  Review finalised, longer-term priorities agreed	Deputy Chief Executive, Head of ICT  (Heads of service, performance improvement managers, PCT, other partner organisations)	<i>Herefordshire Connects</i>
4.11 Implement the ICT requirements	To be determined under 4.10		To be determined under 4.10	Head of ICT  (Heads of service, performance improvement managers, PCT and other partner organisations)	<i>Herefordshire Connects</i>
4.12 Establish strengthened scrutiny arrangements that will make a major contribution to planning and performance management across the Council/PCT and the Herefordshire Partnership	Mar 08	Informal meeting of Strategic Monitoring Committee held in April. SMC approved a new development plan in June. There are proposals to have an independent peer assessment during the autumn.	Strengthened arrangements in place	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations)	The full scrutiny programme
4.13 Operate the strengthened scrutiny arrangements	Sep 08	Has begun.	Strengthened arrangements operating effectively	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations)	The full scrutiny programme



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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.14 Council and PCT workforce development strategy to deliver the programme	Mar 08	<p>Work is beginning to develop an HR strategy for the Council and PCT, drawing on the existing Council Pay and Workforce Strategy. Investors in People continues to be pursued but the pre-assessment was not successful.</p> <p>A Corporate Workforce Planning project plan has now been mapped out and the additional resources identified to undertake the work. Work has started and will encompass the workforce planning underway in Children's Services, Adult Social Care and the PCT.</p> <p>The organisation development programme is underway. To include the development of a leadership framework, an internal change management team and measures to involve the workforce.</p> <p>Strong links are also being forged with Herefordshire Connects, the Member Development Programme (The Leadership Centre), the World Class Commissioning initiative and the Provider Review outcomes.</p>	Initial joint actions agreed and being implemented.	Gi Cheesman	<p>Corporate Plan and directorate/service plans.</p> <p><i>Investor in People</i> accreditation.</p> <p>Existing Council Pay and Workforce Strategy.</p> <p>Joint health and adult social care and children's workforce development strategy being developed.</p> <p>Provider services review.</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
	Sep 08		Full joint strategy in place and being implemented		
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08  Aug 08	Partnership Chief Executive Group to be asked to commission this work (which will be aligned with the organisational development programme).	Initial programme agreed and in place  Medium-term programme agreed and in place (in light of SRD and other analysis). Programmes delivered. Shared understanding of the Partnership vision, priorities and objectives. Shared understanding of each other's organisations, cultures and how to work effectively together to deliver the desired improved services and outcomes.	Liz Wallace (PCT, other partner organisations)	Communications strategy and action plan (see section 8 below)
4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating them to each individual's role and responsibilities	Mar 08	In place for corporate induction from May 08. Actions for directorate and service induction to be addressed by the Induction Working Group and implemented from September.	Induction delivered successfully	Liz Wallace, heads of service (Managers, PCT, other partner organisations)	

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process	Mar 08	<p>Draft training plan produced for the new, joint arrangements for risk management agreed by the Council and PCT.</p> <p>Training in risk management arranged for Council members August 2008. Provided to PCT Board in February 2008.</p> <p>Financial training for managers, which includes risk management, being rolled out through 2008 by Financial Services.</p> <p>To be developed for the wider Partnership as part of the implementation of the Partnership's performance improvement framework (see 4.1 above)</p>	<p>Programme agreed and in place.</p> <p>Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear.</p> <p>Successful management of the identified risks.</p> <p>Favourable joint annual risk assessments by the inspectorates.</p>	Andrew Rewell (Tony Geeson, PCT)	
4.18 <i>Member Development Programme</i> to include what is needed to equip members to play a fully effective role in the CAA preparation programme	Mar 08	<p>Two members' seminars have taken place. Another is scheduled, to which non-executives in partner organisations will be invited.</p> <p>Currently working with the leadership centre, part of which includes member development.</p> <p>More such events will be programmed, first, for when the CAA framework has been confirmed (expected in late July) and, subsequently, once the detailed arrangements are announced early in 2009.</p>	CAA elements included in the <i>Member Development Programme</i>	Alan McLaughlin (Tony Geeson, PCT, other partner organisations))	<i>Member Development Programme</i> , taking account of the Crookall Report

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	<p>Dec 08</p> <p>Dec 08</p> <p>Mar 09</p>		<p>Programme implemented</p> <p>Better mutual understanding between members, partners and stakeholders</p> <p>Effective member contribution to CAA preparations</p>		
<p>4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA</p>	<p>Mar 09</p>	<p>It is now too late as the final authorities have just completed their assessments. However, the member development policy group has asked for a report on projects sponsored by the regional improvement and efficiency partnership at their next meeting. It will be recommended that they consider greater involvement in IDeA sponsored peer work in future.</p>	<p>Some members and senior managers participate in peer reviews of other local authorities</p>	<p>Tony Geeson</p>	
<p>4.20 Revise the standardised core agenda for the quarterly Leader and Chief Executive's performance review meetings with individual lead Cabinet and JMT members</p>	<p>July 08</p>	<p>Proposals will be with the Deputy Chief Executive by 7<sup>th</sup> July.</p>	<p>Reviews implemented from end-of-July</p>	<p>Tony Geeson (Performance Improvement Managers)</p>	

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**5. Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>5.1 Establish shared strategic risk identification and management process for the Council, the PCT and their partners, integrated with performance management systems and reporting</p>	<p>Mar 08</p>	<p>Joint risk management strategy, policy and toolkit for use by the Council and PCT approved by PCT Board in March and Cabinet in May. Also approved was the use of an Assurance Framework for joint reporting of all extreme risks.</p> <p>The performance improvement framework for the Partnership will include the arrangements for the management of its risks (see 4.1 above).</p> <p>The possibility of an integrated performance and risk management system in the near future will become clearer once the Herefordshire Connects option appraisal and recommendations are presented to Cabinet on 31<sup>st</sup> July.</p>	<p>Sound basis for the identification and successful management of risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear</p>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>
<p>5.2 Documented corporate process, including named lead officers, in place and operating for the handing of the annual risk assessment and other inspections</p>	<p>Sep 08</p>	<p>The need for this will be considered when the Audit Commission have announced in late July the CAA Framework and proposals for its detailed operation.</p>	<p>Agreed process understood by key managers across the Council, PCT and principal partner organisations. Agreed process operating effectively. Favourable joint annual</p>	<p>Tony Geeson, Andrew Rewell, Wendy Huxley-Marko (Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance</p>	<p>Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko</p>

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
			risk assessments and other judgements by the inspectorates	improvement managers)	
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	See 5.1	Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear. Successful management of the identified risks. Favourable joint annual risk assessments by the inspectorates.	Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)	
5.4 Partnership working risks identified and managed	Dec 08	Training in the management of partnership risks identified in the draft training plan. Participation in Herefordshire Council's Risk Strategy underway, to ensure that an agreed approach is adopted by the Partnership..	Risks identified in the Audit Commission's national report on partnership working managed successfully. Annual audit letter confirms this. Favourable joint annual risk assessments by the inspectorates	Andrew Rewell, Jennifer Watkins (Michael Hainge, Tony Geeson, PCT, other partner organisations)	Audit Commission summary report on public service trust risks (Nov 07)

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**6. Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
6.1 Identify priority areas for improvement against the mandatory national local authority indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Main areas of concern identified in the Direction of Travel monitoring throughout 2007-08 were in the areas of Corporate Health, Regulation and Sustainable Communities & Transportation.	Priority areas identified	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 PIs performance, which will be the prime factor in the February 2009 Direction of Travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11
6.2 Identify priority areas for improvement against partner organisations' indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Main areas causing concern during 2007-08 were in respect of a number of the indicators led by the PCT and West Mercia Constabulary.	Priority areas identified	Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)	Herefordshire Sustainable Community Strategy. The new Local Area Agreement.
6.3 Action plan for prioritised improvements in local authority indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	Mar 08 Mar 09 Mar 09 Feb 10	Areas identified in 6.1 above are included in relevant service plans and will be monitored throughout the year as part of the proposed new corporate performance reports.	Action plan in place, with the relevant elements included in directorate/service plans  Action plan implemented  Improved performance against indicators  Higher assessment rating	Kevin Lloyd (Directors, heads of service, performance improvement managers)	For 2007-08 PIs performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008. Corporate Plan 2008-11

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ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>6.4 Action plan for prioritised improvements in partners' indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010</p>	Mar 08	<p>Proposals made for the management of the new national indicator set, with each indicator having an identified Council lead to ensure focus is maintained. These arrangements will be included in the Partnership performance improvement framework (see 4.1 above).</p>	Action plan in place	<p>Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)</p>	<p>Herefordshire Sustainable Community Strategy. The new Local Area Agreement.</p>
	Mar 09		Action plan implemented		
	Mar 09		Improved performance against indicators		
	Feb 10		Higher assessment rating		
<p>6.5 Evidence-based Direction of Travel self-assessment for the Council and the Partnership.</p> <p>Initial self-assessment based on CPA Key Lines of Enquiry and current proposals for CAA.</p> <p>Subsequent self-assessments based on proposed CAA Framework (due for publication in July, and finalised in January)</p>	<p>Sept 08</p> <p>Jan 09</p> <p>Mar 09 (and quarterly thereafter)</p>	<p>Trawl for evidence of outcomes has begun.</p>	<p>Higher assessment rating in CPA Direction of Travel</p> <p>Sound CAA rating (to be defined clearly in light of the final CAA arrangements)</p>	<p>Kevin Lloyd (Directors, heads of service, performance improvement managers)</p>	



Updated to 30 06 08

**Appendix 1**

**7. Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.1 Identify priority areas for improvement against the proposed new use of resources assessment criteria, with particular emphasis on improving value for money through improved systems and procedures	Mar 08	<p>The new Use of Resources assessment was anticipated to apply to 2008 but is not now to be introduced until 2009.</p> <p>In the interim, the Head of Financial Services has joined the County Treasurer's VFM Network, and is contributing to the collection of national data on VFM. The initial returns are currently being analysed.</p> <p>The Head of Financial Services is in regular discussion with the Audit Commission about the forthcoming changes.</p> <p>Heads of service received a presentation on the new assessment on 12<sup>th</sup> June.</p>	Priority areas identified and reflected in an updated action plan	Sonia Rees, David Powell (Directors, Gi Cheesman, Alan McLaughlin, other heads of service, performance improvement managers)	Medium Term Financial Management Strategy. Corporate Plan 2008-11. Action plan already in hand to improve performance in 2007-08; should improve the assessment in February 2009; being updated in the light of the latest Audit Commission criteria and common themes in the Director of Resources' special report, the <i>Crookall Report</i> and feedback from the <i>Investor in People</i> informal assessment
7.2 Action plan for prioritised improvements against the proposed new use of resources assessment criteria, including milestones that could improve the Council's rating	Mar 08 Mar 09 Feb 09 & Feb 10 Feb 09 & Feb 10	See 7.1 above.	Action plan in place Action plan implemented Improved performance against the criteria Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell (Directors, heads of service, performance improvement managers)	As for 7.1 above

**Updated to 30 06 08**

**Appendix 1**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.3 Evidence-based Use of Resources self-assessment for the Council	Jan 09  Mar 09 (and quarterly thereafter)		Improved performance against the criteria  Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell  (Directors, heads of service, performance improvement managers)	
7.4 Data quality policy, action plan and procedures	Mar 08	Data Quality Policy approved by Cabinet in April. Action plan in place and being implemented. Annual audit commences in July.	Meet a) the Audit Commission best practice criteria and b) ISO standards for data quality and security	Tony Geeson, John Pritchard  (Heads of service, performance improvement managers, Anthony Sawyer)	Data sharing policy and procedures being developed by Anthony Sawyer



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Appendix 1

**8. Effective communication of the programme to members, staff, partners, stakeholders and the public**

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>8.1 Communications strategy and action plan designed and rolled out</p>	Mar 08	<p>Initial draft of action plan prepared. Covers Council, PCT and Partnership improvement as a whole, not just in respect of this CAA preparation programme. To be finalised in the light of the confirmed CAA framework and proposed detailed arrangements. Seminars held for Council members and officers. Partners, officers and non-executives will be invited to future seminars.</p> <p><i>First Press, Team Talk</i> and other Council and PCT media used to raise awareness. Regularly discussed in heads of service group, so messages can be cascaded.</p>	Strategy and action plan in place	Robert Blower (Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)	The wider programme in respect of the Council's and the <i>Herefordshire Partnership's</i> reputation management
	Mar 08		The programme and its constituent parts are understood by the relevant audiences		
	Sep 08		Committed and motivated members, staff and partner organisations		

**Updated to 30 06 08**

**Appendix 1**

<b>ACTION</b>	<b>WHEN</b>	<b>PROGRESS</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/ PROJECTS &amp; OTHER COMMENTS</b>
	Dec 08  Mar 09		Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving  Improved public satisfaction rating for the Council overall		