

<b><i>Promise 1: work with local communities and partners to improve the environment and quality of life</i></b>	
<p><b>Key elements:</b> What does the promise mean?</p>	<ul style="list-style-type: none"> <li>• Working with others</li> <li>• Improvements to physical environment</li> </ul>
<p><b>Outcomes:</b> What do we want at the end of the day?</p>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Joint initiatives</li> <li>• Common work programmes</li> <li>• Good quality / varied / attractive landscapes</li> <li>• Diverse / thriving habitats and species</li> <li>• Clean / safe / accessible urban areas</li> <li>• Good quality air / water / soils</li> </ul>
<p><b>Measures:</b> What kinds of things should we measure?</p>	<ul style="list-style-type: none"> <li>• Community strategies</li> <li>• Parish environmental action plans</li> <li>• Thematic/partnership campaigns e.g. WasteAware and Travelwise</li> <li>• Landscape assessments</li> <li>• Habitat/species assessments, designations</li> <li>• Air/water/soils quality</li> <li>• Eyesores</li> </ul>
<p><b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?</p>	<ul style="list-style-type: none"> <li>• <b>Local L206</b> Conservation of biological assets – percentage of wildlife sites receiving appropriate and positive conservation advice</li> <li>• <b>Local L208</b> Number of green travel plans (GTP)</li> <li>• <b>Local L401</b> Numbers of Parish Environmental Action Plans</li> <li>• <b>Local L476</b> Satisfaction with county council performance in Herts Together (to be assessed by partners)</li> <li>• <b>Local L479</b> It is recommended that WR2 River Quality is adopted</li> </ul>

<p><b><i>Promise 2: strenuously oppose the loss of green fields and avoid, wherever possible, development on green areas in our towns by encouraging the building of high quality and affordable housing for local people on previously developed land</i></b></p>	
<p><b>Key elements:</b> What does the promise mean?</p>	<ul style="list-style-type: none"> <li>• Opposing</li> <li>• High quality brownfield developments</li> </ul>
<p><b>Outcomes:</b> What do we want at the end of the day?</p>	<ul style="list-style-type: none"> <li>• Minimal loss of green fields</li> <li>• Marketable / popular brownfield developments</li> </ul>
<p><b>Measures:</b> What kinds of things should we measure?</p>	<ul style="list-style-type: none"> <li>• RPG / LDD policies and priorities</li> <li>• Take-up of sustainability design service</li> </ul>
<p><b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?</p>	<ul style="list-style-type: none"> <li>• <b>Local L002</b> Proportion of new homes built on previously developed land since 2001</li> <li>• <b>Local L003</b> Area of greenfield land lost to development since 2001</li> <li>• <b>Local L404</b> Percentage of affordable housing to which the County Council has positively contributed. nb positive contributions could include Section 106 developments as well as the use of HCC's own land/property</li> <li>• <b>Local L477</b> Area of non-previously developed land in urban areas lost to development.</li> </ul>

<b><i>Promise 3: improve the efficiency of the highway network and encourage alternatives to the use of the car</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Efficiency of network</li> <li>• Non-car alternatives</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Value for money maintenance</li> <li>• Peak time traffic continues to flow</li> <li>• Greater use of non-car alternatives</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Journey times</li> <li>• Maintenance costs</li> <li>• Uptake of non-car modes</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>BVPI 100</b> Number of days temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per kilometre of traffic sensitive roads</li> <li>• <b>BVPI 186(a)</b> Percentage of Principal Road network not needing Major Repairs</li> <li>• <b>BVPI 186(b)</b> Percentage of Non-Principal Road network not needing Major Repairs</li> <li>• <b>BVPI 178</b> Footpaths easy to use by members of the public</li> <li>• <b>Local L478</b> Percentage of peak-time urban journeys that are made other than by car. Note: source of data is TravelWise urban cordon surveys, as published in annual Traffic and Transport Report. BVPP indicator will use three year rolling average (one third of urban areas are surveyed each year). This is the same format as used in the HEF Quality of Life report.</li> </ul>

<b><i>Promise 4: work with the police, district councils and other organisations to reduce crime, drug &amp; alcohol misuse and anti-social behaviour</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Reduced levels of crime, including drug related crime and anti-social behaviour</li> <li>• Enhanced public reassurance</li> <li>• Partnership working with police, district councils and other organisations</li> <li>• Reduction in harm caused by drug and alcohol misuse</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Improved public reassurance</li> <li>• Reduced fear amongst residents of falling victim to domestic burglary</li> <li>• Reduced social harm arising from misuse of drugs and alcohol</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Levels of public reassurance (increased)</li> <li>• Number of PCSO's (increased)</li> <li>• Number of properties secured by HandyVan scheme</li> <li>• Number of offenders accessing drug treatment services (increased)</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>Local L406</b> Number of PCSO's at 31.3.05 compared with number of PCSO's at 1.4.04</li> <li>• <b>Local L434</b> Number of anti-social behaviour incidents dealt with by HCC funded PCSO's</li> <li>• <b>Local L409</b> Number of properties secured by the Handy Van service in 04/05 compared with 03/04 – increased by 15%</li> <li>• <b>Local L435</b> Number of domestic burglaries reported in 04/05 compared with 03/04 - decrease by 5%</li> <li>• <b>Local L410</b> Number of offenders accessing drug treatment services – increase by March 2005</li> </ul>

<b><i>Promise 5: work with other organisations to make Hertfordshire a safer place to live, work in and travel</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Working with others</li> <li>• Greater safety (perceived and actual)</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Joint initiatives</li> <li>• Common work programmes</li> <li>• People feel safer</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Community strategy</li> <li>• Road safety</li> <li>• Fire Safety</li> <li>• Safety at Work</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>Local L004 (Lpsa 8)</b> Reduce the number of people killed and seriously injured on roads in Hertfordshire excluding motorways (and any other non-county roads as of 1 April 2004)</li> <li>• <b>BVPI 143 (i)</b> Number of deaths arising from accidental fires in dwellings per 100,000 population</li> <li>• <b>Local L446</b> Reduction in the number of deliberate fires</li> <li>• <b>Local L450</b> Percentage of streetlights working as planned</li> <li>• <b>New</b> Indicator to measure safety at work being developed</li> </ul>

<b><i>Promise 6: develop an economic and social environment that is business friendly and improves standards of living in a sustainable manner</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Working with others</li> <li>• Sustainable economic growth</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Joint working between public and private sectors</li> <li>• Economic growth in balances with social and economic imperatives</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Training initiatives</li> <li>• Regional policies and priorities</li> <li>• Information / intelligence sharing</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>Local L436 (Lpsa 9)</b> Number of disadvantaged people the County Council has helped into work (previously L317, L318 &amp; L319)</li> <li>• <b>Local L437</b> Amount the County Council spends by purchasing from local businesses</li> <li>• <b>Local L438</b> Satisfaction with County Council performance with respect to Hertfordshire Prosperity Forum</li> <li>• <b>Local L439</b> Income per household</li> <li>• <b>Local L440</b> Gross Value Added by resident (GVA is the difference between the value of goods and services produced and the cost of raw materials and other such inputs).</li> <li>• <b>Local L441</b> Unemployment within the working age population</li> </ul>

<b><i>Promise 7: introduce more sustainable management of household waste without the use of incineration in Hertfordshire</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• (A variety of) sustainable waste management</li> <li>• No incineration in Hertfordshire</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Reverse historical growth trend in municipal waste meet waste Strategy recycling targets</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Recycling and composting programmes / investments</li> <li>• Overall household waste-generation</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>BVPI 082</b> Percentage of total tonnage of household waste arisings which have been recycled or composed</li> <li>• <b>BVPI 084</b> Number of kilograms of household waste collected per head</li> <li>• <b>BVPI 087</b> Cost of waste disposal per tonne for municipal waste</li> <li>• <b>BVPI 082(d)</b> Percentage of total tonnage of household waste arisings which have been landfilled</li> <li>• <b>BVPI 082(c)</b> Percentage of total tonnage of household waste arisings which have been used to recover heat, power, and other energy sources</li> </ul>

<b><i>Promise 8: strive to improve educational achievement throughout the county</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• All children in Hertfordshire realise their full academic potential</li> <li>• Patterns of lower performance linked to geography, groups of children or individuals are identified and tackled</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ol style="list-style-type: none"> <li>1. Raising the performance of pupils in all areas of the county</li> <li>2. Raising the achievement of boys so that it meets that of girls</li> <li>3. Raising the performance of Traveller children and African Caribbean boys, children in care and other vulnerable children</li> <li>4. An improvement in the performance in Mathematics to meet the levels achieved in English</li> </ol>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Attainment of children at all key stage and their progress between tests</li> <li>• Analysis of achievement data against key issues such as geography and ethnicity</li> <li>• Achievement of boys, girls, children in care and other vulnerable children</li> <li>• Achievement across different curriculum areas</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ol style="list-style-type: none"> <li>1a. The percentage of all primary schools in Hertfordshire that are above the national average for year 6 achievement (as measured by average point score on KS2) <b>(Local L454)</b></li> <li>1b. The percentage of all secondary schools in Hertfordshire that are above the national average for children attaining 5 or more GCSEs (A* to G grades) <b>(Local L455)</b></li> <li>2a. The difference between the achievement of Boys and Girls in Primary schools (KS2) <b>(Local L456)</b></li> <li>2b. The difference between the achievement of Boys and Girls in Secondary schools (KS 3) <b>(Local L457)</b></li> <li>3a. The performance of children from traveller groups, Afro-Caribbean boys and children in care at primary school (KS 2) <b>(Local L458)</b></li> <li>3b. The performance of children from traveller groups, Afro-Caribbean boys and children in care at secondary school (KS 3) <b>(Local L459)</b></li> <li>4a. The performance by pupils in Maths and English at primary schools (KS2) <b>(Local L482)</b></li> <li>4b. The performance by pupils in Maths and English at secondary schools <b>(KS3) (Local L462)</b></li> </ol>

<b><i>Promise 9: ensure that children are protected from harm and improve their life chances, and support vulnerable families</i></b>	
<p><b>Key elements:</b> What does the promise mean?</p>	<ul style="list-style-type: none"> <li>• Securing a safe environment for every child, particularly those who are vulnerable</li> <li>• Wherever possible children to be safeguarded within their family / local community</li> <li>• Reduced need for vulnerable children to require specialist services</li> <li>• Ensuring that children in care are not disadvantaged and receive the same developmental opportunities as all other children</li> <li>• Ensuring that children leaving care are supported in their settings and assisted in their transition to adulthood</li> </ul>
<p><b>Outcomes:</b> What do we want at the end of the day?</p>	<ol style="list-style-type: none"> <li>1. The creation of additional community based services, including childcare places, in areas where there is the greatest need</li> <li>2. All Children on the Child Protection Register (CPR) to have an assessment of their needs and an appropriate Child Protection (CP) Plan</li> <li>3. Fewer children requiring care</li> <li>4. Children in care having their health needs identified and achieving the same educational standards as the rest of the community</li> <li>5. Children who have left care in employment and in satisfactory housing</li> </ol>
<p><b>Measures:</b> What kinds of things should we measure?</p>	<ul style="list-style-type: none"> <li>• Expansion and development of Children’s centres and family support services for vulnerable families.</li> <li>• Children on Child Protection Register having Assessment of needs and an appropriate Protection Plan, with outcomes and timescales identified.</li> <li>• Children in care receiving education, having a Personal Education Plan</li> <li>• Children in care having a statutory Health assessment</li> <li>• Children leaving care aged 16 and over having an allocated Personal Advisor and a Pathway Plan</li> </ul>

<b><i>Promise 9: ensure that children are protected from harm and improve their life chances, and support vulnerable families</i></b>	
<p><b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?</p>	<p>1a. The number of new child care places created, for vulnerable families, in identified areas of disadvantage <b>(Local L453)</b></p> <p>1b. The number of extended schools offering a range of community-based services <b>(Local L415)</b></p> <p>2. The number of children on the Child Protection Register with an assessment of need and an appropriate Child Protection Plan <b>(Local L480)</b></p> <p>3 The number of children in care (per 10,000 of the population) <b>(Local L417)</b></p> <p>4. The number of children in care who have a Health Assessment and Personal Education Plan <b>(Local L418)</b></p> <p>5a. The percentage of care leavers aged between 16 to 18 who are in education, employment or training <b>(Local L475)</b></p> <p>5b. The percentage of care leavers aged 19 who are in education, training or employment <b>(PAF A4, BVPI 161, Lpsa 4)</b></p>

<b><i>Promise 10: promote the learning of all children by tackling behavioural problems and truancy</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Implementing and monitoring the effectiveness of the Behaviour and Achievement strategy</li> <li>• To provide effective support to pupils and their families where regular attendance is identified as a problem</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ol style="list-style-type: none"> <li>1. To help schools manage challenging behaviour and keep pupils in school</li> <li>2. Further develop preventative services to and in schools</li> <li>3. To further develop alternative provision for pupils with highly challenging behaviour who cannot be managed in mainstream schools</li> <li>4. Reduce the number of children permanently excluded from school</li> <li>5. Reduce the amount of unauthorised absence (truancy)</li> </ol>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• The creation of 20 learning support units in secondary schools and 14 nurture groups in primary schools</li> <li>• The number of Emotional and Behavioural Difficulty (EBD) units across the county with an extended role</li> <li>• The range of alternative Key Stage 4 provision for pupils with highly challenging behaviour</li> <li>• The number of children who are permanently excluded</li> <li>• The attendance rates across all schools</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ol style="list-style-type: none"> <li>1. The percentage of pupils with statements for EBD, taught in mainstream settings <b>(Local L468)</b></li> <li>2a. The number of learning support units and nurture groups <b>(Local L469)</b></li> <li>2b. The number of EBD support units with an extended roll <b>(Local L470)</b></li> <li>3. The amount of alternative provision available for KS4 <b>(Local L471)</b></li> <li>4. The number of pupils permanently excluded per 1,000 of the pupil population <b>(BVPI 044)</b></li> <li>5a. The percentage of half days missed due to unauthorised absence in secondary schools <b>(Local 312 Lpsa 2)</b></li> <li>5b. The percentage of half days missed due to unauthorised absence in primary schools <b>(Local L472)</b></li> </ol>

<b><i>Promise 11: assist under performing schools to improve their standards substantially</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• The identification and support to schools where performance is declining or plateaued</li> <li>• Schools in OFSTED categories are supported and the standards are raised</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ol style="list-style-type: none"> <li>1. A reduction in the percentage of under performing schools (those with the lowest value added results).</li> <li>2. A reduction in the number of schools where performance has declined or plateaued.</li> <li>3. Fewer schools below the national average.</li> <li>4. Fewer schools causing concern</li> <li>5. Reduction in the number of schools determined by OFSTED in the categories of under achieving, serious weakness or special measures</li> </ol>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• The number of schools using self evaluation to improve performance</li> <li>• The early identification of schools where performance has either plateaued or is declining</li> <li>• The length of time that individual schools remain a cause for concern</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ol style="list-style-type: none"> <li>1a. The percentage of primary schools in the lower quartile nationally of value added tables <b>(Local L463)</b></li> <li>1b. The percentage of secondary schools in the lower quartile nationally of value added tables <b>(Local L464)</b></li> <li>2a. The percentage of primary schools where performance has not improved over a four year period. <b>(Local L483)</b></li> <li>2b. The percentage of secondary schools where performance has not improved over a four year period. <b>(Local L484)</b></li> <li>3a. The percentage of primary schools where pupils are achieving lower grades (as measured by average point scores compared to the national position) <b>(Local L465)</b></li> <li>3b. The percentage of secondary schools where pupils are achieving lower grades (as measured by average point scores compared to the national position) <b>(Local L466)</b></li> <li>4. The percentage of schools causing concern <b>(Local L423)</b></li> <li>5. The percentage of schools subject to special measures, serious weaknesses, under achieving or, with an inadequate 6<sup>th</sup> form <b>(Local L467)</b></li> </ol>

<b><i>Promise 12: help children to develop their skills and talents and ensure that Hertfordshire has a range of specialist schools</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Support all schools that wish to become specialist by: removing barriers, providing advice and spreading good practice</li> <li>• Provide a varied range of educational opportunities both in the classroom and out of hours that challenge and extend able children and fully develop their gifts and talents</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ol style="list-style-type: none"> <li>1. Increase the numbers of Gifted and Talented children achieving the highest examination grades by creating more after school activities</li> <li>2. Increased use of National Academy programmes to support achievement by Gifted and Talented children</li> <li>3. More specialist schools</li> <li>4. Ensure that a range of specialisms are available across the county</li> </ol>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• The number of specialist schools</li> <li>• The number of different specialisms offered across the county</li> <li>• The number of Summer Schools, Master-classes and Challenge Days taking place in the county</li> <li>• The numbers of schools working towards and achieving the Challenge Award for Gifted and Talented self-evaluation</li> <li>• The number of schools linking with and pupils participating in activities run by the National Academy for Gifted and Talented Youth (NAGTY)</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ol style="list-style-type: none"> <li>1a. The number of schools offering extended programmes for Gifted and Talented children (Master classes and Summer Schools) <b>(Local L431)</b></li> <li>1b. The percentage of pupils achieving 5 or more A* GCSEs at Key Stage 4 <b>(Local L270)</b></li> <li>2a. The number of schools achieving the Challenge award for Gifted and Talented children <b>(Local 473)</b></li> <li>2b. The number of schools using the National Academy's Gifted and Talented programmes <b>(Local L474)</b></li> <li>3. The number of specialist schools in Hertfordshire <b>(Local L303)</b></li> <li>4. The range of different specialisms available in each area of the county. <b>(Local L430)</b></li> </ol>

<b><i>Promise 13: help people to continue learning throughout their lives</i></b>	
<b>Key elements:</b> <i>What does the promise mean?</i>	<ul style="list-style-type: none"> <li>• Commissioning a wide range of adult and community learning opportunities in accessible venues</li> <li>• Increasing the number and range of family literacy, language and numeracy programmes</li> </ul>
<b>Outcomes:</b> <i>What do we want at the end of the day?</i>	<ol style="list-style-type: none"> <li>1. More adults participating in adult and community learning</li> <li>2. More men participating in adult learning</li> <li>3. More learners from under-represented minority ethnic groups</li> <li>4. More parents/carers and children involved in family learning programmes and better able to support their children's learning</li> <li>5. More provision that meets the needs of adults with learning difficulties and/or disabilities</li> </ol>
<b>Measures:</b> <i>What kinds of things should we measure?</i>	<ul style="list-style-type: none"> <li>• Adults ( 19+) participating in Adult and Community Learning (ACL) programmes</li> <li>• Men participating in adult learning</li> <li>• Learners from under-represented minority ethnic participating in adult learning</li> <li>• Parents and carers who participate in family learning</li> <li>• Expansion of programmes for adults with learning difficulties and/or disabilities</li> </ul>
<b>Indicators:</b> <i>What is practical, achievable, relevant and meaningful for HCC to undertake?</i>	<ol style="list-style-type: none"> <li>1a The number of adults participating in ACL ( 2004/05 – 15091) <b>(Local L485)</b></li> <li>1b The percentage of adults participating in learning per 1000 <b>(Local L486)</b></li> <li>2. The percentage of men participating in ACL programmes <b>(Local L487)</b></li> <li>3. The percentage of under-represented minority ethnic learners participating in ACL programmes <b>(Local L488)</b></li> <li>4. The number of parents and carers participating in family learning <b>(Local L489)</b></li> <li>5. The number of new programmes for adults with learning difficulties and/or disabilities <b>(Local L490)</b></li> </ol>

<b><i>Promise 14: work with NHS Hospitals, Primary Care Trusts, District Councils and Voluntary Organisations to improve health and social care services</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>To develop a range of integrated services that improve access and maintain health and well being</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<p><b>1- 3 ACS Partnership with NHS</b></p> <ul style="list-style-type: none"> <li>Will prevent inappropriate admission to hospital</li> <li>prevent unavoidable delay in discharge</li> <li>ensure that clients / patients benefit from Intermediate Care.</li> </ul> <p><b>4 Partnership with Voluntary Organisations</b></p> <ul style="list-style-type: none"> <li>Integrated working with the Voluntary Sector</li> </ul> <p><b>5 Partnership with District Councils</b></p> <ul style="list-style-type: none"> <li>Increased opportunity for older people to live at home through 'extra care' housing provision</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>Hospital admissions (reduced)</li> <li>Use of respite, day care and assessment beds (increased)</li> <li>Use of Intermediate Care, rehabilitation and home care services (increased)</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<p><u>1- 3 ACS Partnership with NHS</u></p> <ul style="list-style-type: none"> <li><b>Local L307</b> number of hospital admissions prevented</li> <li><b>Local L309</b> number of acute beds occupied by people whose hospital treatment is complete and are waiting for social care</li> <li><b>Local L442</b> Number of beds days attributed to Social Care (SITREP)</li> <li><b>Local L443</b> Number of clients benefiting from Intermediate Care</li> </ul> <p><u>4 Partnership with Voluntary Organisations</u></p> <ul style="list-style-type: none"> <li><b>Local L451</b> Number of agreements for Voluntary Sector preventative services funded by County council through contract SLAs and Statements of Undertaking</li> </ul> <p><u>5 Partnership with District Councils</u></p> <ul style="list-style-type: none"> <li><b>Local L444</b> Number of Extra Care Housing Provision in Herts (<b>DIS</b>)</li> </ul>

<b><i>Promise 15: fight for the interests of elderly and disabled people and their carers and help them lead independent lives</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>To provide support to elderly and disabled people so that they maximise their potential and live as independently as possible.</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<p>Ensure that people have access to our services and receive proper support enabling them to maintain their independence.</p> <ul style="list-style-type: none"> <li>People are able to access services</li> <li>People are supported through the voluntary sector</li> <li>People receive equipment quickly</li> <li>People are supported in their homes longer</li> <li>Carers receive an assessment of their needs on request</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>Number of people accessing a range of Voluntary Sector services (increased)</li> <li>Equipment delivered within 7 days</li> <li>Number of home support services (increased)</li> <li>Number of people accessing home care (increased)</li> <li>Improved independence</li> <li>Number of carers assessments (increased)</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li><b>Local L445</b> Number of people who have contact with ACS and who receive a service</li> <li><b>Local L323</b> Number of people benefiting from Voluntary Sector Support</li> <li><b>D54 BVPI 056</b> Percentage of items of equipment under £1000 delivered within 7 days</li> <li><b>Local L452</b> Number of people helped to live at home (adults and older people) <b>(C32 (BVPI 054) / 29)</b></li> <li><b>Local L217</b> Number of informal carers receiving an assessment as a proportion of the total number of clients and carers receiving assessments <b>(D42)</b></li> </ul>

<b><i>Promise 16: promote the right of everyone to equal treatment when they use our services, our buildings or apply for a job with us</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Eliminating discrimination</li> <li>• Promoting equality of opportunity</li> <li>• Promoting equality of access</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Engage with minority groups</li> <li>• Promote and maintain good race relations</li> <li>• Removal of any barriers to access to services</li> <li>• Services that meet a diverse range of needs</li> <li>• High customer satisfaction levels</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Racist Incidents</li> <li>• National Equality Standards</li> <li>• Accessible buildings</li> <li>• Customer feedback by equalities criteria</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>BVPI 175</b> Percentage of racist incidents that resulted in further action</li> <li>• <b>BVPI 002a</b> Level of national Equality Standard achieved</li> <li>• <b>BVPI 156</b> Percentage of buildings suitable and accessible to disabled people</li> <li>• An indicator has been proposed covering equalities and customer satisfaction. The Equalities Officer is investigating this.</li> </ul>

<b><i>Promise 17: make it easier for people to get the information and advice they need from us</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• Access to services</li> <li>• Timely accurate information</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Well used website</li> <li>• Increased satisfaction levels</li> <li>• Partnerships (LGOL etc)</li> <li>• Increased community focus</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• HertsDirect website and newspaper</li> <li>• Longer opening hours in libraries</li> <li>• Customer Service Centre contract</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>BVPI 157</b> Electronic delivery of services</li> <li>• <b>Local L315 Lpsa 7</b> Percentage of customers contacting the council, satisfied with resolution of enquiry</li> <li>• <b>Local L316 Lpsa 7</b> Percentage enquiries resolved at 1st point of contact (all channels)</li> <li>• <b>Local L056</b> Number of items issued in libraries / head of population</li> <li>• <b>Local L215</b> Percentage of consumer complaints / enquiries dealt with within 5 working days</li> </ul>

<b><i>Promise 18: manage the organisation effectively with a diverse and capable workforce</i></b>	
<b>Key elements:</b> What does the promise mean?	<ul style="list-style-type: none"> <li>• That our workforce’s characteristics more closely represent the Hertfordshire population, is of a high quality and uses robust and effective approaches to managing the organisation.</li> </ul>
<b>Outcomes:</b> What do we want at the end of the day?	<ul style="list-style-type: none"> <li>• Externally assessed as excellent overall and for corporate governance aspects (of CPA)</li> <li>• A well trained, diverse (ethnicity, gender, disability etc) workforce</li> <li>• High levels of customer and employee satisfaction</li> </ul>
<b>Measures:</b> What kinds of things should we measure?	<ul style="list-style-type: none"> <li>• Corporate governance score of CPA</li> <li>• Employment profile (compared with Hertfordshire’s population)</li> <li>• Customer and employee satisfaction results (proposed to track this with two core annual questions in face to face surveys)</li> </ul>
<b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?	<ul style="list-style-type: none"> <li>• <b>Local L447</b> CPA rating (target of excellent)</li> <li>• <b>Local L448</b> Corporate governance score of CPA (target 4 out of 4)</li> <li>• <b>BVPI 016</b> Percentage of employees meeting Disability definition compared with Authority area</li> <li>• <b>BVPI 017</b> Percentage of employees from minority ethnic communities compared with Authority area</li> <li>• <b>Local L449</b> Customer satisfaction with the way the authority runs things</li> </ul>

<p><b>Promise 19: give the public value for money by getting more cost efficient every year.</b></p>	
<p><b>Key elements:</b> What does the promise mean?</p>	<ul style="list-style-type: none"> <li>• Year on year we aim to use our resources more efficiently to give the maximum potential to redirect resources to public priorities, areas of growing demand and to limit council tax increases.</li> </ul>
<p><b>Outcomes:</b> What do we want at the end of the day?</p>	<ul style="list-style-type: none"> <li>• Lower cost of services / processes</li> <li>• Enhanced productivity – i.e. more services delivered for same / less money</li> <li>• Scope to limit council tax increases</li> </ul>
<p><b>Measures:</b> What kinds of things should we measure?</p>	<ul style="list-style-type: none"> <li>• <i>Cashable savings:</i> Those savings included in budget development and budget monitoring which entail removal of cash from service budgets.</li> <li>• <i>Non-cashable savings:</i> i.e. Where greater volumes of work have been carried out within existing resources, or where although it has not been possible to extract cash savings, it has been possible to redirect resources, especially staff time to other priorities.</li> </ul>
<p><b>Indicators:</b> What is practical, achievable, relevant and meaningful for HCC to undertake?</p>	<ul style="list-style-type: none"> <li>• <b>Local L432</b> Cashable Savings</li> <li>• <b>Local L433</b> Non-Cashable Savings</li> </ul>