

## **Initial Herefordshire Comprehensive Area Assessment preparation programme – final report: September 2008**

### **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

**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*

**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)				Director of Public Health, Deputy Chief Executive, Director of Integrated Commissioning, Interim Director of Adult Social Care, Director of Children’s Services	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)	Apr 08	Initial draft baseline analysis, gap analysis and proposals for prioritised programme produced. 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.	(Other directors, Research, Heads of service and partner organisations)	
Carry out the initial programme	Mar 09		Programme completed that provides a sound basis for setting health and social care priorities, objectives and targets, and for commissioning		
1.2 Needs analyses for other aspects				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>
Determine overall leadership	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 Integrated Commissioning, Interim Director of Adult Social Care, Director of Children’s Services	<i>The Sub-regional Economic Assessment</i>

Appendix 3

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. 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	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	Tony Geeson (Heads of service, performance improvement managers, Research)	<i>Data Quality Action Plan and Herefordshire Connects</i>
	Mar 09		Desired data and analysis produced, providing a sound basis for setting priorities, objectives and targets, and for commissioning		
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

**Appendix 3**

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		December. On schedule, mail out being readied for 25 <sup>th</sup> Sept as per guidance.		service)	Community Consultation Strategy
1.5 Equalities impact assessments (EIAs) Current round	Mar 08	Year 4 of 5 year rolling programme completed. 45 EIAs in Children & Young People, Human Resources and Adult & Community Services completed. Quality assured by the Diversity Group.	Provide a sound basis for setting priorities, objectives and targets, and for commissioning	Carol Trachonitis (Heads of service; Research)	The various equalities action plans
Next round	Mar 09	Year 5 started. All DMTs for the 3 directorates under the spotlight this year (Resources, Environment & Culture, and the Deputy Chief Executive's office) have had an initial presentation, and training sessions have been delivered for a number of teams. Estimated 51 assessments to be completed this year.			

## 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
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  Scoping what exists, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged	Dec 08	Jennifer Watkins has been commissioned to develop a Community Involvement and engagement strategy as well as to work on the involvement strands of World Class Commissioning.	Measurable improvements in services/outcomes, demonstrably related to local people's involvement  Improved public perception ratings of the Council/PCT overall and individual services/factors  Improved ratings in respect of the public's perception of involvement and influence	Jennifer Watkins, Martin Heuter, Alan McLaughlin (Research, heads of service, consultation staff elsewhere in the Council and in the PCT and partner organisations)	Community Involvement Strategy. PACTs, LINKs. Public consultation team's review of involvement and consultation mechanisms in the county.  Public consultation on the <i>Local Development Framework</i>
	Mar 08	Initial scoping and gap analysis done. Being completed in the light of statutory guidance since published by Government , together with a community empowerment white paper. Prioritised programme to be in place by November 08.			
Able to meet statutory duty	Apr 09	Work commenced on identifying any likely changes required to the Council's Constitution.	Compliance with the statutory duty		
2.2 Systematic collection and understanding of customer feedback and complaints			Measurable improvements in services/outcomes demonstrably related to	Geoff Cole (Heads of service, performance improvement managers,	Current review of Council customer standards

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Council	Mar 08	New customer feedback process launched publicly in January 2008. The new IT-based system for recording complaints and compliments received by the Council has been in place since July. The reporting system is in development, with the first reports to be available before the end on 2008.	feedback/complaints	improvement managers, PCT and other partner organisations)	
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>

**Appendix 3**

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		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, Chris Bucknell (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. Issues Support being provided through the Regional Improvement and Efficiency Programme. Currently working with Learning to Deliver on a risk strategy for the LAA overall which will help to inform this.	Addresses the main risks to achieving SCS objectives and LAA targets	Deputy Chief Executive, Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers)	
3.3 Review of the Sustainable Community Strategy 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 being pulled together to inform the 2009 Review. .	SCS reviewed to reflect the findings of the needs analyses	Deputy Chief Executive, Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>

**Appendix 3**

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3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09	We will not be amending the current LAA to align with the refreshed HCS but the subsequent LAA will be.	LAA revised, as necessary, to reflect the findings of the needs analyses	Michael Hainge, Chris Bucknell (Heads of service, performance improvement managers, Research)	SCS Review in Section 3.3
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	Procurement Plan

**Appendix 3**

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				improvement managers)	
3.8 Commissioning plans	As agreed under 3.7		Improved services and outcomes for people; and improved value for money	The designated head of service for each commissioning plan (to be agreed under 3.7)	Procurement Plan

**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
<p>4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership</p>	<p>April 08</p>	<p>Partnership Performance Improvement Framework, approved by the Chief Executive's Group in July. To be finalised to reflect decisions following the review of the Partnership's governance.</p> <p>Main elements of PCT cycle already included in the Council's improvement cycle. Nature and extent of further integration to be determined.</p> <p>All elements of integration will be taken to a new plane by the introduction from December 08 of a rolling programme of self-evaluation linked to CAA.</p>	<p>Agreed cycle in place, operating efficiently and effectively.</p> <p>Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements.</p>	<p>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)</p>	
<p>4.2 Joint commissioning capacity established with the PCT, including compact principles</p>	<p>Dec 08</p>		<p>Joint Council and PCT commissioning capacity in place.</p> <p>Measurable improvements in services and outcomes for users; and better value for money</p>	<p>Director of Integrated Commissioning (PCT, the head of service for each designated commissioning area, other partner organisations, including the Alliance)</p>	<p>Areas to be determined and prioritised under 3.7 above</p>

**Appendix 3**

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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	Working with the West Midland regional Improvement and Efficiency Partnership to review the way procurement is performed by the Council and PCT. The process has just been completed and feedback will be given mid September.	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)	

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>The Assistant Chief Executive HR has been appointed and is due to take up her post in early November.</p> <p>Recruitment processes are underway for the remaining external recruitments: the Director of Clinical Leadership and Quality and the Deputy Chief Executive.</p> <p>Guidance on processes regarding the creation of integrated teams across the PCT and Council structure has been completed.</p> <p>New or adapted Heads of Service appointments in place in the Environment, Regeneration and Adult Social Care Directorates.</p> <p>The review of Herefordshire Partnership governance arrangements (see 4.8) is developing options for organisational structures to meet future priorities.</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>

**Appendix 3**

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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, Chris Bucknell)	
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, Chris Bucknell)	
4.9 Implement revised Herefordshire Partnership governance arrangements	Sep 08	The Governance proposals go to the Board at the beginning of October.	New arrangements in place and operating effectively	Chris Bull, Andrew Williams (Partner organisations, Tony Geeson, Chris Bucknell)	
4.10 Review ICT requirements to deliver this programme	Sep 08	Being taken forward as part of the revised <i>Herefordshire Connects</i> programme.	Initial review completed, early priorities agreed	Deputy Chief Executive, Head of ICT	<i>Herefordshire Connects</i>

**Appendix 3**

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			Review finalised, longer-term priorities agreed	(Heads of service, performance improvement managers, PCT, other partner organisations)	
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



**Appendix 3**

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4.14 Council and PCT workforce development strategy to deliver the programme	Mar 08	<p>Work has begun to develop a joint HR strategy, including extensive consultation with staff.</p> <p>Investors in People accreditation continues to be pursued by means of an action plan following informal assessment.</p> <p>Council and PCT organisation development programme underway. Includes the development of a leadership framework, an internal change management team and measures to involve the workforce.</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>
	Sep 08	<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>			

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme</p>	<p>Mar 08</p>	<p>Focus for now is on the programme of CAA preparation seminars, which runs monthly until March 09. The nature and extent of a broader Partnership-wide training and development programme will be considered as part of the CAA-related rolling self-evaluation.</p>	<p>Initial programme agreed and in place</p>	<p>Liz Wallace (PCT, other partner organisations)</p>	<p>Communications strategy and action plan (see section 8 below)</p>
	<p>Aug 08</p>		<p>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.</p>		
<p>4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating</p>	<p>Mar 08</p>	<p>In place for Council corporate induction from May 08. Actions for directorate and service induction to be addressed by the Induction Working Group and implemented from September</p>	<p>Induction delivered successfully</p>	<p>Liz Wallace, heads of service (Managers, PCT, other partner organisations)</p>	

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
them to each individual's role and responsibilities		implemented from September. Joint Council and PCT induction programme for new Council and PCT employees in development for introduction later this year.			
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>Partnership understanding of risks to the LAA and their management being developed with external assistance during Oct/Nov 08, leading to a risk register for each of the 35 LAA indicators.</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)	

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
<p>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</p>	Mar 08	<p>Two members' CAA seminars have taken place. Members have also been invited to the next phase of the general CAA preparation seminar programme, as have the non-executive members of partner organisations. Working with the Leadership Centre, part of which includes member development.</p>	<p>CAA elements included in the <i>Member Development Programme</i></p> <p>Programme implemented</p> <p>Better mutual understanding between members, partners and stakeholders</p> <p>Effective member contribution to CAA preparations</p>	<p>Alan McLaughlin (Tony Geeson, PCT, other partner organisations))</p>	<p><i>Member Development Programme</i>, taking account of the Crookall Report</p>
	Dec 08 Dec 08				
	Mar 09				
<p>4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA</p>	Mar 09	<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>	

**Appendix 3**

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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	July 08	Arrangements agreed and will operate from October 08.	Reviews implemented from end-of-July	Tony Geeson (Performance Improvement Managers)	

**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
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	Mar 08	<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 includes the arrangements for the management of its risks (see 4.1 above).</p> <p>The procurement of an integrated performance and risk management system is going ahead as part of the Herefordshire Connects programme: preferred suppliers identified, with evaluation of responses planned for Oct/Nov 08</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, Chris Bucknell, 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>
5.2 Documented corporate process, including named lead officers, in place and operating for the handing of the annual risk assessment and other inspections	Sep 08	<p>The inspectorates' detailed proposals for CAA, published in July 08, no longer describe the new area assessment as primarily about risk. Nonetheless, the identification and management of risks will remain crucial and will be taken forward as for 5.1 above. This will be linked to the CAA-related self-evaluation rolling programme.</p>	<p>Agreed process understood by key managers across the Council, PCT and principal partner organisations.</p> <p>Agreed process operating effectively.</p> <p>Favourable joint annual risk assessments and</p>	<p>Tony Geeson, Andrew Rewell, Wendy Huxley-Marko (Policy and Performance, PCT, other partner organisations, Chris Bucknell, 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>

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			other judgements by the inspectorates		
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	See 5.1 and 4.17.	<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>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson (Michael Hainge, Policy and Performance, PCT, other partner organisations, Chris Bucknell, heads of service, performance improvement managers)</p>	

**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	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	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
	Mar 09		Action plan implemented		
	Mar 09		Improved performance against indicators		
	Feb 10		Higher assessment rating		



**Appendix 3**

<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>
<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>	Sept 08	<p>Evidence of outcomes being assembled. Will continue as part of rolling self-evaluation for CAA. Meeting held with Audit Commission on 12<sup>th</sup> September to discuss their requirements; existing evidence sources provided. Awaiting confirmation as to whether more will be needed, over and above the initial CAA self-evaluation</p>	Higher assessment rating in CPA Direction of Travel	<p>Kevin Lloyd (Directors, heads of service, performance improvement managers)</p>	

**Appendix 3**

<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>
Subsequent self-assessments based on proposed CAA Framework (due for publication in July, and finalised in January)	Jan 09  Mar 09 (and quarterly thereafter)		Sound CAA rating (to be defined clearly in light of the final CAA arrangements)		

**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 first complete set of information was received early September and is being evaluated.</p> <p>The Head of Financial Services is in regular discussion with the Audit Commission about the forthcoming changes and guidance on the new process.</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,	Mar 08	See 7.1 above.	Action plan in place	Sonia Rees, David Powell	As for 7.1 above
	Mar 09 Feb 09 & Feb 10		Action plan implemented Improved performance against the criteria	(Directors, heads of service, performance improvement managers)	

**Appendix 3**

<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>
including milestones that could improve the Council's rating	Feb 09 & Feb 10		Assessment rating of consistently above minimum requirements, performing well	improvement managers)	
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 took place in July. Positive informal feedback. Report awaited.	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

ACTION	WHEN	PROGRESS	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/ PROJECTS & OTHER COMMENTS
7.5 Rationalisation of back-office accommodation	Mar 08	<p>External consultants were appointed in July to carry out an options appraisal and give recommendations on the preferred method of delivery. An initial report on progress was made to Council and PCT officers in August. The consultants will submit their final report on 26<sup>th</sup> September. Thereafter officers will submit a report to Strategic Monitoring Committee in October and to Cabinet in November.</p> <p>The Council will need to assess funding implications and prepare detailed specifications for final procurement, aiming for a site start in mid 2009.</p> <p>The back-office provision will have implications for other areas of service delivery. A sub-project to provide a replacement data centre and Modern Records storage facilities is already underway. Other sub-projects regarding shared public service front office, locality offices/touchdown, library headquarters and archive facility will be scoped.</p>	Plan in place	Sonia Rees, Malcolm MacAskill (PCT, other partner organisations)	

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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>
	Dec 10		Accommodation rationalised. Measurable improvements in efficiency, effectiveness and value for money		
7.6 Rationalisation of front and back-office functions	To be determined		Functions rationalised. Measurable improvements in efficiency, effectiveness and value for money.	Chris Bull	

**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>	<p>Mar 08</p>	<p>Initial action plan prepared, covering Council, PCT and Partnership improvement as a whole, not just in respect of this CAA preparation programme.</p> <p>Seminars held for Council members and officers. Council Members and officers, and partner non-executives and officers have been invited to the new programme of seminars.</p> <p><i>First Press, Team Talk</i> and other Council and PCT media used to raise awareness.</p> <p>Action plan to be further developed in the light of the confirmed CAA framework and detailed arrangements.</p>	<p>Strategy and action plan in place</p>	<p>Robert Blower (Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)</p>	<p>The wider programme in respect of the Council's and the <i>Herefordshire Partnership's</i> reputation management</p>
	<p>Mar 08</p>		<p>The programme and its constituent parts are understood by the relevant audiences</p>		
	<p>Sep 08</p>		<p>Committed and motivated members, staff and partner organisations</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>
	<p>Dec 08</p> <p>Mar 09</p>		<p>Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving</p> <p>Improved public satisfaction rating for the Council overall</p>		