

17 January 2006

Our Ref. PARC 1/06

Your ref:

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To: The Chairman and Members of the Performance, Audit and Review Committee:

Councillors: J. Cunningham (Chairman), Mrs Sarah Wren (Vice – Chairman), D.J. Barnard, S. Bloxham, Tony Hartley, A.F. Hunter, M. Kirkland, L. McNamara, I. Mantle, P. Mardell, D. Miller, Lawrence Oliver, Derek Sheard and Mrs C.P.A. Strong.

(Substitutes: Councillors: F. Hill, S.K. Jarvis, Sandra Lunn, Deepak Sangha and F.R.B. Wordsworth.)

You are invited to attend a meeting of the

PERFORMANCE, AUDIT AND REVIEW COMMITTEE

to be held in

**COMMITTEE ROOM 1,
COUNCIL OFFICES, GERON ROAD,
LETCHWORTH GARDEN CITY**

on

26 JANUARY 2005

at

7.30 p.m.

Yours sincerely,



David Miley
Democratic Services Manager

AGENDA
PART 1

ITEM	PAGE
1. APOLOGIES FOR ABSENCE	-
2. MINUTES To take as read and approve as a true record the Minutes of the meeting of this Committee held on 24 November 2005.	-
3. NOTIFICATION OF OTHER BUSINESS Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chairman will decide whether the item(s) raised will be considered.	-
4. DECLARATIONS OF INTEREST To receive from Members of the Committee any declarations of interest in respect of any business set out in the agenda. Members should either declare a prejudicial or personal interest and are required to notify the Chairman of the nature of any interest declared. Members declaring a prejudicial interest should leave the room and not seek to influence the decision during that particular item of business. Also to receive advice from any Member of this Committee concerning a party whip direction.	-
5. PUBLIC PARTICIPATION To receive petitions, comments and questions from members of the public. At the time of producing the agenda none have been received. Any other public participation requests received within the agreed time will be notified to Members as soon as practicable.	-
6. HIGH LEVEL PERFORMANCE INDICATORS - OCTOBER 2005 AND NOVEMBER 2005 REPORT OF THE CHIEF EXECUTIVE <i>To advise PARC of the performance results for October 2005 and November 2005.</i>	1
7. BEST VALUE PERFORMANCE PLAN SUMMARY 2006-2007 REPORT OF THE CHIEF EXECUTIVE <i>To provide PARC with the outline text of the Best Value Performance Plan Summary.</i> This report is 'to follow'.	9

ITEM	PAGE
<p>8. UPDATE ON ACTIONS FROM THE CORPORATE PLAN REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE <i>To provide PARC with and update on the completed short-term actions and progress on other actions from the NHDC Corporate Plan 2005 – 2015.</i> This report is 'to follow'.</p>	<p>11</p>
<p>9. BEST VALUE FUNDAMENTAL SERVICE REVIEW (FSRs) - NEXT CYCLE OF REVIEWS REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE <i>To invite PARC select the process for the next round of Best Value Fundamental Service Reviews.</i> This report is 'to follow'.</p>	<p>13</p>
<p>10. UPDATE FOR COMPREHENSIVE PERFORMANCE ASSESSMENT IMPROVEMENT PLAN – SECTION 106 PROCESS REPORT OF THE HEAD OF PLANNING AND BUILDING CONTROL <i>To provide PARC with a proposed programme for an improvement in the procedures in which this authority deals with planning applications.</i></p>	<p>15</p>
<p>11. DEVELOPMENT OF A LOCAL AREA AGREEMENT FOR HERTFORDSHIRE – PROGRESS UPDATE REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE <i>To advise PARC of the process by which the LAA for Hertfordshire has developed and information on the potential for resourcing targets and proposals.</i></p>	<p>23</p>

PARC will meeting on the following dates for the remainder of the 2005/2006 Civic Year.

Thursday 2 March 2006

Thursday 6 April 2006

TITLE OF REPORT: HIGH LEVEL PERFORMANCE INDICATORS - OCTOBER 2005 AND NOVEMBER 2005

REPORT OF THE CHIEF EXECUTIVE

1. SUMMARY

- 1.1 To update PARC on the current progress in meeting the targets for the High Level Performance Indicators during October and November 2005 as attached at Appendix A.

2. FORWARD PLAN

- 2.1 This report does not recommend a key decision and has not been referred to in the Forward Plan.

3. BACKGROUND

- 3.1 In March 2005 PARC agreed that thirteen (sixteen, including sub-sets) High Level Performance Indicators should be monitored on a monthly basis throughout 2005/6. Indicators at red or amber status should be highlighted at Corporate Management Team where a Rescue Recovery Package would be agreed if considered appropriate. The performance indicator would then be reported to PARC with details of the progress towards meeting the performance target.
- 3.2 This report was presented to CMT on 20 December 2005.
- 3.3 There is one current 'rescue recovery plan' for BV183b 'The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need'. September PARC requested that details of progress of the plan be presented to PARC on a quarterly basis.

4. TRAFFIC LIGHT STATUS AT THE END OF NOVEMBER 2005

- 4.1 At the end of November 2005 the High level Indicator status was as follows:
- 5 indicators at status green
 - 3 indicators at status amber
 - 4 indicators at status red
 - The four indicators relating to crime statistics are 'report only' and are not allocated a 'traffic light status.'
- 4.2 The performance results and commentary can be found at Appendix A.

5 LEGAL IMPLICATIONS

5.1 None.

6. FINANCIAL AND RISK IMPLICATIONS

6.1 None.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

7.1 None.

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS (if appropriate)

8.1 Not applicable.

9. RECOMMENDATIONS

9.1 That PARC note the status of the High Level Indicators during October and November 2005.

10. REASONS FOR RECOMMENDATIONS

10.1 The recommendation(s) contained within paragraph 9 are made in accordance with the declared policy of the Council.

11. ALTERNATIVE OPTIONS CONSIDERED

11.1 Not applicable

12. APPENDICES

12.1 Appendix A - Details of the High Level Performance Indicators – October and November 2005.

13. CONTACT OFFICERS

13.1 Sarah White
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14. BACKGROUND PAPERS

14.1 Performance Information Files 2000 to date - available from the Policy, Partnerships & Performance Library, 1st Floor, Council Offices, Gernon Road, Letchworth.

FINANCIAL AND REGULATORY SERVICES

BV76a The number of housing benefit claimants in the local authority visited per 1000 caseload.

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	April-Nov Target	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL-AUG 2005	APRIL-SEPT 2005
310 or greater	218.60	310.45	181.00	19 GREEN	32.20 RED	62.90 RED	91.40 AMBER	118.40 GREEN	130.30 AMBER

APRIL-OCT 2005	APRIL-NOV 2005
148.52 AMBER	169.82 AMBER

BV76a Two fraud investigators being on annual leave in September had adversely affected the result for this indicator. The figure is currently being affected by staff resource issues, which will continue for at least another month, and the national trend of a reduction in the number of visits carried out. In the past 2 1/2 years working practices have changed with the advent of two new computer software tools, which has alleviated the need for investigators to leave the office in order to gather evidence. This has resulted in a downward trend, for all fraud sections countrywide, in the number of visits required. Although the number of visits has decreased, the new working practices have allowed investigators to spend their time more effectively. This is evidenced by the results for BV76d (the number of HB/CTB prosecutions and sanctions per 1,000 caseload). The return for the period April - September 2005 was 4.4 against a profiled target of 2.7. We have prepared more cases for prosecution and sanction than has previously been achieved, and the results for BV76d in the past 2 years have consistently exceeded the target figures. We will again exceed the top quartile target of 5.5 set for 2005/06.

BV78a The average processing time taken for all new housing and council tax benefit claims submitted to the local authority.

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	April-Nov Target	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005
25 days or less	26.88 days	32 days	26.1 days	no data available	no data available	44.10 RED	45.17 RED	43.00 RED	38.65 RED

APRIL-OCT 2005	APRIL-NOV 2005
31.9 RED	30.1 RED

BV78a This indicator continues to improve substantially. We are continuing to see a steady increase in the number of new claims received, compared with the same period last year. The caseload stock count for April - September 2005, which relates to all claim types (new and changes of circumstance), was 16,598. This compares to 15,543 for the same period in 2004, an increase of 6.79%. To address this, the following action has been taken:

- We have moved additional resources into benefits processing from other activities.
- We have recruited two new assessors and their effectiveness and productivity will improve monthly.
- We have reviewed the processes employed to process claims, and have implemented changes to speed these up.
- As part of service@north-herts, we are about to implement wireless technology to enable mobile working. This will allow us to process claims "on the door-step", rather than having to rely on correspondence, which inevitably leads to delays.

The current position means that it will be very difficult to meet the annual target, but we are confident that the measures we are taking will result in a continued improvement in performance. The current result is now back in the upper quartile. based on the 2003/04 top quartile figure for English authorities of 32 days.

HIGH LEVEL PERFORMANCE INDICATORS - NOVEMBER 2005

BV109 - %tage of planning applications determined in line with development control targets to determine:

a) 60% of major applications in 13 weeks

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005	APRIL-OCT 2005
60%	58.97%	63.64%	71.43%	66.67%	54.55%	64.71%	65%	66.18%	66.67%
or greater			5/7	6/9	6/11	11/17	13/20	15/22	20/30
			GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	GREEN

APRIL-NOV 2005
66.67%
24/36
GREEN

b) 63% of minor applications in 8 weeks (subject to ODPM planning standards)

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005	APRIL-OCT 2005
63%	57.18%	70.78%	73.68%	73.85%	69.79%	67.20%	70%	71.81%	72.15%
or greater			28/38	48/65	67/96	84/125	112/160	135/188	158/219
			GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

APRIL-NOV 2005
71.90%
174/242
GREEN

c) 75% of other applications in 8 weeks (subject to ODPM planning standards)

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005	APRIL-OCT 2005
75%	75.49%	85.00%	89.19%	85.48%	85.28%	82.82%	84.04%	83.67%	83.68%
or greater			99/111	159/186	255/299	323/390	395/470	461/551	523/625
			GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

APRIL-NOV 2005
83.78%
594/709
GREEN

BV204 The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005	APRIL-OCT 2005
No more than	40.00%	No data - new indicator for 2004/05	50%	30%	23.08%	25%	25%	28.57%	25.0%
30%			3/6	3/10	3/13	4/16	5/20	6/21	6/24
			RED	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

APRIL-NOV 2005
27.6%
8/29
GREEN

BV156 The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	April-Nov Target	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUG 2005	APRIL-SEPT 2005
85.20% or greater	70.30%	64.83%	77.80%	70.30%	70.30%	70.30%	70.30%	70.30%	70.30%
				GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

APRIL-OCT 2005	APRIL-NOV 2005
74.07%	74.07%
GREEN	AMBER

BV156 The three remaining locations, where access works are due for completion this year, will now not be completed until March 2006. This will mean that the annual target figure of 85.20% will still be achieved, although this will not be in line with the original profiling.

BV183b The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.

TARGET 2005/06	Actual 2004/05	Top Quartile 03/04	APRIL 2005	MAY 2005	JUNE 2005	JULY 2005	AUGUST 2005	SEPTEMBER	OCTOBER 2005
35 weeks or less	44.6 weeks	0 weeks	75.43 weeks	56.58 weeks	51.4 weeks	46 weeks	46 weeks	41.19 weeks	43.75 weeks
			RED	RED	RED	RED	RED	RED	RED

NOVEMBER 2005
42.59 weeks
RED

BV183b The result for October 2005 had increased, compared to the September figure. This had been caused by successfully housing the family who had been in hostel accommodation for the longest period of time. This amounted to 156 weeks, going back to November 2002. This length of stay was due to a history of rent arrears, which were finally cleared in June 2005. Even though the family had specified a house in only Royston or two villages, they were still housed soon after clearing the rent arrears.

The result for November 2005 has improved, compared to the October figure. Six households have moved into permanent housing during the month, compared to twelve in October. The average length of stay in hostel accommodation for the households permanently housed during November was 38.17 weeks. Due to the long-term stay of households housed earlier in 2005/06, the average for the year to date is still higher than expected. The result will continue to improve throughout the remainder of 2005/06, as more households are permanently housed from hostel accommodation.

HIGH LEVEL PERFORMANCE INDICATORS - NOVEMBER 2005

CHIEF EXECUTIVE

BV126 Domestic burglaries per year per 1000 households in local authority area

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	MAY 2005	JUNE 2005	JULY 2005	AUGUST 2005	SEPTEMBER	OCTOBER 2005
9.60 or less	10.63	No data	0.69 35 recorded	0.43 22 recorded	1.13 57 recorded	0.65 33 recorded	0.26 13 recorded	0.59 30 recorded	0.53 27 recorded

NOVEMBER 2005
0.79 40 recorded

BV127a Violent crimes per year per 1000 population in the local authority area

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	MAY 2005	JUNE 2005	JULY 2005	AUGUST 2005	SEPTEMBER	OCTOBER 2005
3.70 or less	17.81	No data	1.08 129 recorded	1.32 157 recorded	1.37 163 recorded	1.38 164 recorded	1.49 178 recorded	1.26 150 recorded	1.34 159 recorded

NOVEMBER 2005
0.78 93 recorded

BV127b Robberies per year per 1000 population in the local authority area

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	MAY 2005	JUNE 2005	JULY 2005	AUGUST 2005	SEPTEMBER	OCTOBER 2005
0.50 or less	No data	No data	0.03 4 recorded	0.08 9 recorded	0.09 11 recorded	0.05 6 recorded	0.06 7 recorded	0.08 9 recorded	0.09 11 recorded

NOVEMBER 2005
0.09 11 recorded

BV128 The number of vehicle crimes per year per 1000 population in the local authority area

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	MAY 2005	JUNE 2005	JULY 2005	AUGUST 2005	SEPTEMBER	OCTOBER 2005
12.00 or less	No data	8.87	0.72 86 recorded	0.77 92 recorded	0.89 106 recorded	0.71 85 recorded	0.94 112 recorded	1.00 119 recorded	1.01 120 recorded

NOVEMBER 2005
1.32 157 recorded

BV126 - The partnership awareness campaign focussing on unoccupied houses is continuing. The anti-burglary bus campaign launched to deadline and included an article in the local newspaper mentioning the campaign and reinforcing the message. The Community Vehicle has been active providing burglary prevention advice in our towns, and house to house visits continue.

BV127a + b - Letchworth licensed premises received materials (beermats etc) provided by the Portman Group encouraging responsible drinking. Operation Strike, targeting licensed premises, parks and off-licences takes place once a month in North Herts. Operation Graze, targeting offenders using the rail network is ongoing.

BV128 - Car park pay and display tickets with a crime prevention message (lock your car/take valuables with you) are now in place in NHDC car parks; we await the crime figures at the end of the Christmas period before evaluating. Signage in pay and display car parks with the same message has been erected in some car parks as well as leaflet drops focussing on models susceptible to theft. The Road Policing Unit is tasked to remain active across the district.

CUSTOMER SERVICES

BV12 Number of working days/shifts lost to the local authority due to sickness absence (cumulative and profiled to the year end)

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUGUST	APRIL-SEPT 2005	APRIL-OCT 2005
8 days or less	9.48 days	8.90 days	5.84	5.48	6.41	7.38	7.80	7.60	7.81
			GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

APRIL-NOV 2005
8.24
AMBER

BV12 The performance figure for BV12 is projected to the year end. The calculation does not take into consideration the variances in sickness absence. The last three years of data show a marked increase in sickness absence from September to December. We predict that this year end target will not be achieved. From April 2006 this PI will be reported against a profiled target to improve the credibility of the 'traffic light' status awarded.

BV12 Number of working days/shifts lost to the local authority due to sickness absence shown monthly, compared to last years figures

YEAR	ACTUAL	TARGET	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
2005/06	Available in April 2006	8 days	0.49	0.43	0.69	0.85	0.78	0.58	0.74
2004/05	9.48 days	8.3 days	0.48	0.7	0.64	0.66	0.67	0.83	0.91

NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
0.92	0.63	0.63	0.63	0.63
1.01	1.21	0.82	0.62	0.86

To achieve this year's target of 8 days we need to reduce sickness to 0.63 days per person per month for the last 4 months of the year.

BV16 The percentage of local authority employees with a disability

TARGET 2005/06	Actual 2004/05	Top quartile 03/04	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUGUST	APRIL-SEPT 2005	APRIL-OCT 2005
4.00% or greater	3.43%	No data	3.70%	3.42%	3.40%	3.40%	3.05%	3.34%	3.33%
			AMBER	AMBER	AMBER	AMBER	RED	RED	RED

APRIL-NOV 2005
3.13%
RED

The economically active population in the local authority area who have a disability is 10.23% based on ONS census table S16 Sex and Age by General Health and Limiting long-term illness.

BV16 Adverts have been placed in Able magazine and Ethnic Britain. There have also been recent recruitment fairs at the Goldsmith Centre and Luton University. Luton and Hatfield Universities have been approached regarding advertising on their Web-sites.

**BV82b(i) The percentage of household waste sent by the authority for composting
(no waste is sent for anaerobic digestion from the NHDC area)**

TARGET 2005/06	Top quartile 03/04	April-Dec target	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUGUST	APRIL-SEPT 2005	APRIL-OCT 2005
11.45% or greater	6.01%	13.01%	9.56% GREEN	11.54% GREEN	14.88% GREEN	14.99% GREEN	14.75% GREEN	14.72% AMBER	14.65% GREEN

APRIL-NOV 2005
14.20%
GREEN

LC15 The number of swims and other visits per 1000 population

TARGET 2005/06	Actual 2004/05	April-Nov target	APRIL 2005	APRIL-MAY 2005	APRIL-JUNE 2005	APRIL-JULY 2005	APRIL - AUGUST	APRIL-SEPT 2005	APRIL-OCT 2005
8745 or greater	7424	5670	515 GREEN	1012 AMBER	1589 AMBER	2470 AMBER	3269 AMBER	3796 AMBER	4329 RED

APRIL-NOV 2005
4804
RED

The target for this year was based on last year's actual, and an estimate for Royston Leisure centre. As previously mentioned, the Council Audit department have undertaken an audit at the North Herts Leisure Centre and are satisfied with the figures that are being produced, however, they have concerns with some aspects of the accuracy of the historic user figures.

Last year the accumulative figure for this same period was 5091, we are currently 6% below that figure. This years target was increased to 8745 based on achieving a similar level of performance as historically at all sites and an increase estimated for the new Royston Leisure Centre, however, it is now estimated year end performance is likely to be 7200, a reduction 200 or 3% on the previous years figures, because of the adjustment made to the historic visitor numbers of NHLCL.

PERFORMANCE, AUDIT AND REVIEW COMMITTEE
26 January 2006

PART 1 DOCUMENT

AGENDA ITEM No.

7

TITLE OF REPORT: BEST VALUE PERFORMANCE PLAN SUMMARY 2006/07

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE

1. PURPOSE OF REPORT

- 1.1 This report details the draft outline text of the Best Value Performance Plan Summary 2006/07 (see Appendix A) (to follow). (The draft version of the document will be circulated to PARC members on 24th January.)

2. FORWARD PLAN

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

3. BACKGROUND

- 3.1 North Herts District Council has a statutory requirement to produce a Best Value Performance Plan (BVPP) summary by 31 March each year.

4. BEST VALUE PERFORMANCE PLAN SUMMARY

- 4.1 The draft outline text of the summary plan (attached at Appendix A) will be in the A4 format used in previous years, with a more focused, bullet point style presentation, concentrating on performance in 2005/06 and aims for 2006/07.
- 4.2
- 4.2 In order to make use of the Council's print facilities and produce the leaflet in-house, for distribution with the Council Tax leaflets in early March 2006, the summary plan will need to be folded to DL envelope size. To achieve this, the intention is for the summary plan to be 4 pages long.
- 4.3 The overall external style of the document will reflect the format adopted for the Corporate Plan - blue front cover with photo montage, lavender rear cover with colour block sections to each page.
- 4.4 The document for this year has moved away from the 'Directorate model' used last year in order to ensure that it is a more 'public friendly' document which reflects the areas of greatest interest to our residents.

5. LEGAL IMPLICATIONS

- 5.1 There is a legal requirement under the Local Government Act 1999 to produce a Best Value Performance Plan summary by the end of March each year.

6. FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

- 6.1 The funding to produce the document is identified within existing Performance Team budgets.
- 6.2 The proposed new format is intended to be 4 pages long, in contrast to the previous year's version which was 12 pages long. As this can be produced in-house, it is expected that printing costs will be reduced as a result. Consideration of the size and format of the document outlined at 4.2 above will ensure that the summary can be printed, folded and put into the envelopes in- house, thus ensuring process and printing costs are kept to a minimum.
- 6.3 Design and production costs will also be considerably reduced for the shorter document. Indicative costs suggest a saving of approximately £5000, which represents 33% of the total costs of producing the document in 2004/05, without being detrimental to the overall quality or aim of the publication.

7.

8.

8.7. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS (If appropriate)

- 7.1 Not applicable.

8. RECOMMENDATION

- 8.1 PARC is asked to:

Agree that the draft outline text and format proposed for the Best Value Performance Plan Summary 2006/07 will be used as a basis for the final version, and recommend adoption to Council subject to consultation with the Chairman of PARC.

9. REASONS FOR RECOMMENDATION

- 9.1 The Best Value Performance Plan summary must be produced and distributed by 31 March each year.

11.2 The proposed new format is intended to be 4 pages long, in contrast to the previous year's version which was 12 pages long. As this can be produced in-house, it is expected that printing costs will be reduced as a result. Costs are not available at this time, although they will be included in the PARC report in January.

10. APPENDICES

Appendix A: Best Value Performance Plan Summary 2006/07 – DRAFT (to follow).

11. CONTACT OFFICERS

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TITLE OF REPORT: UPDATE ON ACTIONS FROM THE CORPORATE PLAN

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE

1. SUMMARY

- 1.1 To provide the first draft monitoring report for the Corporate Plan produced in March 2005.
- 1.2 To consider the process for updating the Corporate Plan document on an annual basis.
- 1.11.3 To present an update on the completed short term actions, and the progress on the other actions from NHDC's Corporate Plan 2005-15. To consider the process for regular monitoring of actions within the Corporate Plan.
- 1.2 To consider the process for updating the Corporate Plan on an ongoing basis.
- 1.31.4 To link the Community Strategy aspirations, LSP Vision, Corporate Plan and service plans.

2. FORWARD PLAN

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

3. BACKGROUND

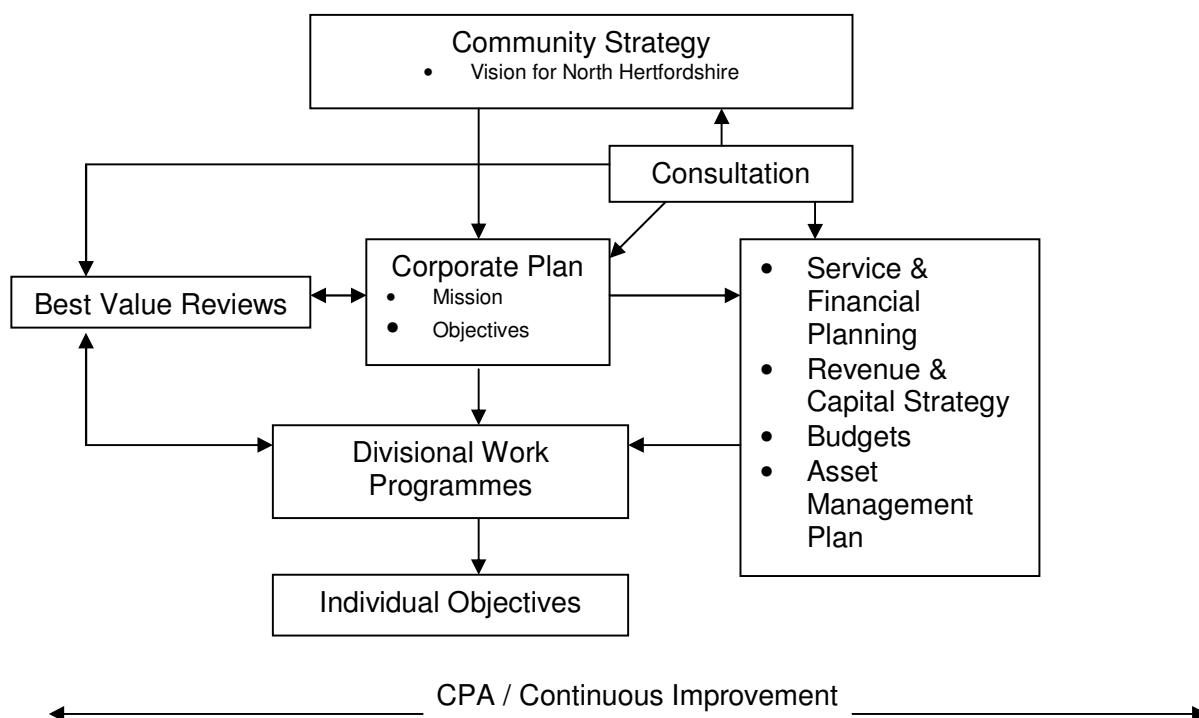
- 3.1 In March 2005 NHDC produced a Corporate Plan covering the period 2005-15. The purpose of this document was to present to the Council's stakeholders its revised strategic objectives, which were developed to deliver the vision for North Hertfordshire.
- 3.2 The Corporate Plan introduced each of the six strategic objectives developed from the Community Strategy for the district, and their respective short, medium and long term actions and measures of success.
- 3.3 The short term actions cover the current financial year (2005/06). The medium term actions are for the following three years (2006/07 to 2008/09), whilst the longer term actions relate to 2009/10 and beyond.

4. ISSUES FOR THE UPDATES OF THE CORPORATE PLAN

- 4.1 As highlighted above, the Corporate Plan was issued in March 2005 and covers a ten-year period ending March 2015. This document will need to be updated on an annual basis as follows:
- (a) Report on completed actions and remove them from future plans;
 - (b) Amend actions which have moved from one timeframe to another, for example, medium term to short term;
 - (c) Add new actions which have occurred as a result of service and financial planning, for example, due to legislative changes, political direction, community consultation outcomes, etc.
- 4.2 Updates on (a), (b) and (c) will be collated during the annual updating of the Corporate Plan document at the end of each financial year.
- 4.24.3 In order to capture new actions to be added to the Corporate Plan each year, it is suggested that these measures can be considered and identified within the Service and Financial Planning cycle carried out each autumn, thus closing the loop in terms of prioritising policy, actions and resources to deliver across the organisation.
- 4.24.4 When the Corporate Plan was first produced in early 2005/06 it was anticipated that monitoring would be carried out on a quarterly basis. Due to the absence of a Performance Manager and restructure of the Performance Team itself, this has not been possible until now. These personnel are now in place and regular monitoring will now progress.
- 4.5 The document attached as Appendix 1 shows a suggested format to monitor progress on the short- and medium-term actions. This is for discussion purposes only at this stage and as such is not the final version of the document.
- 4.6 Appendix 1 has also includes additional information to reflect the secondary roles ('assists') played by some departments in supporting other officers with primary responsibilities for actions.

5. LINKING IT ALL TOGETHER

- 5.1 The diagram below shows how the various plans used by NHDC in its own right and as part of the LSP fit together. It also illustrates the thread of CPA requirements and continuous organisational improvement running throughout all activities.



5.2 The CPA Improvement Plan is an additional document which details plans and progress against targets. This was introduced in September 2004. Most of the actions have now been signed off as completed by PARC, a further six actions are outstanding, and the remaining work will be subject to various arrangements agreed by PARC (September 2005). A more appropriate means of monitoring the outstanding actions against the original CPA improvement plan in future would be to incorporate these into the Corporate Plan as an continuous organisational improvement strand (as per diagram at 5.1). The Corporate Plan document itself would be updated on an annual basis at the start of each financial year, and the quarterly progress reports to be provided to PARC will allow organisational improvement to be considered alongside overall performance of the Authority.

6. LEGAL IMPLICATIONS

6.1 Those actions contributing to the Authority's legislative requirements are identified within the plan.

7. FINANCIAL AND RISK IMPLICATIONS

7.1 Risk matrix scoring has been incorporated into the overall plan to ensure that this is considered alongside monitoring individual actions.

7.2 There are no additional financial implications at this stage, since the short term actions to be completed within the Corporate Plan are already included in existing budgetary provisions.

8. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 8.1 Individual services have already identified officer resources within their service plans, so no additional resources are required at this stage.
- 8.2 The 'Equal' strand of the strategic objectives clearly identifies those actions which the Authority is undertaking to contribute to its Diversity agenda. The remaining actions will also be undertaken in accordance with the Authority's agreed Diversity Strategy.

9. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 9.1 The strategic objectives are aligned around the themes of the Community Strategy. This was developed in conjunction with the Council's partners in the Local Strategic Partnership (LSP).

10. RECOMMENDATIONS

- 10.1 That PARC agrees to the mechanism for updating the actions and adding new ones to the plan on an annual basis.
- 10.2 That, subject to agreement of the above recommendations, work commences to present the updated Corporate Plan for 2006/15 to April's PARC meeting.
- 10.3 That a full Corporate Plan monitoring report be presented to March's PARC meeting, in line with the outcomes of the discussions at January's PARC meeting regarding the required format of the monitoring document.
- 10.4 That PARC agrees to the incorporation of the outstanding and future organisational improvement actions from the CPA Improvement Plan into the Corporate Plan.

11. REASONS FOR RECOMMENDATIONS

- 11.1 The proposals made in this report will allow for regular reporting of progress against the Corporate Plan (quarterly), and updating of the Corporate Plan document (annually in April), in line with the requirements of the Council of reporting against its strategic objectives.
- 11.2 The proposal to integrate the outstanding actions from the CPA improvement plan into the Corporate Plan will allow quarterly monitoring of those, contributing to the Authority's overall improvement agenda.

12. APPENDICES

Appendix 1 – Suggested format for monitoring progress of actions in the Corporate Plan (presented as a separate document and attached).

13. CONTACT OFFICERS

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14. BACKGROUND PAPERS

Corporate Plan 2005-15

Minutes of PARC meeting 1 September 2005, including Appendix 3 – Ongoing Monitoring Arrangements (CPA Improvement Plan).

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TITLE OF REPORT: BEST VALUE FUNDAMENTAL SERVICE REVIEWS (FSRs) – NEXT CYCLE OF REVIEWS

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE

1. SUMMARY

- 1.1 To consider the process for determining the next round of Best Value Fundamental Service Reviews (FSRs), how to assess the relative priorities of each Service Review and the most appropriate means of conducting service reviews.

2. FORWARD PLAN

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

3. BACKGROUND

- 3.1 Statutory Instrument 2002/305 removed the requirement for all council services to be reviewed within a 5 year programme. ODPM Circular 03/2003 sets out that authorities still have a duty to review all functions, but that they should focus reviews on priority areas arising from their CPA inspections and other considerations (report to PARC 2 September 2004 refers). This PARC meeting resolved to accept the proposal to review the Best Value Fundamental Service Review Timetable on an annual basis each April.
- 3.2 In 2000/01 NHDC set out a five-year programme of Best Value Fundamental Service Reviews (see Appendix 1) in order to comply with the provisions in Part I of the Local Government Act 1999. This was agreed at the ERIC meeting of 5 October 2000.
- 3.3 The original five-year programme has been revised to cover six years to the end of 2005/06. To date, 26 reviews have been completed (see Appendix 2) and one (Streetscene) is currently underway. The Transport review is due to start before the end of the current financial year. During the six-year cycle, changes were made to the timetable and agreed with PARC at various meetings in order to meet organisational needs, as well as the changing emphasis for reviews outlined above at 3.1.
- 3.4 Consideration needs to be given as to how the next phase of reviews is determined and the best use of resources for conducting these reviews.

4. ISSUES FOR THE PROGRAMME OF REVIEWS

- 4.1 As highlighted above, Best Value Reviews are a statutory requirement. However, they are resource-intensive and therefore reviews need to be prioritised and the most appropriate means of conducting the reviews in terms of scope/depth also needs to be considered in order to retain proportionality. As originally agreed, a maximum of two full FSRs and up to three minor service reviews per annum should provide an achievable work programme for the Authority.
- 4.2 Appendix 3 illustrates the wide range of factors influencing the timing of FSRs. This is an updated version of the diagram in Appendix A of the Best Value FSR Timetable report to PARC (2 September 2004). This new diagram reflects the complexity of service delivery partnerships and links with the increased need for cross-cutting reviews.
- 4.3 The grid shown in Appendix 4 has been adopted as the method for including areas of work within the Corporate Plan and the Service and Financial Planning process. It is suggested that the same grid is used as part of the basis for prioritisation of the Best Value FSRs, with the addition of further criteria: CPA recommendations from previous inspections; volume of transactions; unit cost of the service linking to the Value For Money element within the revised CPA process; increased impact of subsidised services; timing of most recent review; its corporate risk score; and those areas which are already subject to other monitoring plans, such as CPA partnership assessment, corporate annual Service Level Agreements, contractual monitoring etc. This process will help to identify where more regular, minor reviews are constantly underway (though perhaps in themselves warranting a more in depth review periodically) rather than the higher level service identification which exists at present. The timing of previous reviews element is critical to ensure that services emerge with completed Service Improvement Plans prior to becoming engaged in another review of their service, or indeed complete on a contractual obligation prior to making any amendments.
- 4.4 The scoring method suggested reflects that used in the Annual Service and Financial Planning for 2006/07 and will allow a robust method to ensure that those services with the highest scores will receive priority over other areas.
- 4.5 In identifying service areas, the generic Local Authority services list provided by the ODPM to inform website and Service@north-herts development will be used. This list of not only overall services, but the sub sections which contribute to them has effectively provided the ability to group 'like services' for consideration as part of larger in depth (FSR) reviews. For instance, the sub sets identified for *elections, councillors, engagement with parishes etc*, could in time provide the initial scope for a 'democratic process' review.
- 4.6 It is suggested that potential reviews are rated in line with the criteria in the above grid, and that the outcome of this will determine the priorities for which reviews take place earlier in the cycle, and which are carried out later. Areas to be considered during the prioritisation include: value for money; those areas identified by CPA as being weaker and so as being at greatest risk and needing improvement; other lighter, more regular checks on service delivery and costs. This third category would be identified during the Service and Financial Planning process as being services with high unit costs per number of service users. The consideration of overall service cost and number of interactions per annum will be incorporated into the scoring grid alongside services.

- 4.7 The key aim of the process must be to retain proportionality of review, identify areas which can be cross-cutting in terms of scoping an FSR review (for example, Consultation and responding to the outcome of surveys, which is key to informing decisions made by the Authority), and make adequate consideration of overall efficiency and monetary impact.
- 4.8 As the process of Best Value Reviews is Member led, it is further suggested that CMT reviews the outcomes of the ratings and recommends to PARC a timetable and appropriate level of review for each situation in order to make best use of resources. It is anticipated that the timetable will cover the five years from 2006-11, giving details of the major reviews to be conducted for each year. Given the number of factors influencing the timing of FSRs (see Appendix 3), it is suggested that an outline timetable is submitted to PARC in the spring and, as agreed at PARC on 2 September 2004, this timetable will be reviewed and agreed by PARC annually each April.
- 4.9 The Chairs and Vice Chairs of the PARC and Scrutiny committees regularly review the work programmes of both groups in order to co-ordinate work where appropriate and remove duplication in the review process.
- 4.10 The FSRs conducted to date have all produced a Service Improvement Plan (SIP). Progress against these plans is reviewed annually by PARC. The work arising from these SIPs needs to be linked into wider organisational development, and to the Corporate Plan. This could be achieved during the annual review by any generic lessons learnt being highlighted and shared in order that implications for other services and the whole organisation can be considered.

5. LEGAL IMPLICATIONS

- 5.1 Completion of Best Value Reviews is a statutory requirement under Part I of the Local Government Act 1999.
- 5.2 Statutory requirements will be considered as one of the assessment criteria for FSRs.

6. FINANCIAL AND RISK IMPLICATIONS

- 6.1 Best Value FSRs are required to consider efficiency savings. This element needs to be emphasised at all stages of future FSRs. This also ties in with the business and CPA need to make efficient use of resources and demonstrate Value for Money. FSRs therefore need to link into the Service and Financial Planning process to maximise savings achieved.
- 6.2 Risk matrix scoring has been incorporated into the assessment to ensure that this is considered alongside other criteria.
- 6.3 It should also be ensured that all reviews separately consider the risk issues for the particular service area.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 Conducting full FSRs is resource-intensive on the part of officers and Members. By tailoring the extent of the review in each case to its particular requirements, this would ensure that each review is sufficiently in-depth but not an excessive drain on resources, and contributes effectively to our 'Use of Resources' / Value for Money assessment for CPA.
- 7.2 Service areas have been used to providing resources for reviews over the previous six years. The prioritisation of reviews should ensure that this workload does not increase over the level for past years.
- 7.3 Using the 'Equal' strand of the strategic objectives as one of the assessment criteria would result in consideration of equalities issues at the prioritisation stage of reviews and remove the need for separate Equality Impact Assessments to be conducted for each service.
- 7.4 It should also be ensured that all reviews separately consider the equalities issues for the particular service area, making more effective use of resources than the current system of stand alone equality impact assessments.

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 8.1 Not required at this stage, although consideration will need to be made of the wide range of external and political considerations influencing the FSR timetable.

9. RECOMMENDATIONS

- 9.1 That PARC agrees to the mechanism for prioritising future Fundamental Service Reviews and requests CMT to recommend to PARC a timetable and appropriate level of review for each situation in order to make the best use of resources.

10. REASONS FOR RECOMMENDATIONS

- 10.1 The proposals made in this report will allow NHDC to meet its statutory requirements for Best Value Reviews. It will also allow for prioritisation of reviews in line with the assessment criteria in use for Service and Financial Planning, and for the best use of resources in conducting the FSRs.

11. APPENDICES

- 11.1 Appendix 1– Original programme of Best Value Reviews (2000-05)
- 11.2 Appendix 2 – Best Value Reviews conducted (2000-06)
- 11.3 Appendix 3 – Factors influencing timing of Best Value FSRs

- 11.4 Appendix 4 – Grid for assessing prioritisation of work within the Corporate Plan and the Service & Financial Planning process

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13. BACKGROUND PAPERS

Best Value FSR Timetable – report to PARC 2 September 2004

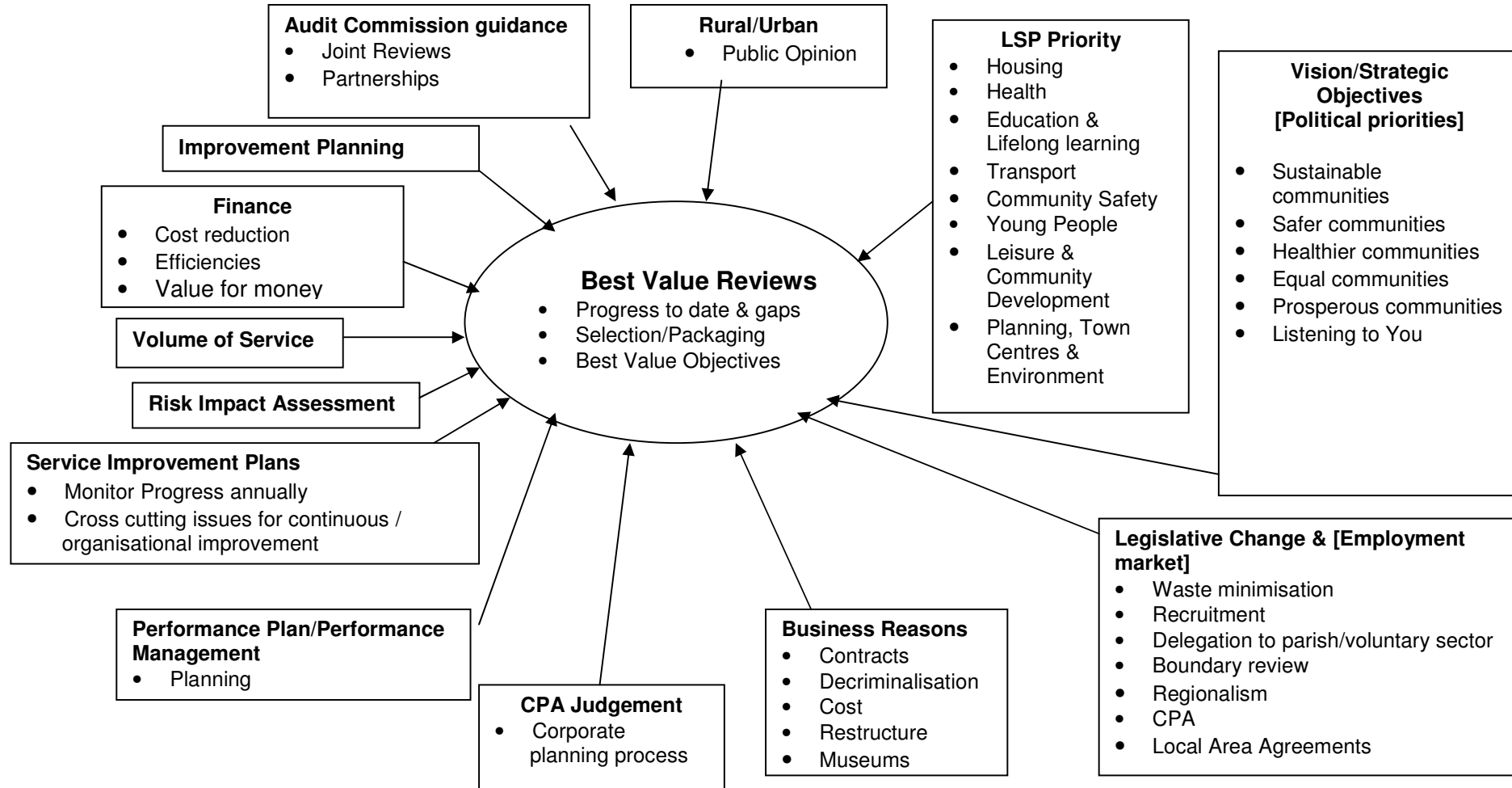
APPENDIX 1 – ORIGINAL PROGRAMME OF BEST VALUE REVIEWS (2000-05)

Year 1 2000/01	Year 2 2001/02	Year 3 2002/03	Year 4 2003/04	Year 5 2004/05	
Financial Management	Health & Safety Regulatory Services	Planning	Street Scene	Community Development	
Revenues	IT & Printing	Meals	Transport	Play Schemes	
Corporate Management	Countryside Management & Countryside Conservation	West of A1(M)	Outdoor sports provision	Elections	
Customer Care	Housing Needs	Right to Buy	Letting our properties	Older People	
Repairs	Strategy for use of Housing Stock	Legal Services	Housing Estate Management	Energy Conservation (Housing & Strategy)	
Community Safety	Museums	Local Land Charges	Procedures for joint working in Housing	Sports Development Education / coaching and courses	
Waste Management	Landlord functions	Allotments	Public toilets	Arts Development & public entertainment events	
NH Leisure Centre Fearnhill Sports Centre	Personnel Services	Cemeteries & Burials	Pools Management	Equipped play areas	
	Public Halls	Community Grants	Emergency Planning		
		Pollution	Social Inclusion		
			Economic Viability		
			Markets		
			Enforcement & Pest Control		

APPENDIX 2 – BEST VALUE REVIEWS CONDUCTED (2000-06)

Year 1 2000/01	Year 2 2001/02	Year 3 2002/03	Year 4 2003/04	Year 5 2004/05	Year 6 2005/06
Customer Care	Access to Services	Cemeteries	Asset Management	Museums and Galleries Services	Street Scene (currently underway)
Financial Management	Emergency Planning	Children's Services	Meals Service		Transport (to be commenced before end of 2005/06)
Revenues Services	Housing Strategy	Community Safety Partnership			
Safety for Tenants	Leisure, Swimming and Sports Centres	Horticulture			
Housing Repairs and Maintenance	Planning and Regulatory Services	Housing Needs			
Waste Management Services	Services for Older People	Human Resources			
	Young People's Services	Information and Comms Technology Services			
		Insurance's			
		Right to Buy Administration			
		Treasury Management			

APPENDIX 3 – FACTORS INFLUENCING TIMING OF BEST VALUE FUNDAMENTAL SERVICE REVIEWS



APPENDIX 4 – GRID FOR ASSESSING PRIORISATION OF WORK WITHIN THE CORPORATE PLAN AND SERVICE & FINANCIAL PLANNING PROCESS

FRAMEWORK FOR INCLUSION WITHIN CORPORATE PLAN/SERVICE AND FINANCIAL PLANNING

Task for consideration:						
Lead Officer:						
Strategic Objectives						
Criteria	safer	equal	healthier	prosperous	sustainable	satisfied
Community Strategy/LSP						
Area Visioning Action						
Statutory requirement						
LPSA/LAA priority						
Health & Safety						
Consultation/Opinion Evidence						
Best Value FSR improvement						
Political direction						
Social Inclusion						
Risk assessment score						
TOTAL						

Scoring: All criteria strands, with the exception of risk (which has a pre-determined score) will require a scoring mechanism, 1-3 in terms of priority with 3 as the highest.

Diagram 2

**TITLE OF REPORT; UPDATE FOR COMPREHENSIVE PERFORMANCE ASSESSMENT
IMPROVEMENT PLAN - SECTION 106 PROCESS**

REPORT OF THE HEAD OF PLANNING AND BUILDING CONTROL

1. SUMMARY

- 1.1 The purpose of this report is to inform PARC of the programme for improving the way the Council deals with planning obligations (minute 32(12) refers) as identified in the CPA Improvement Plan.
- 1.2 The report identifies the current way that legal agreements are dealt with and sets out areas where improvements are proposed together with the production of a supplementary planning document.

2. FORWARD PLAN

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

3. BACKGROUND

- 3.1 At the meeting of PARC on the 23rd June 2005 the progress of the CPA Improvement Plan was considered. The CPA Improvement Plan identifies at Item 18 (inter alia) the need to produce a protocol for dealing with Section 106 agreements. Appendix 1 stated that

"All of these matters have been completed except the Section 106 protocol. This has in effect now been overtaken by a change in the planning system. The production of a supplementary planning document relating to Section 106 agreements is now embedded in the work on the Local Development Scheme and progress will be monitored as part of the LDS process. Therefore, this can be removed from the CPAIP and this action can be regarded as complete."

Members requested an update on the current position together with details of current and proposed processes. Indeed since June there has been significant movement in the Government's position regarding S106 agreements and the following paragraphs identify where we are at present.

- 3.1.1 Planning-Gain Supplement: A Consultation (December 2005). The Government has recently published the above consultation document, in which views are invited by the 27th February 2006. It is proposed to introduce a Planning Gain Supplement (PGS). This would capture a proportion of the land value increases created by the planning process, the funding from this would be used to help finance additional infrastructure

required by new development. Alongside the PGS it is proposed to scale back the scope of planning obligations to those that specifically relate to the environment of the development site, and affordable housing. The Government considers that introducing a PGS and using part of the proceeds to finance elements of infrastructure currently secured through planning obligations is a more effective and transparent means of releasing value.

- 3.1.2 There will be draft legislation and further consultation on the above plans. A new approach will not be implemented before 2008. In advance of the PGS the Government is encouraging Local Authorities to implement the interim measures outlined in the Circular 05/2005 (See paragraph below).

3.2 Circular 05/2005 – Planning Obligations

- 3.2.1 In July 2005 the Office of the Deputy Prime Minister published Circular 05/2005 - Planning Obligations. This replaced the previous Circular 1/97. The new circular clarifies the basis on which planning obligations should be assessed for their acceptability and gives guidance on the process of securing obligations. It introduces changes to promote speed, predictability, transparency and accountability. Amongst other things, it encourages the use of formulae where appropriate, standard legal documents and joint working by different parts of the authority.

- 3.2.2 The circular stresses the importance of streamlined working arrangements so that negotiations of planning obligations do not unnecessarily delay the planning process. Paragraph B31 states that,

“...it is therefore essential that all parties proceed as quickly as possible towards the resolution of obligations in parallel to planning applications (including through pre-application discussions where appropriate) and in a spirit of early warning and co-operation, with deadlines and working practices agreed in advance as far as possible...”

- 3.2.3 The circular recommends development of codes of practice in negotiating planning obligations so that developers know the level of service they can expect, and to increase public confidence.

- 3.2.4 North Herts currently deals with planning obligations and negotiations a case by case basis. This has been so for many years. In the light of the new Circular 05/2005 and increasing development pressures the emphasis on securing developer contributions has grown. As a result, the existing system must be improved so that it is more streamlined and developers have a greater understanding of what is required. In addition, to ensure adequate physical and social infrastructure required as a result of the development is delivered.

- 3.5 Section 4 of this report outlines 1. The Corporate Role of the Council; 2. The Current System; 3. Objectives for Changing the Current System and 4. Suggested Actions.

4. ISSUES

4.1 The Corporate Role of the Council

4.1.1 Planning Obligations help deliver corporate objectives and bring extra resources to the District. The Council's corporate objectives should be reflected in the evolution of policy relating to the requirements of planning obligations where these fairly and reasonably relate to development proposed in scale and in kind.

4.1.2 The Council deals with planning obligations on three levels. Firstly, at a strategic level through establishing planning policies and supplementary planning documents. Secondly, particular schemes through planning applications in which individual negotiations take place. Thirdly, the implementation of schemes, such as the provision of open space and other facilities, ensuring money has been received and where it is to be spent.

4.1.3 Planning obligations may be used to prescribe the nature of development (e.g requiring that a given proportion of housing is affordable); or compensate for loss or damage caused by development (e.g. loss of open space); or to mitigating the impact of development (e.g a contribution towards education). Therefore, issues covered by planning obligations have a direct impact on a number of departments. The quality of response from internal officers to a particular planning application and planning policies/documents is important. It provides the planning officer with the details necessary to undertake negotiations with the developers in relation to planning obligations. In addition, when contributions come into the Council the money must be spent on what was agreed and within a certain time. It is, therefore, fundamental that internal working arrangements and systems are in place to enable the required outcomes to be achieved.

4.1.4 Planning obligations in the form of contributions provide funds for areas of the Council such as the implementation and maintenance of open space, play equipment, and other community facilities. Care needs to be exercised in considering new capital works and the revenue implications need to be carefully evaluated. Commuted sums are now sought for maintenance of, say, play space, but this was not always the case.

4.2 The Current System

Pre-application

4.2.1 Policy 51 – Development Effects and Planning Gain, of the North Hertfordshire District Local Plan No.2 with Alterations provides general guidance to applicants in relation to planning obligations. It is helpful as a starting point, though now more detailed information about the types and level of contributions sought for a particular development is desirable (eg. formulae). There is currently no Supplementary Planning Document to provide the developer and public with a greater understanding of what is required at the outset and which types of development will require legal agreements.

4.2.2 Planning officers encourage the provision of pre-application advice. In 2004 a major developments group was held with key officers and the County Council relating to proposals in Hitchin. The benefits of this in terms of streamlining the process and improving pre-application negotiations needs to be utilised further.

Quality of Response to Consultations on Planning Applications in Relation to Obligations

- 4.2.3 Upon receipt of a planning application, officers and other relevant consultees are given 21 days to respond, this includes the likely planning obligations required. These responses should provide the planning officer with the details necessary to undertake negotiations with the developers in relation to planning obligations. Care needs to be taken such that the statutory period for determining applications is not exceeded. Having said that, responses particularly in relation to affordable housing and education are dealt with efficiently and supporting evidence is provided quickly when requested. Requirements are backed up by adequate methodology and the Housing Needs Survey.
- 4.2.4 Developers increasingly employ specialist consultants to advise them on the appropriateness of the obligations being sought. Therefore, robust methodologies are increasingly required to justify the requirements.

Legal Documents and Process

- 4.2.64.2.5 In 2004 a revised procedure between Legal and Planning Control for instructing internal solicitors was established. This included requesting details from the applicant and the provision of what is to be included in the agreement. Consideration will need to be given to fixed procedures and timetables for producing and seeking developers' agreement to the S106 within the statutory time periods.
- 4.2.74.2.6 There needs to be guidance on the production of legal documents for the applicant.

Post Committee – Signing the Agreement

- 4.2.6 Once an application has been presented to Committee with draft heads of terms a decision is ready to be made subject to the signing of the agreement. This is often delayed by further negotiations on the wording of agreements often by solicitors acting for the applicants.

Monitoring

- 4.2.7 Once an agreement has been signed it is recorded on a spreadsheet which is designed to monitor and record obligations. This system currently works for providing an up-to-date record of money received and when it should be spent. It is linked with Planning Control and Finance. Relevant officers can gain access to a read only version of this spreadsheet to know when money needs to be spent and the finance code. When the money is received Finance inform the relevant officer that it must be spent within a certain time period. The timing for spending this money may not be immediately and could be 5 to 10 years in the future. In these cases the Council must be careful that the money is spent otherwise it will need to be paid back to the applicant with an appropriate rate of interest. The system must also be transparent so that any money spent is traceable to a particular development and legal agreement.

4.3 Objectives for Changing the Current System

4.3.1 In view of the above, it is clear that there are areas for improvement in relation to the current system. The system needs to be driven from a strong 'Development Team' approach by the Council. The following objectives outlined below are aimed at bringing the Council's procedures in line with the guidance contained within Circular 05/2005:

- Ensure additional demands generated as a result on new development will be identified, mechanisms for securing facilities to cope with these are implemented and the requirements are delivered.
- Provide greater clarity and transparency on the types of contributions sought from the outset and how the Council will deal with applications requiring planning obligations.
- Ensure people know what to do if planning obligations are required and appropriate time scales are followed aimed at dealing applications within the statutory time period.
- A straight forward, efficient and consistency approach across the Council

4.4 Suggested Action

4.4.1 It is anticipated that the time taken from pre-application discussions to consultation on the application and making a decision can be improved through:

1. **Protocols** – To improve internal working arrangements and encourage pre-application negotiations. Internal consultants, HCC and Legal.
2. **Major Development Meetings** – For internal officers and HCC.
3. **Key Officers within each Service** – responsible for commenting on planning applications and providing information to support negotiations. Spending the money when received and how it should be spent.
4. **Training for Key Staff** – Explain the legislative requirements, the nature of planning obligations, advice on the new Circular 05/2005 and information required for the consultation period.
5. **Supplementary Planning Document** – To guide applicants as to the type and level of contributions sought.
6. **Standard formula** – For areas such as open space.
7. **Guidance to applicants** – Customer information pack containing what needs to be done if submitting an application that may require a legal agreement.
8. **Standard agreements and unilateral undertakings** – made available to the public at an early stage in the process. These would provide model clauses to speed up the process.

9. **Develop post application and monitoring procedures** – review the existing spreadsheet and consider how it is used as a tool for enforcement and ensuring obligations are delivered and contributions received are spent.
10. **Co-ordinate strategies** – There are many existing strategies that are under-utilised in relation to planning. These need to be analysed for their robustness and relevance to planning, a co-ordinated list provided and officers aware of all the strategies that can support obligations.

4.4.2 It is intended that a draft Supplementary Planning Document will be reported to Cabinet in April 2006 in view to public consultation in May/June. It is anticipated that the internal processes will be put in place by the end of the consultation period.

5. LEGAL IMPLICATIONS

- 5.1 Legal Services are aware of the intended changes to the processes outlined above. The Corporate Legal Manager is in the process of producing standard legal documents and protocols and will be advising of the legal implications of the Supplementary Planning Document.

6. FINANCIAL AND RISK IMPLICATIONS

- 6.1 The preparation of the Supplementary Planning Document and improving the planning obligations process will require resource input from various departments in terms of staff time. However, this should be seen as an investment as developer contributions gained from this process will undoubtedly provide additional financial resources for the Council. Care needs to be exercised to ensure that, where capital works/sums, are negotiated the revenue implications are also accounted for.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 An improved procedure, standard formulae and charges will reduce the amount of staff time spent on each individual planning application requiring a legal agreement. However, the potential lowering of thresholds in which contributions will be sought will also mean that more applications that require legal agreements. This should be balanced against the additional financial gains as outlined in 6.1 above.

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 8.1 Not relevant at this stage.

9. RECOMMENDATIONS

- 9.1 That PARC note the current arrangements for preparing and negotiating legal agreements.

- 9.2 That PARC endorse the general approach being taken to improve the planning obligations process through the production of a Supplementary Planning Document as identified in the agreed Local Development Scheme and the production of protocols and standard legal agreements.
- 9.3 That PARC notes the revised Government guidance contained within circular 05/2005 – Planning Obligations and the current consultation on the Planning Gain Supplement and the impact that this emerging advice has on the production of documents identified in 9.2 above.

10. REASONS FOR RECOMMENDATIONS

- 10.1 The recommendations contained within paragraph 9 above are made to ensure that the processes for securing obligations are dealt with in a speedy, predictable, transparent and accountable manner in line with Circular 05/2005 - Planning Obligations.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 An alternative option would be to continue dealing with planning obligations on a case by case basis. This approach is not recommended as it does not comply with Circular 05/2005. The approach proposed is a more efficient use of resources and would allow for a majority of applications to be dealt with within the statutory time period. In addition, potential sources of funding as a direct result of development are not currently being pursued to their full potential.

12. CONTACT OFFICERS

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Barrie Jones, Head of Finance, ext 4243

13. BACKGROUND PAPERS

ODPM Circular 05/2005 – Planning Obligations, 18th July 2005.
Planning Gain Supplement - Consultation December 2005

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TITLE OF REPORT: DEVELOPMENT OF A LOCAL AREA AGREEMENT FOR HERTFORDSHIRE - PROGRESS UPDATE

REPORT OF THE HEAD OF POLICY, PARTNERSHIPS AND PERFORMANCE

1. SUMMARY

- 1.1 This report outlines the process by which the Local Area Agreement for Hertfordshire has developed to date.
- 1.2 The report also contains information regarding the potential for resourcing targets and proposals regarding how this Authority and its partners could benefit in financial terms from participating in this Agreement
- 1.3 A further oral update of progress to date will be made in addition to this report in order to inform PARC members of the results of the most recent meeting of Hertfordshire Leaders and other partnerships.

2. FORWARD PLAN

- 2.1 This report does contain a recommendation on a key decision and has been referred to in the Forward Plan.

3. BACKGROUND

- 3.1 The development of Local Area Agreements forms a major part of the 'Ten Year Vision for Local Government' policy document. It is intended that there will be at minimum a draft Local Area Agreement in place for every part of England by the end of 2008.
- 3.2 The first pilot phase of 20 Local Area Agreements finished in early 2005 and building on that success the Government has now announced an additional 66 areas for the second round; Hertfordshire is one of these second round participants, the ten District Councils and County working in partnership.
- 3.3 A Local Area Agreement is a partnership approach to develop, resource and deliver 40 targets which contribute to a marked improvement in the quality of life for residents. It does not, however, mean that each participant must agree to deliver improvement against every one of these targets; there is the ability to choose which can most contribute to their own organisational or local agenda, or be most effectively delivered from their existing resources.
- 3.4 The discussions for Hertfordshire include the consideration of 12 'stretch' targets which must be achieved within the agreed three year period in order to attract a reward grant award to the participating authorities. A stretch

target is one which is literally stretching, more difficult to achieve, for example because they are simply very difficult areas to address or because something fundamental needs to change before significantly more achievement can be made, eg changes in a statutory process or funding allocations. The latest proposals for these targets is attached as Appendix 1 to this report.

- 3.5 It should be noted that there is the ability to retain a small number of stretch targets for delivery in the second year, where it is understood that timing of an action or availability of resources could be a factor.
- 3.6 The 40 overall targets are to be developed evenly across four theme blocks, comprising:
- children and young people,
 - safer stronger communities,
 - healthier communities and older people and, the most recently added,
 - economic development. The latter also encompasses issues around skills shortages, career development opportunities and key worker housing/facilities.
- 3.7 County representatives have scheduled meetings with each district and met with the Chief Executive, Leader and Head of PPP in North Herts on 10th January 2006. The meeting outlined the approach taken to develop targets to date, the proposals for division of the reward monies and availability of pump priming money to get projects underway and ensure capacity to deliver. Meetings with all districts will have been completed prior to reporting the outcomes to County Cabinet on 23 January 2006.

4. ISSUES

- 4.1 A second Local Area Agreement submission for Hertfordshire was made to Go-East (the Government Office for the East of England) in early December 2005. This paper outlines the background and consideration of areas to be covered by an Agreement, identifying local factors.
- 4.2 The final LAA Agreement, recommending targets to be delivered over the next three years must be received and approved by the Office of the Deputy Prime Minister by 27th March 2006.
- 4.3 Upon acceptance of the final Agreement, pump priming money to a total of £1.8 Million will be made available to Hertfordshire, representing both capital and revenue expenditure. It is proposed that £180,000 of this funding is allocated immediately to two key areas; Stevenage Borough Council to sustain current staffing resources assigned to the development of a whole block for 'safer, stronger, cleaner communities' and to the employment of a voluntary sector worker on a two year contract to establish baseline figures for volunteering and ensure capacity of the voluntary sector to participate. The remainder of the pump priming money (£1.62 Million approximately) will be allocated on a bidding process across the County, although the criteria for this is yet to be finalised.

- 4.4 The agreed stretch targets attract Reward Grant Funding provided the target is completed to standard within the three year timescale. The overall fund for this is in the region of £27 Million for Hertfordshire, and the manner in which this is divided between participants has now been established.
- 4.5 It is proposed that the Reward Grant should be split with 50% of total being used to sustain the four target 'blocks' which provide the central driver and performance management for the Agreement. The remaining 50% will then allocated equally across the ten district LSPs, potentially £1.3 Million each.

This provides a much more equitable division of funding than first anticipated, since it would otherwise be difficult to measure individual input versus output and pro rata the reward accordingly, and has generally been well received by the districts.

- 4.6 Since the pump priming monies and reward grant will be payable to district LSPs and not the Authority per se, there will be a need to establish clear lines of accountability both in terms of applying for pump priming funding and ultimately the distribution of the Reward Grant allocated to North Herts. Applications for pump priming for specific actions undertaken by the Council should be endorsed by the LSP before progression through PARC/Cabinet (and vice versa from the LSP) to ensure democratic accountability is retained.
- 4.7 If a stretch target is not achieved to a minimum of 60%, then the reward grant *for that target only* will not be secured. If achievement is 61% or more, then the grant is delivered but on a pro rata percentage basis.
- 4.8 It is not essential or obligatory for a District to commit to specific targets and work will now commence to identify those areas where the targets most closely align with our corporate and partnership objectives.
- 4.9 The range of targets will also be subject to consultation with our partners through the LSP and RAG (Responsible Authorities Group) in order that joint targets or those which can be delivered by individual agencies can be identified and agreed. For example, there is an action regarding the provision of fire safety checks in households, which can only be provided by the Fire and Rescue Service per se, but which could perhaps be funded or sponsored by another partner to deliver. Similarly, the type and range of partnerships in each district varies considerably, so mapping to identify best methods of delivery will be required early in the process.

This range of targets will be considered and another report detailing the ownership of various actions will be made available in due course.

- 4.10 At the time of preparing this report, six authorities had been visited and five, including North Herts, had agreed in principle to the commitment to deliver the Local Area Agreement, albeit there were some reservations expressed regarding the speed required in which to develop targets for the final application.
- 4.11 At the Scrutiny Committee Meeting September 2005, it was recommended that the monitoring of performance for the Hertfordshire LAA should be through PARC. Cabinet on 15th November 2005 agreed that the proposal for PARC to monitor establishment of and delivery against individual targets be approved.

It is therefore recommended that since overall performance will be monitored through the 'block leads' at County level, a six monthly update report to PARC will be sufficient to maintain an overall view of progress against the relevant targets.

- 4.12 Whilst the 'driver' for achieving individual targets will not necessarily be the Authority's own and much of the work will be undertaken by the Authority working within existing partnership arrangements, it will be the role of PARC to provide a 'steer' to those partnerships in order to achieve best performance possible for North Herts against the LAA.

5. LEGAL IMPLICATIONS

- 5.1 The Authority already has a duty to deliver against agreed Best Value indicators, some of which will contribute to achievement of these targets.
- 5.2 The Authority already has a duty to deliver actions through existing legislation such as the Crime and Disorder, Licensing and Antisocial Behaviour Acts, many of which are co-ordinated through existing partnerships. This proposal will also help deliver specific, measurable outcomes by these partnerships, evidence of which will support the Authority's CPA and formal inspection processes.

6. FINANCIAL AND RISK IMPLICATIONS

- 6.1 There will need to be careful consideration of commitment targets which will require funding to 'pump prime' their development, given that the allocation of such funding will be subject to approval through the formal bidding process countywide.
- 6.2 As outlined above at 4.5, there is potential for the Authority to obtain additional funding to deliver against its existing Strategic Objectives, thus potentially reducing the risk of failure.

7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS

- 7.1 Establishment of targets and delivery should be possible within existing staffing levels, since they essentially co-ordinate areas which the Authority already resources. If there are any new areas identified which require additional officer time, then this can be identified within the consultation events and proposals for funding allocation submitted to the county group for consideration. Revenue capacity makes the consideration of short term posts possible.
- 7.2 The process will also assist the authority in the delivery of its Social Inclusion and Diversity Strategies, since great emphasis is being placed on the identification and specific needs of those 'pockets' currently experiencing exclusion.

8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 8.1 Consultation with external organisations, the LSP and Responsible Authorities Group, Health Improvement Group etc is an intrinsic part of the process to be carried out by the mid February.
- 8.2 The reporting of progress via PARC and Cabinet will ensure democratic involvement is an intrinsic part of the process.

9. RECOMMENDATIONS

- 9.1 That PARC note the progress made to date.
- 9.2 That PARC note the proposals to distribute both the pump priming and reward grant equally throughout Hertfordshire.
- 9.3 That PARC approve the report cycle recommended in order to ensure PARC and Cabinet input to the overall development of the LAA, and allocation of pump priming and reward grant monies.
- 9.4 That PARC recommend this report to Cabinet in February 2006.

10. REASONS FOR RECOMMENDATIONS

- 10.1 The funding proposals put forward by Herts County Council will help to reassure our members that the reward for effort will be equally rewarded regardless of individual ability to influence or deliver a specific target.
- 10.2 The proposals for consultation with districts at this stage have ensured that the views of elected members are also taken into account with the development of targets, still to be finalised. Reporting regularly via PARC and Cabinet will provide a further framework to ensure input from elected representatives is considered.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 There are no alternative options available.

12. APPENDICES

- 12.1 Appendix A - Stretch Targets

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APPENDIX A

Summary of Emerging Stretch Indicators/Targets – Including draft indicators, where stretch not yet confirmed (as at 4/1/06)

Children & Young People

Outcome: Children and young people have fewer preventable health problems by living healthy lifestyles in a healthy living environment (H1)

1. **Indicator (Stretch):** Percentage of 5 to 16 year olds who spend a minimum of 2 hours each week on Physical Education (PE) and school sport (**from 85-90%**)
2. **Indicator (Stretch):** Percentage of schools becoming Healthy Schools, including all schools with 20% or more free school meal provision (half of schools by 2006, all schools by 2009) (**from 60-75%**)

Outcome: Children and young people are safe and do not suffer ill-treatment within their families, communities and schools (S2)

AND

Where children and young people are subject to maltreatment, neglect and sexual exploitation they are helped and protected (S3)

3. **Indicator (Stretch):** Improve the proportion of core assessments carried out within statutory timescales from 37.7% to 75% (**from 75-77%**)

Outcome: Children and young people have fun and enjoyable things to do and good places to go to that support their personal and emotional development (EA4)

4. **Indicator (Stretch)** Percentage of children who start HCC Libraries Summer Reading Challenge (**tbc**)

(*Stretch target refers to the participation rate of Looked After Children in Residential Homes)

Outcome: Children and young people achieve their potential at all ages and are supported by their parents and carers to do so (EA2)

5. **Indicator (Stretch)** Close the gap between the achievement of BME children at KS4 and that of all children in Hertfordshire

(Bangladeshi	58% - 59%
Black Caribbean	58% - 59%
Pakistani	59% - 60%
Travellers	40% - 50%

6. **Indicator (Stretch)** Close the gap between the achievement of Looked After Children at KS4 and that of all children in Hertfordshire

(a) Percentage of young people looked after for at least 12 months and in Year 11 who achieve 5 or more A*-C GCSEs or equivalent (15.5% - 16%)

(b) Percentage of young people looked after for at least 12 months who reach school age without having sat at least a GCSE or equivalent (10% - 12%)

Economic Development & Enterprise

Outcome: To provide opportunities for every individual to participate in the success of Hertfordshire's economy, by enabling them to compete in the labour market:

Sub-outcome: Reduce number of people on Incapacity Benefit (IB)

- 7. Indicator (Stretch):** Increase the numbers of people on Incapacity Benefit, including IB Mental Health, moving from welfare benefits in to work **(from 52 - 67)**
- 8. Indicator (Stretch):** Increase the numbers of lone parents, benefiting from In-work credit and moving from welfare benefits, in to work **(from 75 - 102)**
- 9. Indicator (Stretch):** Increase the numbers of people on incapacity benefit, including IB Mental Health, moving into permitted and supported permitted work **(from 52 - 83)**
- 10. Indicator (Stretch):** Increase take up of correct welfare benefits and tax credit entitlement of our client groups; IB's and LP's **(from tbc - 187)**

Outcome: To provide opportunities for every individual to participate in the success of Hertfordshire's economy, by enabling them to compete in the labour market:

- 11. Indicator (Stretch):** Increase the total entrepreneurial activity amongst the local population:

(Total Number of Pre-Starts	2864 - 3520
Number of Minorities	181- 220
Number of Women	1250 - 1530
Number of People with a Disability	69 - 85
Number of Participants over 50 (3rd Age)	146 - 180
Number of Participants from Broxbourne	126 - 155
Number of Participants from Stevenage	263 - 320
Number of Pre-starts who establish a business	tba

Sub-outcome: Response to redundancy

- 12. Indicator (Stretch):** The numbers of companies supported will increase over time **(tbc)**
- 13. Indicator (Stretch):** The numbers of individuals accessing service provision who live or work in redundancy "hotspots", with skills required by priority sectors or at particular disadvantage within the local labour market will match agreed partner determinations **(tbc)**

Sub-outcome: Increases in vocational qualifications achieved by young people in 3 sectors of significant importance to the local and regional economy: Construction; Hospitality; and health/social care.

- 14. Indicator (Stretch):** Increase in numbers and completion rates of young people participating in FE/WBL in these 3 sectors **(tbc)**
- 15. Indicator (Stretch):** Increase in the number of schools offering vocational qualifications in these 3 sectors, working collaboratively within the 7 14-19 Strategic Area Partnerships **(tbc)**
- 16. Indicator (Stretch):** Increase in opportunities available for vocational study and accessed by learners beyond NVQ Level 3 (e.g. Foundation Degrees) **(tbc)**

Safer & Stronger Communities

Outcome: Reduction in recorded levels of antisocial behaviour and alcohol related crime in order to improve feelings of safety and public reassurance

- 17. Indicator (Stretch):** Reduce recorded levels of anti-social behaviour (possibility of looking at ASB as whole or sub categories, for example 'rowdiness' which accounts for nearly half of all ASB) [hotspot/target areas to be developed] **(tbc)**
- 18. Indicator (Stretch):** Reduce recorded levels of alcohol related violent crime by at least X% over 3 years **(tbc)**
- 19. Indicator (Stretch):** Increase number of test purchasing operations by at least 100% in Year 1, 75% in year 2 and 50% in year 3 **(tbc)**
- 20. Indicator (Stretch):** Reduce recorded numbers of deliberate fires by 9% over 3 years **(tbc)**

Outcome: Provide an early intervention/preventative home improvement service to the elderly, vulnerable and victims of crime, in order to improve their feelings of safety and wellbeing and to enable them to live safer and longer in their own home

- 21. Indicator (Stretch):** Increase the number of homes secured by at least 25% year 1 (06/07), 20% year 2 (07/08) and 15% for year 3 (08/09) **(tbc)**
- 22. Indicator (Stretch):** Increase in number of Home Fire Safety checks undertaken by at least 9% over 3 years **(tbc)**
- 23. Indicator (Stretch):** Increase in the number of minor repairs undertaken by at least 25% year 1 (06/07) 20% year 2 (07/08) and 15% year 3 (08/09) **(tbc)**
- 24. Indicator (Stretch):** Improved feelings of safety and wellbeing amongst recipients of the service by X amount [baseline to be established in year 1 through surveys at first point of contact and follow-up services 6 monthly there on] **(tbc)**
- 25. Indicator (Stretch):** Increase the number of home security/minor repairs completed within 7 days of referral received [baseline to be established in year 1] **(tbc)**

Outcome: Neighbourhoods and public spaces are greener, and communities take an active role in managing their own environment

Sub-outcome: Increase participation rates in recycling schemes

- 26. Draft Indicator:** Increase % and tonnage of household waste recycled (BV 82 a (i) and (ii) and/or Reduce % and tonnage of household waste landfilled (BV 82 d (i) and (ii))

Sub-outcome: neighbourhoods and public spaces are cleaner and greener

- 27. Draft Indicator:** BV 89 (satisfaction with neighbourhood cleanliness) – narrow gap between worst performing neighbourhoods/ wards

Outcome: More people in Hertfordshire are taking part in volunteering [and the voluntary and community sector experiences growth – this part of the outcome is likely to be subsumed within the Economic Development and Enterprise Block]

- 28. Draft Indicator:** X% increase in volunteering undertaken by all people in Hertfordshire (**from 1 – 1.5%**)

- **(Sub) Draft Indicator:** % of all people who affirm they carried out voluntary work in an organisation for at least an average of two hours a week or more over a twelve month period.
- **(Sub) Draft Indicator:** X% of people in harder to reach groups (minority ethnic communities – details to be inserted; older people (65 – 74) and rural communities – to be defined) who undertake formal volunteering for an average of 2 hours a week over a 12 month period.
- **(Sub) Draft Indicator:** Increase number of people volunteering in 3 key growth areas: Sport, youth or as part of employment.
- **(Sub) Draft Indicator:** Increase the number of supported volunteering places – LD, MH or PD
- **(Sub) Draft Indicator:** Increase the percentage of residents who have been helped by others (unpaid and not relatives) once a month or more over the past year (*subject to agreed ways to monitor this*)
- **(Sub) Draft Indicator:** Personal benefit from volunteering: training, skills gained self esteem, employability etc
- **(Sub) Draft Indicator:** Increase the number of people volunteering in X (roles to be specified by any of the theme leads to contribute to their targets).

Healthy Communities and Older People Block

Outcome: Older people will have access to an appropriate range of services to enable them to lead a healthy lifestyle that will contribute to maintaining their independence and keeping fit and well for as long as possible

- 29. Draft Indicator (Stretch):** Level of physical activity and use of sports facilities, especially by priority groups and older people and in disadvantaged areas [BME groups and people in rural areas are important considerations for HOPSG. Sub indicators to be added to target specific groups, geographical

areas etc. The national PSA target is a 1% increase each year and a reward target would need to be in addition to the 1%] **(from 1 – 1.5%)**

30. Draft Indicator: To increase by x% the number of patients cared for in intermediate care to prevent hospital admission or facilitate discharge

Outcome: Disabled people (including older people) will maintain their independence and remain safely living at home for as long as possible **[Indicators and stretch targets to be developed for DFG and around handypersons/security services – link to SSC]**

Outcome: To promote independent living for people with mental health problems that facilitates personal well-being, ensures safety and enables people to make a contribution to society

31. Draft Indicator: Number of people with mental health problems who are made intentionally homeless

Outcome: To promote independent living for vulnerable young people who are homeless or are at risk of homelessness, that facilitates personal well-being, ensures safety and enables young people to make a contribution to society

32. Draft Indicator: Number of young people aged 16-25 who are made intentionally homeless

33. Draft Indicator: Number of young people aged 16-17 who are made intentionally homeless