

PERFORMANCE INDICATOR TEMPLATES

This Appendix includes the templates that have been marked **R** in Appendix A (1). As a guide, 2 additional templates have been included on pages 2 and 5 as examples of acceptable templates for reporting progress.

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – to eliminate the use of bed and breakfast accommodation for households with children

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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The most effective measure of the availability of adequate housing for families with children

BV183a
Average length of stay for families with children in B&B accommodation

The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>The implementation, with our partners, of our Homelessness Strategy Action Plan and in developing more affordable housing (161 units target for 06/07).</p> <p>Establishment of Homelessness Advisory Group by end of April 2006</p> <p>Review of HSAP in June 2006</p> <p>Prevention approach to homelessness, reducing levels of applications and acceptances under the homelessness legislation (target of 417 for 06/07).</p>	<p>Ongoing working document until 2008</p> <p>Established and named the "Homelessness Advisory Steering Group"</p> <p>On Target</p> <p>Prevention work has proved successful in fourth quarter of 05/06 with a successful intervention in 68 cases. This has resulted in a reduction in levels of applications and acceptances. We expect this to continue in the results of this current quarter.</p>

<p>Target families with children who are rejected for nomination on account of former tenant history i.e. arrears, in partnership with RSLs.</p> <p>Expand private sector leasing scheme – minimum 5 extra units 06/07.</p>	<p>Work to be progressed during 06 on identifying these families on the Homelessness 'database' to establish extent of problem. Will discuss with RSLs at June 06 meeting</p> <p>Ongoing</p>
<p>Resource required to deliver the action(s)</p>	
<p>Homelessness Change Manager</p> <p>Homelessness Prevention Officers</p> <p>Use of Prevention Fund – including roll forward of funds allocated in 05/06 to 06/07.</p> <p>Flexible use of B & B budget and use of capital resources to fund new development.</p>	<p>Employed in 2005</p> <p>Established.</p> <p>Set up and being used</p> <p>Part of B & B budget is used on the principle of "spend to save" and used as part of the prevention fund.</p>
<p>Risk(s) to achievement</p>	
<p>Lack of affordable housing and Financial resources. Unwillingness of RSLs to allocate housing to homeless households with poor track record.</p> <p>Lack of homelessness database and reporting ICT.</p> <p>The options and speed of move on accommodation – i.e.- from temporary accommodation to permanent housing.</p>	<p>Continues to cause difficulties.</p> <p>A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.</p> <p>Meeting with RSLs in June 2006 to discuss proposed protocols.</p>
<p>Risks mitigated by</p>	
<p>Ongoing programme of affordable housing development</p> <p>Strategic Housing to negotiate with RSLs direct on selected families. Meeting arranged for June 06.</p> <p>Permission to carry forward the underspend of the Prevention Fund into 06/07</p> <p>Identify alternative temporary accommodation options.</p> <p>Flexibility around temporary accommodation budget</p>	<p><i>Ongoing</i></p> <p><i>To occur later in June.</i></p> <p><i>Done – carried forward.</i></p> <p><i>The use of Temporary accommodation is to reduce by 50% by 2010. Cabinet paper to be completed by September 2006, to outline plans to reduce temporary accommodation and alternative strategy.</i></p> <p><i>Yes, and flexibility continues</i></p>

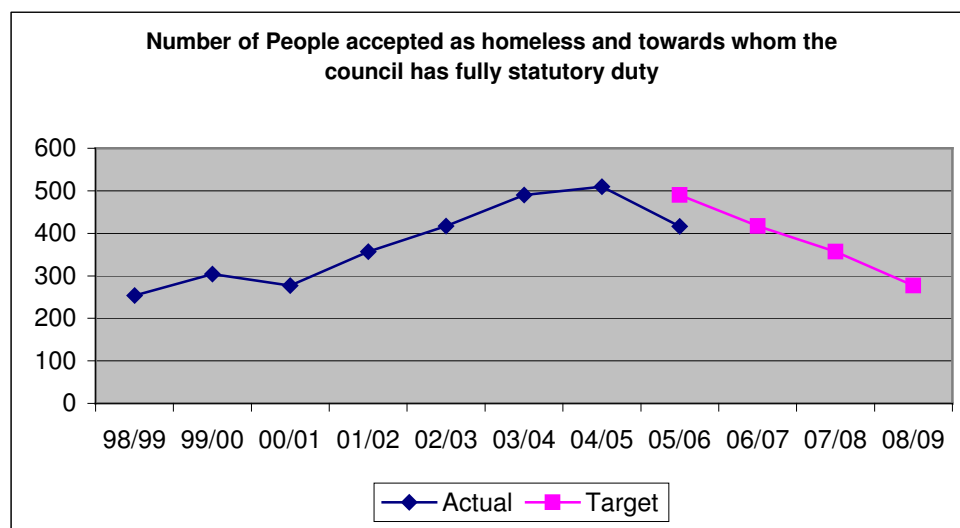
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – To reduce homelessness

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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Finding a settled home as soon as possible provides security and stability to families who are homeless

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>The implementation, with our partners, of our Homelessness Strategy Action Plan.</p> <p>Developing more affordable housing.</p> <p>Establishment of Homelessness Advisory Group by end of April 2006</p> <p>Review of HSAP in June 2006</p> <p>Preventative approach to homelessness, including:</p> <ul style="list-style-type: none"> - employing Prevention Officers - Prevention Fund - Mediation Services 	<p>Ongoing</p> <p>Ongoing</p> <p>Homeless Advisory Steering Group established.</p> <p>Employed.</p> <p>Completed and being used.</p> <p>Completed and set up.</p> <p>These actions have resulted in a significant reduction in Acceptances in the final quarter of 05/06. We anticipate this to continue in Q1 of 06/07.</p>
Resource required to deliver the action(s)	
<p>Homelessness Change Manager</p> <p>Homelessness Prevention Officers</p> <p>Prevention Fund</p>	<p>Employed</p> <p>Team established.</p> <p>Set up and being used.</p>

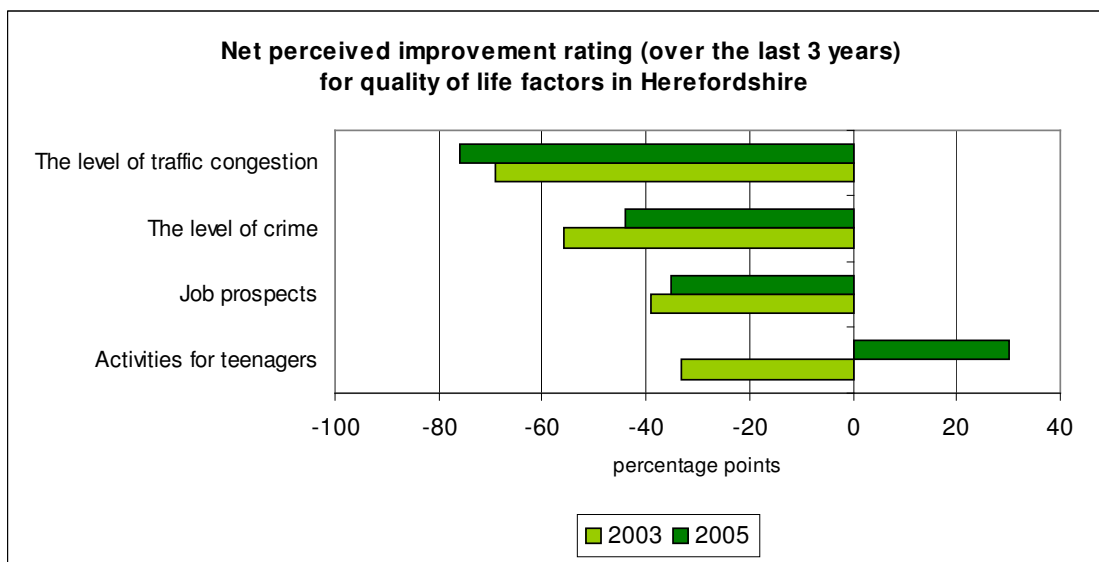
Hereford Mediation Services Flexible use of B & B budget Homelessness database and reporting software	Set up and being used. Part of the B & B budget is used on the principle of "spend to save" and used as part of the prevention fund.
Risk(s) to achievement	
Lack of affordable housing and Financial resources. Extreme stress in housing market through national economic changes. Lack of homelessness database and reporting ICT	Continues to cause difficulties. A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.
Risks mitigated by	
Ongoing programme of affordable housing development both with grant support and through planning gain. Flexibility around temporary accommodation budget and Prevention Fund and roll forward under spend from 05/06 to 06/07 Homelessness database and reporting software	Programme of affordable housing development is ongoing. No major developments or milestones to report from April/May 06. Meeting on 21 st June between Enabling and Homelessness Team. Will report actions arising in next report. Yes, and flexibility continues A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning

Objective – To improve the quality of life for Herefordshire residents

Cabinet Lead	Cllr Wilcox	CMB Lead	Mr Dunhill
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The improvement rating is an important gauge of the successful delivery of services

The factors in the graph reflect the LAA priorities

Net perceived improvement rating over the last 3 years for factors affecting the quality of life for Herefordshire residents (adults):

- a) Access to nature; b) Activities for teenagers; c) Affordable decent housing; d) Clean street; e) Community activities; f) Cultural facilities (e.g. cinemas, museums); g) Education provision; h) Facilities for young children; i) Health services; j) Job prospects; k) Parks and open spaces; l) Public transport; m) Race relations; n) Road and pavement repairs; o) Shopping facilities; p) Sports & leisure facilities; q) The level of crime; r) The level of pollution; s) **The level of traffic congestion**; t) Wage levels & local cost of living

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Behavioural change initiatives. Comprehensive programme of footway provision and crossing facilities. Safer Routes to School Development of a cycle network with over 11km of off road routes providing for utility and leisure journeys. A comprehensive bus network served by a centrally located bus station. Park and ride provision with commencing with a site to the north of the City	

<p>Access improvements at Hereford Rail Station</p> <p>Implementing Network Management Duty</p> <p>The Hereford Intelligent Transport System project will bid for exceptional scheme funding to enable us to improve network management through more efficient signal control, bus priority, and driver information systems.</p> <p>Developer contributions and development of Edgar Street Grid</p>	
<p>Resource required to deliver the action(s)</p>	
<p>Local Transport Plan (LTP) resources</p> <p>Revenue budget funding for continuing and improving the management of existing transportation/highways services</p>	<p>Budgets for 2006/7 have been established to support this activity together with indicative capital budgets for the following four years.</p>
<p>Risk(s) to achievement</p>	
<p>Insufficient capital monies to complete the programme outlined in LTP2.</p> <p>Insufficient revenue budgets to support complementary measures to the capital programme.</p> <p>Economy slowdown with reduced number of developments bringing forward monies for transport improvements through Section 106 agreements.</p> <p>Public opposition to changes to the transport network.</p>	
<p>Risks mitigated by</p>	
<p>We are developing an exceptional scheme bid for additional funding for the Hereford Intelligent Transport System project. We will work closely with the GOWM, Highways Agency and other key partners in the development of the bid to ensure that it has wide support.</p> <p>The LTP has been developed with close involvement of key stakeholders ensuring that it is a high priority for the Council. There will be ongoing involvement of key decision makers to help ensure that complementary revenue budgets are considered in the light of their importance to supporting the overall strategy.</p>	

The successful delivery of the Widemarsh Street Pedestrianisation project has helped us establish a positive approach to the implementation of potentially controversial schemes. We will continue this approach which includes close working with local communities and transparency of decision making to help ensure that we are able to deliver important schemes which will help us reduce the rate of traffic growth. This will also require a strong partnership approach with other key organisations including the Highways Agency, emergency services and the Government Office for the West Midlands.

We are developing a Supplementary Planning Document on Planning Obligations that will provide a clearer basis for our negotiations on S106 contributions. The SPD will make a strong link between level of contribution and delivery of the LTP strategy. This should help us secure the appropriate level of contributions from development towards this important target.

Budget and financial performance to be added in due course

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome - Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce domestic violence

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Increase the number of Sanction Detentions in Herefordshire for domestic violence.

Increase the number of Sanction Detentions in Herefordshire for domestic violence by 5% by 2007/08.

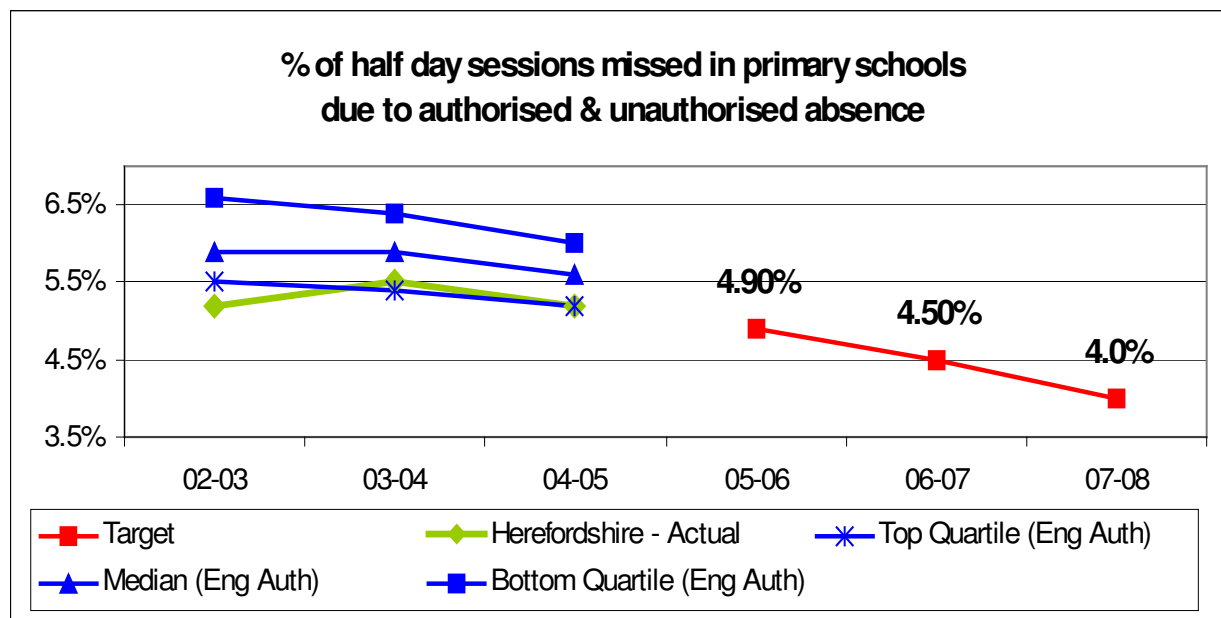
Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risks/mitigation/budget:
Robust enforcement of the DV policy by all officers, to ensure that positive action is taken on each opportunity.	On-going. Figures for April & May 06:- <ul style="list-style-type: none"> • 71 DV related offences reported • 52 DV related offences detected • 73% detection rate • 346 DV related incidents • 386 DV related incidents victims • 148 DV related incidents (repeat victims)
Resource required to deliver the action(s)	
Police officer time / commitment to the cause of dealing with DV incidents promptly and effectively.	
Risk(s) to achievement	
Appropriate action not being taken.	
Risks mitigated by	
Intrusive and relentless supervision and management of DV incidents.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – To improve outcomes for Herefordshire pupils by increasing school attendance

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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LPSA2G target – to raise standards and tackle the attainment gap in schools

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>'Cool Cats' pilot scheme starting summer '06.</p> <p>Targeted work with specific schools.</p> <p>Use of Penalty Notices, Parenting Contracts and Parenting Orders, Parenting Classes.</p> <p>Assessment of need in primary schools and formation of attendance priority list</p> <p>Truancy Sweeps</p> <p>Advertising Campaign on buses and in schools September '06.</p>	<p>Pilot in Sept for primary schools</p> <p>Primary schools with 10 whole absences</p> <p>This will be started in Sept, success will be measured against individual circumstances</p> <p>All excellence cluster schools Nov, all others Sept</p> <p>Every half term, monitored attendance, try to cut down on the amount of authorised absence.</p> <p>Sept, Bus Campaign</p>
Resource required to deliver the action(s)	
<p>Possible additional funding for 'Cool Cats' pilot.</p> <p>Possible funding for implementation of parenting classes.</p>	
Risk(s) to achievement	
<p>Outbreaks of infections in schools</p>	

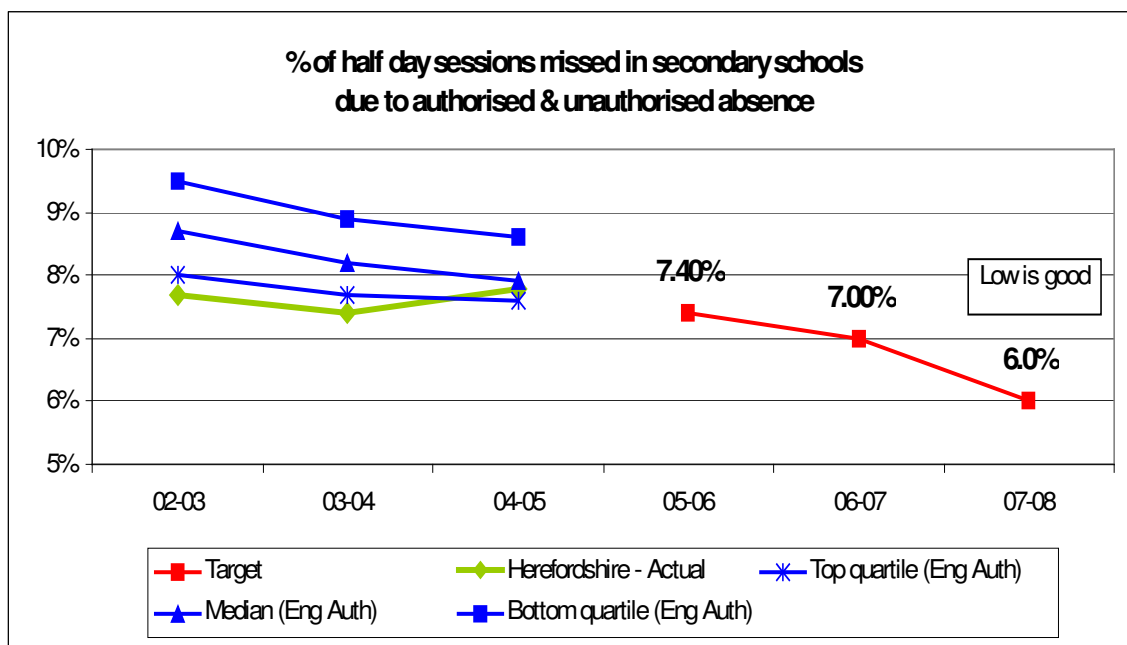
Closure of schools	
Absence of funding	
Risks mitigated by	
Support at high level for area's of work.	
Budget and financial performance to be added in due course	
LPSA 2 funding = £123,000 over three years.	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – To improve outcomes for Herefordshire pupils by increasing school attendance

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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LPSA2G target – to raise standards and tackle the attainment gap in schools

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>High Impact activities with schools.</p> <p>Possibility of purchasing the 'Wise – Up' scheme from Birmingham LA.</p> <p>Truancy Sweeps</p> <p>Use of Penalty Notices, Parenting Contracts and Parenting Orders, Parenting Classes.</p> <p>Advertising Campaign on buses and in schools (September '06)</p> <p>Close monitoring of attendance of young people in the 'Looked After System'.</p>	<p>Visits to schools with highest absenteeism fortnightly</p> <p>End of July</p> <p>Every half term, monitored attendance, try to cut down on the amount of authorised absence.</p> <p>Issued 70 notices, 300 warning letters and 2 repeat notices</p> <p>Collect info fortnightly</p>
Resource required to deliver the action(s)	
Currently advertising for additional Education Welfare Officer (3 yr post)	

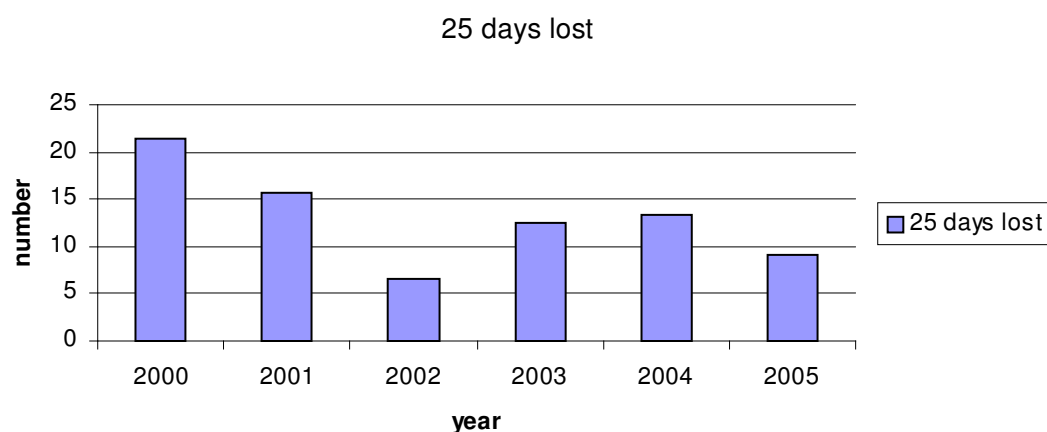
'Wise – Up' equipment if we decide to take on the scheme. ICT equipment as and when required. Funding for advertising campaign. Funding for setting up and running parenting classes.	
Risk(s) to achievement	
Risks mitigated by	
Support at high level for area's of work.	
Budget and financial performance to be added in due course	
LPSA 2 funding = £123,000 over three years.	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic wellbeing, achievements and contribution of every child, including those with special needs and those in care.

Objective – To improve the outcomes for looked after children by increasing school attendance

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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For looked after children, access to school is a key factor in improving the stability of their lives. Continuous attendance will lead to improving education achievement.

The number of children who had been looked after continuously for at least 12 months and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous school year in (i) September 2006, (ii) September 2007 and (iii) September 2008 and the number of half day sessions missed due to authorised and unauthorised absence expressed as a percentage of total number of sessions in primary schools and in secondary schools by children looked after by Herefordshire continuously for at least 12 months during the previous year.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
From September: <ul style="list-style-type: none"> - All LAC monitored half termly - LAC with problematic attendance monitored weekly/ bi-weekly in the first instance - Daily attendance for LAC with long-term attendance problems when indicated. 	No action to date due to funding being unavailable until April 1 st and appointee taking up post in Mid May.
Resource required to deliver the action(s)	
Attendance monitoring officer appointed to start mid May	Attendance Monitoring Officer started 17 th May. Currently establishing systems Data being collected. Closer links with EWS established Monitoring takes place by our attendance officer (and others if appropriate) asking schools for the attendance information, we then follow up any queries with the most appropriate person- this could be the carer, family support worker, parent, school or EWO depending on the issues which

	<p>arise. Monitoring is essentially a data collection task. It is what happens when we have the data that has the capacity to impact the non-attendance and inform future planning and intervention. We aim to move to a no unauthorised position for everything but truancy and to try to reduce non-essential authorised absence but reporting the non-attendance of children and young people for whom it is a concern.</p> <p>At present we are having difficulty collecting information at the level we require as not all schools and PRUs are able to offer us the data from SIMS and the codes being used currently are different depending on which schools are using the new system. The way attendance is collected and reported across the authority raises challenges for us.</p>
Risk(s) to achievement	
<p>Unexpected absence due to ill health or exclusions from school cannot be anticipated</p> <p>Delays in school admission particularly when moving out of county.</p> <p>Holidays taken in term time.</p> <p>Time lost during school transition, particularly for children placed for adoption</p>	
Risks mitigated by	
<p>Close monitoring of the LAC cohort with very high-risk group and CYP causing concern.</p> <p>Access to home tutorial or Hospital school with long-term sickness.</p> <p>Liaison with Social Inclusion officer where at risk of exclusion.</p> <p>Support from colleagues in EWS</p> <p>Visits from family social worker or family support where discerned</p>	
Budget and financial performance	
<p>£10k per annum for three years to include new post and certificates and rewards for attendance.</p>	

ATTENDANCE PROJECTIONS FOR LPSA 2G

YEARS	2003/04	2004/05	2005/06	2006/07	2007/08	FINAL
All sessions	2495.5/39391	2924.5/43802				3yr average
Projection percentage lost	Actual 6.34%	6.6%	6.2%	6%		
LPSA target	n/a	N/a	6%	5.8%		
1 year plus students	111	120	138	116		
Primary	839.5/17788	723/17951				
Number	49	47				
Without LPSA	4.68%	4.02%	4.65%	4.6%	4.5%	4.5%
With LPSA	n/a	N/a	4.6%	4.45%	4.25%	4.25%
Secondary	1656/21603	2201.5/25851				
Number	62	73				
Without LPSA	7.66%	8.51%	7.6%	7.5%	7.4%	7.5%
With LPSA	n/a	N/a	7.4%	7.2%	7%	7%
25 days with LPSA		11.8%	9% 13/138			
25 days without LPSA	12.6%	16/138	11.8% 16/138	9%		

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce crime

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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To reduce British Crime Survey (BCS) Comparator Crime Figures by 2007-08

To reduce outturns by 15% by 2007/08.

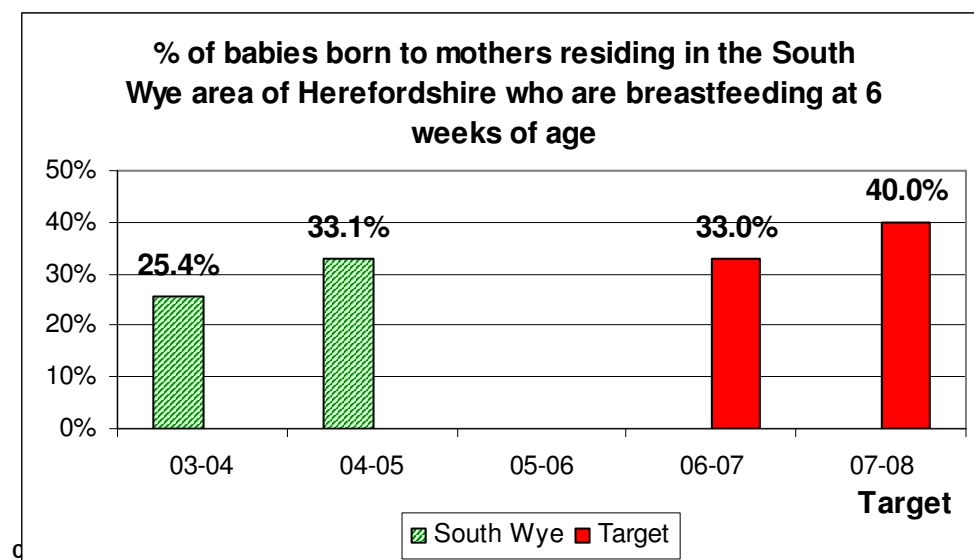
Action(s) required to achieve the target (including key milestones):	Progress against action/resource/risk/mitigation/budget:
Implementation of the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005-08, focusing on the strategic priorities of: <ul style="list-style-type: none"> - young people - alcohol related crime and disorder - anti-social behaviour - domestic violence - drug supply and drug related offending - drug treatment and harm reduction - offender management - and road safety 	Implementation on-going, see all other templates for progress reports.
Resource required to deliver the action(s)	
Herefordshire Community Safety and Drugs Partnership team and police Community Safety team, plus partner agency staff	See all other templates for progress reports.
Risk(s) to achievement	
As per details on other templates	See all other templates for progress reports.
Risks mitigated by	
As per details on other templates	See all other templates for progress reports.
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child

Objective – To increase the % of babies born in the South Wye area of Herefordshire who are breast feeding at 6 weeks of age

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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- In childhood, breast-feeding plays an important role in preventing juvenile onset insulin-dependent diabetes mellitus, and obesity. Prevention of these has life-long benefit for the child. This programme will target young women and those living in the area of highest social deprivation, as part of the priority to tackle health inequalities within the County

breast feeding at 6 weeks of age

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Peer supporting programme to be initiated within 28 days post natal – public service agreement (PSA) with PCT	567 (41.72% 04/05) (106 not recorded) 2005-6 are not available until all info is collected which will be by end of June - this is because info re babies born at end of March has not yet been returned to Child Health
Resource required to deliver the action(s)	
Peer support workers employed by the PCT to fully support – La Leche breast-feeding Support. Further rolling out of Baby Café development across South Wye – (ref – build on Leominster CC development) Aug/Sep 06 for Leominster – pilot for peer support trainers / peer support workers Sept 2007 - South Wye. There is the need to get good practice in the first year with peer support trainers and then for the trained peer supporters to deliver in the second year directly to mothers in the South Wye.	

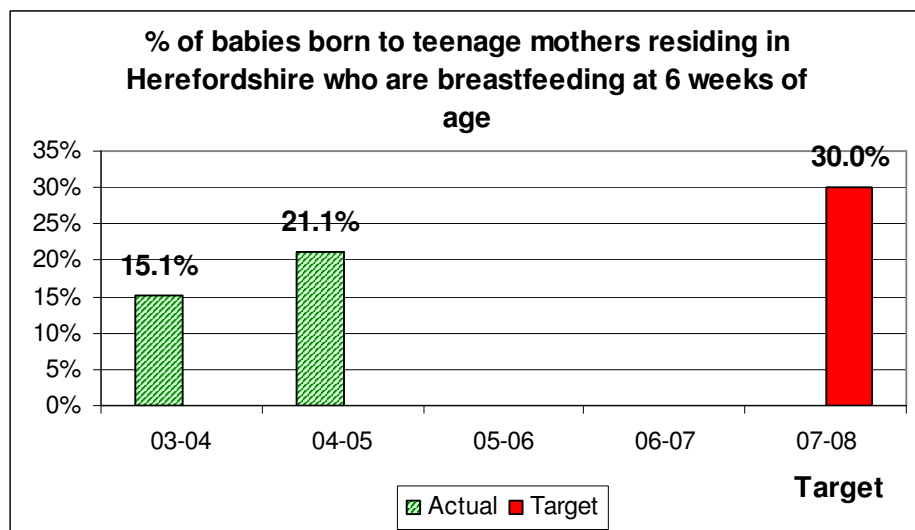
Baby café development– Greencroft, Springfield CC's and if appropriate Holly Bush Family Centre.	
Risk(s) to achievement	
– Health Visitors not visiting until 28 days post natal – high % of mothers giving up or experiencing problems with breast feeding within this time frame – often give up with breast feeding without appropriate support.	
Inability to attract parents to advice sessions	
Risks mitigated by	
Funding for peer support from PCT – confirmed £229,000 over 2 years from April 2006 – For 7 part-time women to be employed – peer support will be provided on a one to one basis for 30 weeks.	
Development of Health Visitor and Family Support Work	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child

Objective – To increase the % of babies born to teenage mothers in Herefordshire who are breast feeding at 6 weeks of age

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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- In childhood, breast-feeding plays an important role in preventing juvenile onset insulin-dependent diabetes mellitus, and obesity. Prevention of these has life-long benefit for the child. This programme will target young women and those living in the area of highest social deprivation, as part of the priority to tackle health inequalities within the County

% of babies born to teenage mothers in Herefordshire who are breast feeding at 6 weeks of age

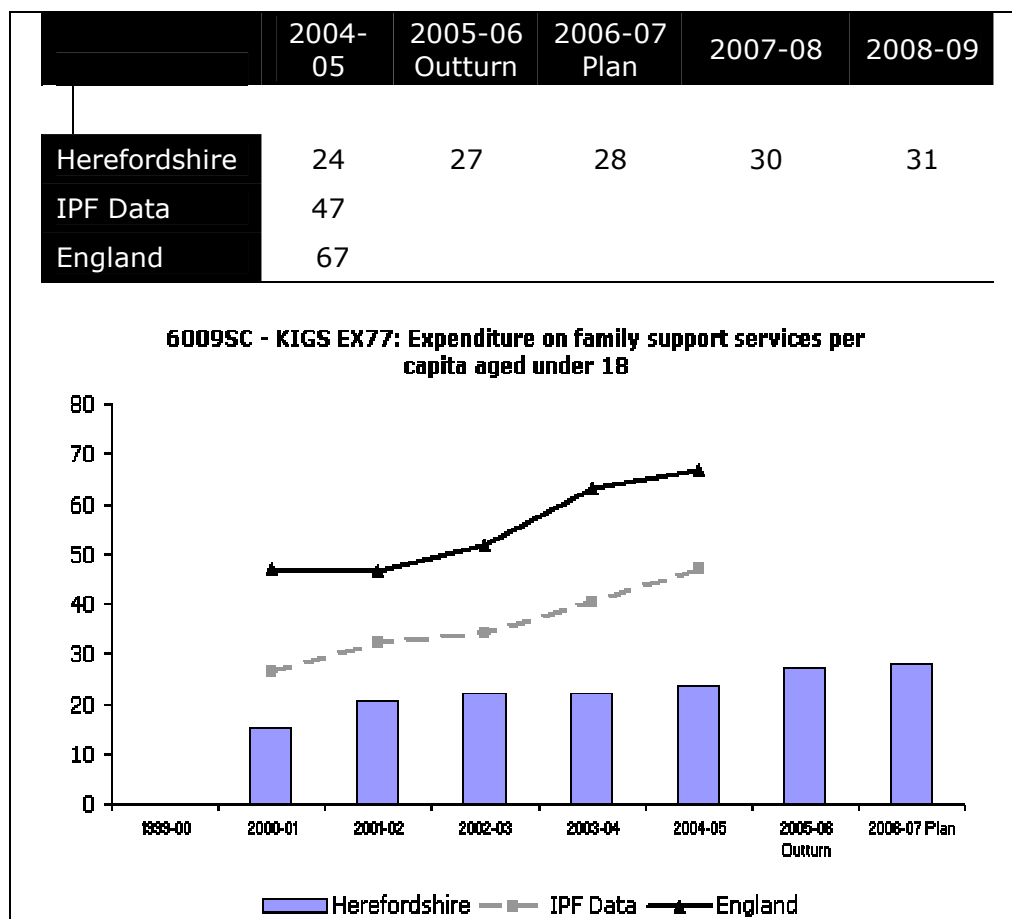
Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Need for support initially with 28 days post natal. On going support – peer support scheme with breast-feeding up to and at 6 weeks.	(Training and set up, peer support) April 2007 up and running with trained peer supporters
Resource required to deliver the action(s)	
Baby café arrangements at Children’s Centres and related, appropriate accommodation – roll out across the county as Leominster project.	(Sept 06) Peer supporters to be trained – ready for April 2007
Risk(s) to achievement.	
Young mothers not engaged in activity not wanting to attend sessions or baby café.	Recruitment of young teenage mothers as peer supporters.
Risks mitigated by	
Peer support programme – PSA with PCT – confirmed –	Support for 30 weeks post natal for peer support.
Budget and financial performance to be added in due course	
PSA with PCT confirmed train and employ peer supporters through the La Leche project.	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

LAA Outcome— Children and Young People are safe, secure and have stability.

Objective – To increase family support

Cabinet Lead		CMB Board Lead	Ms Fiennes
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A percentage increase in the provision of family support of 15% by 2008:

- 15% Additional Expenditure
- 15% Increase in numbers of families supported

	05-06	06-07	07-08
% Rise Families	5	5	5
Increase in No.s	10	10	10

Percentage increase in provision of family support.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Inter-agency Family and Parenting Support Strategy in place by October 2006 to inform commissioning intentions for 2007/8.</p> <p>Commissioning of new services to meet identified gaps from April 2007 onwards.</p> <p>Further monitoring of service development and improvements towards the target to be undertaken as part of the Children's Trust development.</p>	<p>Two inter-agency meetings on the strategy have already been held and required action agreed</p> <p>Further consultation with elected members and the voluntary sector alliance will be progressed during the summer</p> <p>Commissioning specification to increase range and scale of family support provision to take place in early autumn over the next four weeks.</p>
Resource required to deliver the action(s)	

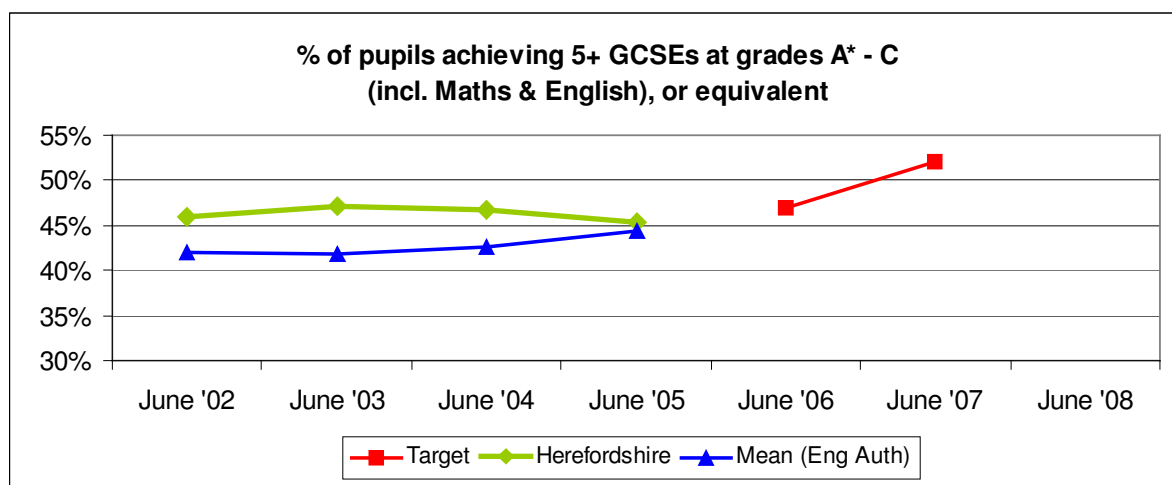
Risk(s) to achievement	
Other commitments reduce time available for these tasks Voluntary sector providers are not able to assist or interested in bidding to provide	
Risks mitigated by	
Priority to be set for this work by HOS and Joint Commissioning Lead Voluntary sector to be involved in development of service design so engaged at a very early stage	
Budget and financial performance to be added in due course	
Increase in budget and numbers is as specified in the graph above	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – To improve the educational attainment of Herefordshire pupils

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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- Good performance at GCSE is a crucial foundation for future educational achievement and improved life chances

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Use Secondary Strategy Staff and expertise to:</p> <ul style="list-style-type: none"> - analyse and interpret individual school and pupil related performance data for all secondary schools - identify schools below the national floor targets at KS3 Maths, Science & English - identify schools with low contextual value added between KS2 – 3, KS3 – 4 & KS2 – 4 - identify schools with low conversion rates from KS2 – 3 – 4 <p>Identify schools with low or declining performance in 5A*-C grades including Maths & English target consultant teaching, learning & leadership support at the identified schools or departments</p>	<p>Academic Targets are set by schools and school inspectors each autumn term for the following academic year. i.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration.</p> <p>'Step' change required to meet challenging national target.</p> <p>By summer 06</p>
Resource required to deliver the action(s)	
<p>Annual DfES Grant: £332,835 (2006/7) to support Secondary Strategy Staff and administration costs</p> <p>Additional support provided by central inspection team</p>	

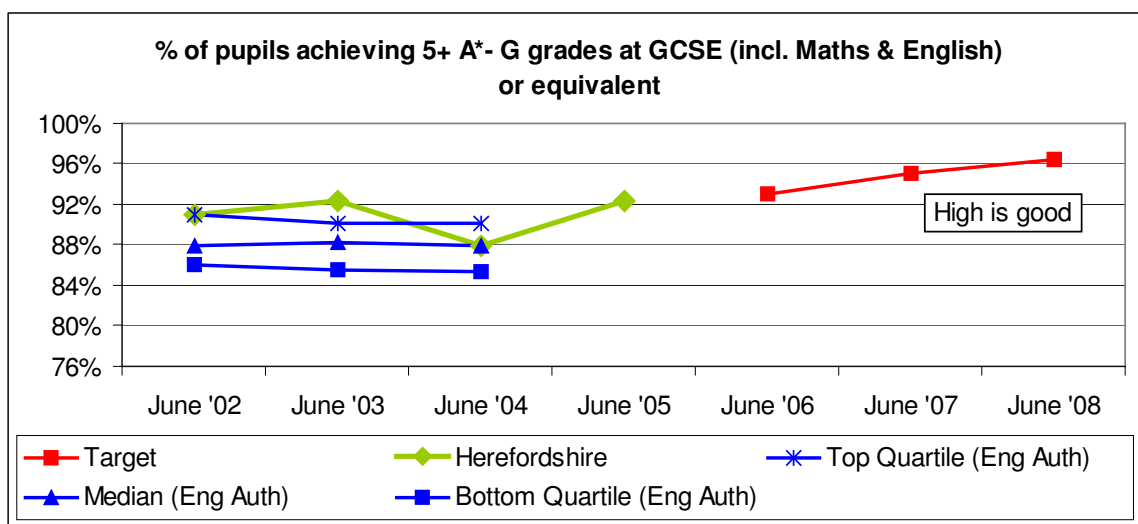
Risk(s) to achievement	
Loss of staff Restructuring Gender balance in cohort	
Risks mitigated by	
Monitoring of pupil progress. Early intervention strategies	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Objective – To improve the educational attainment of Herefordshire pupils

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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Good performance at GCSE is a crucial foundation for future educational achievement and improved life chances

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Use Secondary Strategy Staff and expertise to:</p> <ul style="list-style-type: none"> - analyse and interpret individual school and pupil related performance data for all secondary schools - identify schools below the national floor targets at KS3 Maths, Science & English - identify schools with low contextual value added between KS2 – 3, KS3 – 4 & KS2 – 4 - identify schools with low conversion rates from KS2 – 3 – 4 - identify schools with low or declining performance in 5A*-C grades target consultant teaching, learning & leadership support at the identified schools or departments 	<p>Academic Targets are set by schools and school inspectors each autumn term for the following academic year. i.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration</p>
Resource required to deliver the action(s)	
<p>Annual DfES Grant: £332,835 (2006/7) to support Secondary Strategy Staff and administration costs</p>	

Additional support provided by central inspection team	
Risk(s) to achievement	
Loss of staff Restructuring Gender balance in cohort	
Risks mitigated by	
Monitoring of pupil progress. Early intervention strategies for pupil falling behind	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

LAA Outcome – Children and Young People are healthy & have healthy lifestyles.

Objective – To increase the number of children and young people with healthy lifestyles

Cabinet Lead	Cllr Rule	LAA Board Lead	Ms Fiennes
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Increase number of schools in Herefordshire attaining Healthy School Status

Increase the number of schools in Herefordshire attaining Healthy School Status to 81 by March 2008

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Further develop strategic group and its impact, with particular reference to 'safeguarding'.</p> <p>Clarifying and consolidating the PCT commitment to Healthy Schools. Focus on obesity strategy</p> <p>Establishing a PSHE coordinators group in line with the findings of the NCB will ensure the quality provision of PSHE as well as updates and the effective use of resources</p> <p>More effective use of time and expertise within a clearer structure based on regular communication</p> <p>Ensuring closer working and joint decision making with TPU, CYPSP and PCT</p> <p>Establishing clear performance management, accountability and personal development structures</p> <p>Strengthening and streamlining the procedures and relationships between schools and partner agencies</p> <p>Ensure retention to programme through partnership events, 1:1 revisiting of schools which have already achieved the status to ensure coverage of additional themes and also presentation of a 'trophy' which the school can award annually to the student who has made the greatest progress/input with the student council</p>	
Resource required to deliver the action(s)	
<p>Training and CPD for teachers, governors and SMT and local accreditation of partner agencies that show evidence of following the ethos of 'Healthy Schools'.</p>	

<p>PSHE coordinators handbook will be developed along with local version of the guidelines to use with external visitors.</p> <p>Project worker and HS Coordinator (£17000 allocated)</p> <p>£1000 - on costs for hosting programme</p> <p>£550 x 22 devolved to schools (grants devolved to schools) for supply resources etc. for CPD</p>	
Risk(s) to achievement	
Risks mitigated by	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care.

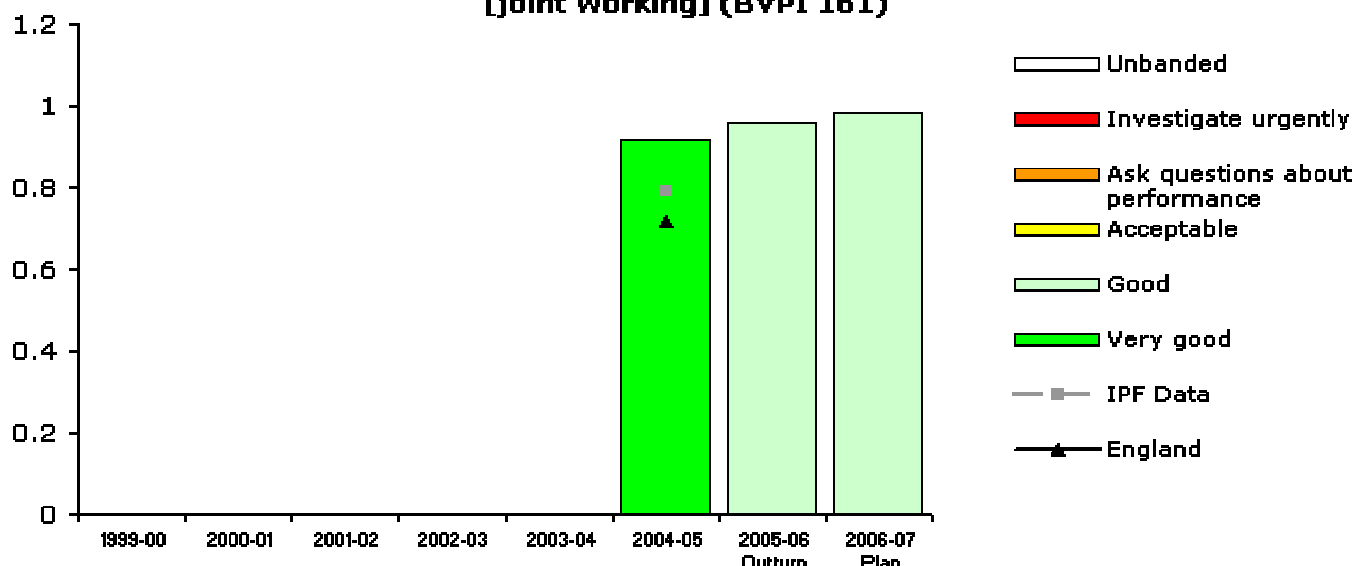
Objective – To improve outcomes in adulthood for those children looked after by Herefordshire Council

Cabinet Lead	Cllr Rule	CMB Lead	Ms Fiennes
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	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan
5022SC - PAF CF/A4: Employment, education and training for care leavers [joint working] (BVPI 161)								
Herefordshire						0.92	0.96	0.98
IPF Data						0.79		
England						0.72		

Education and support are key to improving the life chances of children leaving care

PAF CF/A4: Employment, education and training for care leavers [joint working] (BVPI 161)



The number of those young people looked after on 1st April in their 17th year (aged 16) who were engaged in education, training, or employment at the age of 19

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Acquisition of additional properties to extend housing options for care leavers.</p> <p>Recruitment, training and support for additional supportive lodgings providers.</p> <p>Development of work experience and opportunities within the Council.</p>	<p>Four single accommodation units to be purchased within next 2 months.</p> <p>Floating support provided by SHHYP, as and when required.</p> <p>Policy documents updated – awaiting approval.</p> <p>Information pack for young people is under development.</p> <p>Provisionally 9 LAC have indicated their desire to take up this opportunity.</p>

Resource required to deliver the action(s)	
<p>Partnership with Registered Social Landlord and with independent provider of housing related support to generate additional resources in partnership with Aftercare Team</p> <p>Recruitment of Specialist worker to undertake this task.</p> <p>Further development of council-wide initiative to realise corporate parenting responsibilities by extending work opportunities for looked after children and care leavers.</p>	
Risk(s) to achievement	
Risks mitigated by	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce crime

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Reduction in the offending behaviour of individuals engaged in the Drugs Intervention Programme.

60% of adults with whom initial contact is made and who are not already on the caseload, to be assessed by the DIP in 2006/07.

85% of adults assessed as needing a further intervention, to be taken onto the caseload in 2006/07.

95% of adults taken onto the caseload to engage in treatment in 2006/07.

80% of CARAT clients who are transferred to a DIP to have follow up action taken by that DIP in 2006/07.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risks/mitigation/budget:
On-going case review, management and support to clients.	On-going.
Resource required to deliver the action(s)	
DIP team.	
Risk(s) to achievement	
Delays in treatment.	
Risks mitigated by	
Working to reduce waiting times.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce crime

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Reduction in the offending behaviour of individuals engaged with the Prolific and Priority Offenders Scheme.

Baseline:

Not supplied

Targets:

Targets TBC.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
On-going case reviews, management and support of PPOs.	On-going.
Regularly review targeted list.	On-going.
Resource required to deliver the action(s)	
Steering group, PPO Officer and PPO Co-ordinator.	
Risk(s) to achievement	
Delays in recruiting PPO Co-ordinator	Interviews week commencing 11 th June 06
Risks mitigated by	
Close agency working.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce domestic violence

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Increase the number of arrests for domestic violence incidents in Herefordshire.

Baseline:

Not supplied

Targets:

Not supplied (06/07)

Increase number of arrests for domestic violence incidents in Herefordshire by 10% by 2007/08.

Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risk/mitigation/budget:
Positive police action when dealing with all domestic violence victims.	On-going.
Resource required to deliver the action(s)	
Existing police officers.	
Risk(s) to achievement	
Ensure police officers aware of issues and act proactively.	
Risks mitigated by	
Staff reviews.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce domestic violence

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Increase the number of calls to the Women's Aid Helpline in Herefordshire regarding Domestic Violence.

Baseline:

Not supplied

Target:

Not supplied (06/07)

Increase the number of calls to WA Helpline by 10% by 2007/08.

Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risk/mitigation/budget:
Increase advertising campaign to include adverts, promote at events, and leaflet inclusion.	Radio Wyvern campaign – 3 months long. Several adverts in newspapers and local publications.
Resource required to deliver the action(s)	
Marketing Officer to be recruited. Women's Aid staff.	Recruitment underway.
Risk(s) to achievement	
Delays in recruitment. Lack of time available by agency staff.	
Risks mitigated by	
Close relationship with partners.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce domestic violence

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Increase number of Domestic Violence Incidents reported to Police in Herefordshire.

Baseline:

Not supplied

Targets:

Not supplied (06 /07)

Increase the number of Domestic Violence Incidents reported to Police in Herefordshire by 10% by 2007/08.

Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risk/mitigation/budget:
Increase awareness of domestic violence issues to staff and public.	Staff training. Several media campaigns.
Resource required to deliver the action(s)	
Marketing Officer, Police Press Officer and Women's Aid staff.	Recruitment underway to Marketing Officer post.
Risk(s) to achievement	
Delays in recruitment. Lack of staff time available.	
Risks mitigated by	
Close relationship with partners.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome– Reduce Crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce the harm caused by illegal drugs

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Increase the number of people undergoing drug treatment in Herefordshire

Baseline:

400 (04/05)

Targets:

Not supplied (06/07)

400 (07/08)

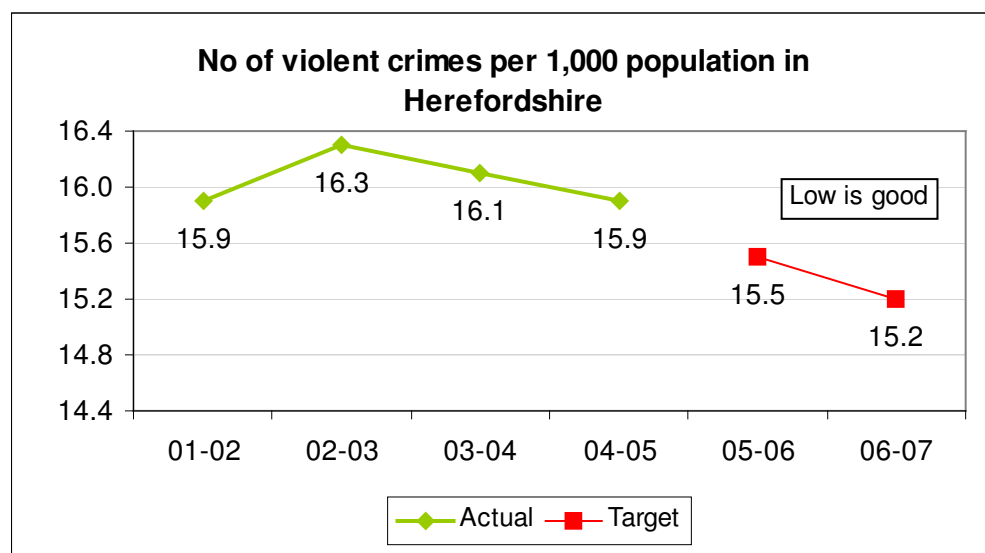
Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Promote services – PCT and voluntary sector. Reduce waiting times.	Several meetings with PCT senior management to discuss.
Resource required to deliver the action(s)	
Staff time.	
Risk(s) to achievement	
Lack of funding.	
Risks mitigated by	
Restructuring to increase client throughput.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To sustain vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services, clean streets and emergency planning

Objective – To reduce the number of violent crimes in Herefordshire

Cabinet Lead	Cllr Stockton	CMB Lead	Ms Fiennes
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Target:

2648 (06/07)

2553 (07/08)

The number of violent crimes in Herefordshire (LPSA2G)

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>Work with police to introduce an Alcohol Co-ordinator, by September – led and managed by police</p> <p>Develop work action plan for post holder, by September</p> <p>Continuation of the Alcohol Referral Scheme, on-going – led by Partnership, PCT and Police</p> <p>Improve effectiveness of bail condition part of referral scheme, by September – led by police</p> <p>Improve relationships with A&E, by September – led by PCT</p> <p>Review Alcohol Referral Scheme, September - Partnership, PCT and Police</p> <p>Introduction of Night-time Economy Beat Manager, by September – led and managed by police</p>	<p>Recruitment of staff underway, on target</p> <p>Continuing and reviewing the Alcohol Referral Scheme</p>
Resource required to deliver the action(s)	
LPSA2	

Officer and other agency staff time to support developments Additional staff (Alcohol Co-ordinator and Night-time Economy Beat Manager)	
Risk(s) to achievement	
Delays in employment Changes to PCT Relationship with partners	
Risks mitigated by	
Maintain a positive relationship with key stakeholders A robust performance management framework	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

LAA Outcome - Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce domestic burglaries

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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The reduction of Domestic Burglaries in Herefordshire.

Baseline:

Not supplied

Targets:

Not supplied (06/07)

Reduce number of Domestic Burglaries in Herefordshire to 600 pa for 3 years.

Action(s) required to achieve the target (including key milestones)	Progress against actions/resource/risks/mitigation/budget:
Proactive targeting of offenders. Crime reduction campaigns to reduce number of potential targets.	On-going. Established Drug Related Crime group to tackle this.
Resource required to deliver the action(s)	
Police Intelligence department. Sub-group members' time.	
Risk(s) to achievement	
Change of police focus. Staff time available.	
Risks mitigated by	
Close working with partners.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome - Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.

Objective – To reduce vehicle crime

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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The Reduction of Vehicle Crime in Herefordshire

Baseline:

Not supplied

Targets:

Not supplied (06/07)

Reduce number of Vehicle Crime in Herefordshire to 1086 pa for 3 years.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Proactive targeting of offenders. Crime reduction campaigns to reduce number of potential targets.	On-going. Established Drug Related Crime group to tackle this.
Resource required to deliver the action(s)	
Police Intelligence department. Sub-group members' time.	
Risk(s) to achievement	
Change of police focus. Staff time available.	
Risks mitigated by	
Close working with partners.	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Children and Young People engage in positive behaviour inside and out of school.

Objective –

Cabinet Lead	Cllr. D Rule	LAA Board Lead	Ms Fiennes
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Duke of Edinburgh's Award Scheme

Target to be determined following establishment of baseline via 'Teenage Lifestyle Survey'.

	2005-06	From 1 st Apr – 30 th April 06	Plan 06/07
Bronze Awards	85	36	N/A
Silver Awards	24	3	N/A
Gold Awards	8	2	N/A
Total	117	41	246

Increase the percentage of young people volunteering. (Duke of Edinburgh Scheme involves an element of volunteering).

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Undertake a 'Teenage Lifestyle Survey' to establish baseline and repeat annually. Youth Service to market and encourage participation in Duke of Edinburgh award scheme by improving access.	Preparation is underway to undertake a 'Teenage Lifestyle Survey' to establish baselines Progress currently ahead of schedule.
Resource required to deliver the action(s)	
Resources to undertake survey and analyse results.	
Risk(s) to achievement	
Failure to secure commitment of resources to undertake survey and analyse results	
Risks mitigated by	
Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

LAA Outcome – Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime

Objective –

Cabinet Lead	Cllr Stockton	LAA Board Lead	Ms Fiennes
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Reduce recidivism rates of young offenders in Herefordshire.

Target of 45% down from 47.5 % in March 2005.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>GOVERNANCE AND LEADERSHIP</p> <p>Analyse ASSET data to identify priority offending risk factors and develop strategies to address these</p> <p>PERFORMANCE AND QUALITY SYSTEMS</p> <p>Review the effectiveness of the implementation of the risk led approach and identify strategies for ensuring this is fully integrated across all YOS practice by September 2006</p> <p>Complete a detailed study of recidivism rates to identify whether the YOS and its partners are effectively contributing to the reduction of youth crime by March 2007</p> <p>Extend the Risk Led Approach into YOS Preventative Services by September 2006</p>	
Resource required to deliver the action(s)	
<p>Co-ordinate and develop group work and individual programmes for work with low /medium/high Risk Young People by March 2007</p> <p>Increase the number of staff trained to use the group work and individual programmes by March 2007</p>	
Risk(s) to achievement	
<p>Pressure on MB Time</p> <p>Inconsistent implement</p> <p>Insufficient time</p> <p>Inconsistent implement</p> <p>Lack of appropriate provision</p>	
Risks mitigated by	

Budget and financial performance to be added in due course	

Links: [LAA](#); [Corporate Plan](#)

Council Priority – To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Objective – To minimise the length of time older people spend in acute hospitals

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals, commissioned by Herefordshire PCT

Older people's independence and health is compromised if they spend longer than absolutely necessary in hospitals

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Leadership and multi- agency commitment:</p> <ul style="list-style-type: none"> - Ensure engagement of all key agencies in the reduction of this target – Hereford Hospitals Trust, Primary Care Trust and Social Care. - Key managers in all three organisations to ensure staff, continually monitor practice and make necessary changes designed to achieve the outcome. - Ensure staff understand what is needed and why, and enable them to make informed and useful suggestions or changes to practice. - Ensure the Single Assessment Process is implemented across all agencies <p>Services:</p> <ul style="list-style-type: none"> - Continue to implement LPSA 2 schemes, including village warden scheme, foot-care scheme and out of hours ambulance sitter service. - Continue to develop all preventative service across social care, health and the third sector. - Implement the chronic disease management strategy, other disease specific strategies and continue to develop the integrated falls strategy. <p>Data management</p> <ul style="list-style-type: none"> - Ensure accurate data collection, interpretation and reporting - Achieve multi-agency agreement to the data 	<p>SAP is not yet introduced to acute hospital.</p> <p>Contract discussions under way with providers</p> <p>Falls strategy progressed by agreement of multi agency care pathway and Programme Board decision to examine options for local DXA scanner.</p>

<p>Commissioning:</p> <ul style="list-style-type: none"> - Develop a robust commissioning and performance management system 	<p>Robust systems for commissioning including performance review e.g. as defined by the Audit Commission "Making Ends Meet" are undeveloped. A joint commissioning plan agreed in June 2005 made a useful start to consider strategic commissioning but both the plan and the underpinning systems need to be developed and embedded. The proposed Commissioning and Improvement Services Division evidences intentions to build the necessary capacity; this development is on hold pending the emergence of the Public Service Trust (see mitigation section below)</p>
<p>Resource required to deliver the action(s)</p>	
<p>Staffing:</p> <ul style="list-style-type: none"> - Redefine roles across organisations to ensure modernisation can occur - Be clear about what is to be achieved and ensure staff are adequately informed and trained 	
<p>Finance:</p> <ul style="list-style-type: none"> - Ensure that commissioning plans contain sound financial commitment, including development funding sources and how the transition will be managed and funded when re-engineering services - Ensure funding pick up for successful LPSA 2 pilots is reflected in appropriate commissioning plans 	<p>See comments on commissioning above.</p>
<p>Risk(s) to achievement</p>	
<p>This performance indicator is managed and reported by Hereford Hospitals Trust, which makes it difficult to manage by Social Care or the PCT.</p> <p>Fragmented performance management across the three agencies.</p>	
<p>Risks mitigated by</p>	
<p>Probable development of a Public Service Trust which should at least provide a single commissioning and performance management system across the PCT and Social Care. Better commissioning should lead to improved service delivery for providers.</p>	

Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Objective – To maximise the income of vulnerable people

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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The number of people in receipt of Attendance Allowance

Problem with baseline data – LPSA stretch target is based on data from DWP that does not reflect a full year.

Actions will need to be reviewed in the light of the flawed data

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Development of a Joint Team, with the Welfare Rights Team and DWP, to deliver Welfare Rights information and advice on the uptake of Attendance Allowance. This will include co-location, joint information systems, joint management structure and performance targets and the appointment of a Customer Services Officer. Key Milestone: Joint Team will be operational September 2006. What will the joint team deliver?</p> <p>Agreement of SLA's with the Voluntary Sector, to deliver Welfare Rights Advice. Targets to be set on the number of older people receiving advice and in receipt of Attendance Allowance.</p> <p>Key Milestones: Current SLA's reviewed and re-commissioned by Dec 2006.</p> <p>Co-ordinate information management across the partners, to monitor the number of referrals, waiting times for services and specialist advice services provided.</p> <p>Key Milestones: Protocols for information sharing and monitoring systems in place September 2006.</p>	<p>Memorandum of Understanding signed by the Council, DWP and the PCT. Management structure agreed. Joint performance targets set for the Team. IT services commissioned to integrate information systems. Job Description and Person Specification drawn up for Customer Services Officer.</p> <p>SLA's reviewed and outcome based measures agreed.</p> <p>Information sharing protocols and monitoring framework drawn up.</p>

<p>Carryout an awareness raising campaign with partners to adopt a multi-agency approach increase the number of Older People accessing Attendance Allowance. Appointment of an information co-ordinator to assist with targeting campaigns and to monitor impact through feedback from Older People and collating statistics on the number of Older People in receipt of Attendance Allowance. . Key Milestone: Appointment of information co-ordinator September 2006. Awareness raising campaign ongoing.</p> <p>To co-ordinate research and disseminate local, regional and national practise on take up activity.</p> <p>Key Milestone to coordinate information by November 2006 and disseminate December 2006 and then on a quarterly basis to all stakeholders.</p> <p>Develop links with existing schemes for signposting and referrals. Key Milestone: Increase referrals by 10% through the work of the management board by March 2007.</p>	<p>No milestone achieved.</p> <p>Welfare Rights Project Group set up, with Voluntary Sector, DWP and Council representatives.</p> <p>Voluntary Sector and Joint Team members of the Signposting Scheme, protocol for the receipt of referrals agreed and implemented.</p>
<p>Resource required to deliver the action(s)</p>	
<p>LPSA Funding</p> <p>IT Development to support systems development</p> <p>Strategic and Operational Advisory Boards</p> <p>Training and Development Team, to deliver Joint Team Training.</p>	
<p>Risk(s) to achievement</p>	
<p>Cultural Change, two different organisational teams merging.</p> <p>Time limited nature of LPSA 2 funding</p> <p>Failure to appoint new staff due to time limited nature of the post.</p> <p>IT Development</p> <p>Data Monitoring</p>	
<p>Risks mitigated by</p>	
<p>Change management Strategy, identifying systems development, training, and communication procedures.</p> <p>Joint Team Board and Operational Team to drive the change management process.</p> <p>Appointment of information co-ordinator</p>	

Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Objective – To maximise the income of older people

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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The number of people in receipt of Pension Credit aged 60 or over

Maximising income is one of the key means of enabling older people to live independently

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Development of a Joint Team, with the Welfare Rights Team and DWP, to deliver Welfare Rights information and advice on the uptake of Pension Credits. This will include co-location, joint information systems, joint management structure and performance targets and the appointment of a Customer Services Officer. Key Milestone: Joint Team will be operational September 2006.</p> <p>Co-ordinate information management across the partners. Key Milestone: Protocol and systems in place by September 2006.</p> <p>Carry out an awareness raising campaign with partners to increase the number of Older People accessing Pension Credits. Appointment of an information co-ordinator to assist with targeting campaigns and to monitor impact through feedback from Older People and collating statistics on the number of Older People in receipt of Pension Credits. Key Milestone: appointment of information co-ordinator September 2006. Awareness raising campaign ongoing.</p> <p>To co-ordinate research and disseminate local, regional and national practice on Take-up activity.</p> <p>Key Milestone: to coordinate information by November 2006 and disseminate by December 2006 then on a quarterly basis to all stakeholders.</p>	<p>Memorandum of Understanding signed by The Council, DWP and PCT. Management structure agreed. Joint performance targets set for the Team. IT services commissioned to integrate information systems.</p> <p>Information sharing protocols and monitoring framework drawn up.</p> <p>No milestone achieved.</p> <p>Welfare Rights Project Group set up, with Voluntary Sector, DWP and Council representatives.</p>

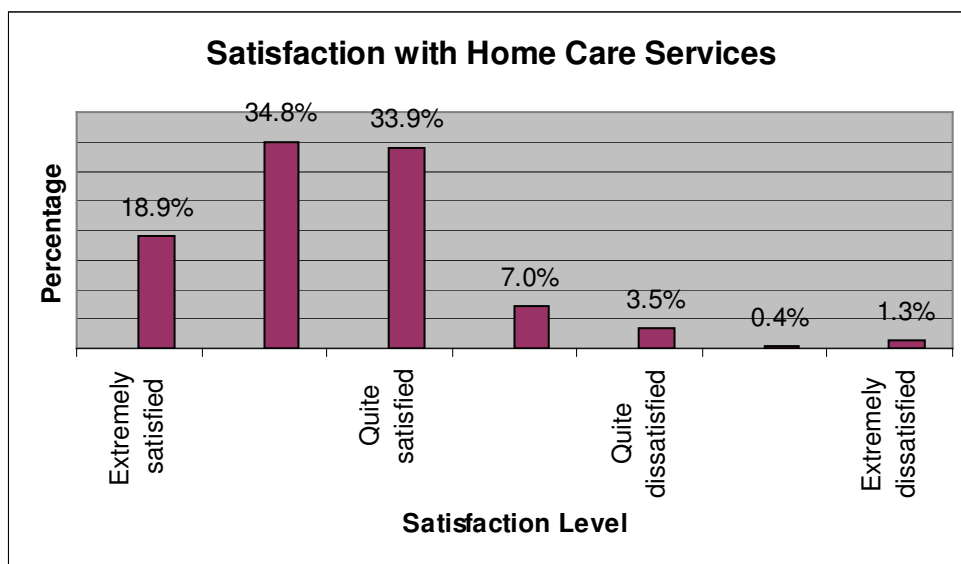
Develop links with existing schemes for signposting and referrals. Key Milestone: increase referrals by 10% through the work of the management board by March 2007.	Voluntary Sector and Joint Team members of the Signposting Scheme, protocol for the receipt of referrals agreed and implemented.
Resource required to deliver the action(s)	
LPSA Funding IT Development to support systems development Strategic and Operational Advisory Boards Training and Development Team, to deliver Joint Team Training.	
Risk(s) to achievement	
Cultural Change, two different organisational teams merging. Time limited nature of LPSA 2 funding Failure to appoint new staff due to time limited nature of the post. IT Development Data Monitoring	
Risks mitigated by	
Change management Strategy, identifying systems development, training, and communication procedures. Joint Team Board and Operational Team to drive the change management process. Appointment of information co-ordinator	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)

Council Priority – To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Objective – To improve the quality of life for older people

Cabinet Lead	Cllr Mrs Barnett	CMB Lead	Mr Hughes
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To gauge the success of home care services and Direct Payments

Satisfaction with the help received from Herefordshire Social Services by people 65 and over using home care services provided through Social Care and people 65 and over who directly purchased services using Direct Payments

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Research and analyse existing feedback concerning satisfaction levels about Home Care Services	Nil return
Develop and implement a consistent approach to obtaining the feedback from service users concerning services purchased via Direct Payments August 2006	Nil return
Employment of a dedicated user involvement assistant June 2006	Nil return
Liaison with Home Care providers regarding feedback from service users, families and carers	Starts 15 th June 2006
Resource required to deliver the action(s)	
User Involvement Assistant Dedicated time and planning from Service Managers concerning their planned consultation requirements	

Risk(s) to achievement	
<p>Lack of co-ordinated consultation strategy</p> <p>Consultation overload for service users</p> <p>Lack of confidence and support in the user involvement and consultation process from staff</p> <p>A lack of engagement from users</p> <p>Poor Home Care provision</p> <p>A lack of information provided on Direct Payments</p> <p>Lack of quality Control</p>	
Risks mitigated by	
<p>Linking Consultation plans with Directorate and service plans</p> <p>Training and awareness sessions of consultation activities</p> <p>Provision of good information about Home Care and Direct Payments</p>	
Budget and financial performance to be added in due course	

Links: [LPSA2G](#); [LAA](#); [Corporate Plan](#)