

COUNTY SECRETARY AND SOLICITOR
Members' Services

TO: ALL MEMBERS OF THE COUNCIL

Your Ref:

Our Ref: MR/CD

Please ask for: Mrs. C. Dyer

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22nd July, 2004

Dear Councillor,

YOU ARE HEREBY SUMMONED to attend the meeting of the County of Herefordshire District Council to be held on **FRIDAY, 30TH JULY, 2004** at Brockington, 35 Hafod Road, Hereford at **10.30 a.m.** at which the business set out in the attached agenda is proposed to be transacted.

Yours sincerely,



M.E. ROSENTHAL
COUNTY SECRETARY AND SOLICITOR

A G E N D A

Council

Date: **Friday, 30th July, 2004**

Time: **10.30 a.m.**

Place: **Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

*Christine Dyer, Members' Services
Manager and Executive Officer*

**Tel: 01432 260222, e-mail:
cdyer@herefordshire.gov.uk**

**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Council

To: All Members of the Council

	Pages
1. PRAYERS	
2. APOLOGIES FOR ABSENCE To receive apologies for absence	
3. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this Agenda	
4. MINUTES To approve and sign the Minutes of the annual meeting held on 21st May, 2004.	1 - 12
5. CHAIRMAN'S ANNOUNCEMENTS To receive the Chairman's announcements and petitions from members of the public.	
6. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive questions from members of the public.	13 - 16
7. QUESTIONS TO THE CABINET MEMBERS AND CHAIRMEN UNDER STANDING ORDERS To receive any written questions.	
8. NOTICES OF MOTION UNDER STANDING ORDERS To consider any Notices of Motion.	
9. CABINET To receive the report and to consider any recommendations to Council arising from the meetings held on: (a) 3rd and 17th June, 1st and 15th July, 2004 and (b) 22nd July; 2004. (Report to follow)	17 - 92
10. SUBSTITUTE REVENUE BUDGET AND COUNCIL TAX RESOLUTION 2004/05 To set revised Council Tax amounts for each category of dwelling in Herefordshire for 2004/05 and to calculate the Council's budget requirement for 2004/05 in accordance with the Council Tax Limitation (England)(Maximum Amount) Order 2004 and the substitute precept made by the Combined Fire Authority.	93 - 118
11. REGULATORY COMMITTEE To receive the report and to consider any recommendations to Council arising from the meeting held on 29th June, 2004.	119 - 120
12. STANDARDS COMMITTEE To receive the report and to consider any recommendations to Council arising from the meeting held on 2nd July, 2004.	121 - 122
13. STRATEGIC MONITORING COMMITTEE To receive the report and to consider any recommendations to Council arising from the meeting held on 5th July, 2004.	123 - 128

14. PLANNING COMMITTEE	129 - 134
To receive the report and to consider any recommendations to Council arising from the meeting held on 16th July, 2004.	
15. WEST MERCIA POLICE AUTHORITY	135 - 140
To receive the reports of the meetings of the West Mercia Police Authority held on 18th May and 8th June, 2004. Councillor B. Hunt has been nominated for the purpose of answering questions on the discharge of the functions of the Police Authority.	

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- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

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- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

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MINUTES of the meeting of Council held at The Assembly Hall, The Shirehall, Hereford on Friday, 21st May, 2004 at 10.30 a.m.

Present:

Councillors: Mrs. P.A. Andrews, B.F. Ashton, Mrs. W.U. Attfield, Mrs. L.O. Barnett, Mrs. E.M. Bew, W.L.S. Bowen, H. Bramer, R.B.A. Burke, A.C.R. Chappell, M.R. Cunningham, P.J. Dauncey, N.J.J. Davies, Mrs. C.J. Davis, G.W. Davis, J.W. Edwards, P.J. Edwards, D.J. Fleet, Mrs. J.P. French, J.H.R. Goodwin, Mrs. A.E. Gray, K.G. Grumbley, J.G.S. Guthrie, P.E. Harling, J.W. Hope, B. Hunt, T.W. Hunt, Mrs. J.A. Hyde, T.M. James, Brig. P. Jones CBE, Mrs. R.F. Lincoln, Mrs. M.D. Lloyd-Hayes, G. Lucas, R.M. Manning, R.I. Matthews, R. Mills, J.W. Newman, Mrs. J.E. Pemberton, R.J. Phillips, Ms. G.A. Powell, Mrs. S.J. Robertson, D.W. Rule MBE, Miss F. Short, R.V. Stockton, J. Stone, D.C. Taylor, J.P. Thomas, W.J.S. Thomas, Ms. A.M. Toon, P.G. Turpin, W.J. Walling, D.B. Wilcox, A.L. Williams, J.B. Williams and R.M. Wilson

Councillor J.W. Edwards took the Chair for the first item.

1. CHAIRMAN

RESOLVED: That Councillor P.E. Harling be elected Chairman of the Council until the annual meeting of Council in May 2005.

Councillor Harling made and signed the Declaration of Acceptance of Office.

Councillor Harling took the Chair for the remainder of the meeting.

2. PRAYERS

The Very Rev. Michael Tavinor, The Dean of Hereford, led the Council in prayer.

3. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Mrs. S.P.A. Daniels, G.V. Hyde, J.C. Mayson and R. Preece.

4. DECLARATIONS OF INTEREST

The following declarations of interest were made:

Councillor R.I. Matthews, Agenda Item 15, Report of the Planning Committee, paragraph 1(b).

Councillor A.L. Williams, Agenda Item 15, Report of the Planning Committee, paragraph 1(c)

Councillor R.J. Phillips, Agenda Item 13, Report of Cabinet, paragraph 1.1

Councillor D.B. Wilcox, Agenda Item 13, Report of Cabinet, paragraph 1.1.

The Chairman reminded Members of their obligation to notify the County Secretary and Solicitor of any changes affecting their Declarations of Financial and Other

Interests within 28 days of any change taking place. He asked them to complete and return the necessary forms to the Members Support Office as soon as possible.

5. VICE-CHAIRMAN

RESOLVED: That Councillor J.W. Edwards be appointed Vice-Chairman of the Council until the annual meeting of Council in May 2005.

Councillor J.W. Edwards made and signed the Declaration of Acceptance of Office.

6. MINUTES

The Chairman advised that in addition to the minutes of the meeting held on 5th March, 2004 it would be necessary to approve again the minutes of the meeting held on 16th January, 2004 because an important section had been omitted from the version that had appeared in the previous agenda.

RESOLVED: That the minutes of the meetings held on 5th March and 16th January, 2004 be approved as a correct record and signed by the Chairman.

7. APPOINTMENT OF THE LEADER OF THE COUNCIL

RESOLVED: That Councillor R.J. Phillips be appointed Leader of the Council until the annual meeting of Council in May 2005.

8. APPOINTMENT TO OFFICES RESERVED TO COUNCIL, ALLOCATION OF SEATS TO POLITICAL GROUPS AND APPOINTMENTS TO COMMITTEES

In presenting his report the Chief Executive reminded Members that to maintain the status quo in relation to seats on the Strategic Monitoring Committee Council would be asked to approve alternative arrangements to strict political proportionality for appointments to committees in accordance with Regulation 20 of the Local Government (Committees and Political Groups) Regulations 1990. This could only be carried if a resolution was passed without anyone voting against it. If there was any vote against, it would be necessary to recast the proportionality across all seats.

He proposed an amendment to Recommendation (b) of the report which would allow a change to Cabinet Portfolios later in the year.

He also advised that Councillor R.I. Matthews had taken over the leadership of the Independent Group of Councillors.

RESOLVED:

- That
- (a) the arrangements for appointments to committees and other bodies be agreed;
 - (b) Councillors be appointed to the offices described in Appendix 1 for a term of office which will expire either at the next annual meeting of Council or when the Council may agree any amendments to the Constitution, if sooner; and
 - (c) the Chief Executive be requested to exercise his delegated powers to make, following consultation with the political group leaders, any adjustment to the number and allocation of seats to give effect to the rules on proportionality and to make

appointments, as necessary, in accordance with the nominations of the political group leaders.

9. CHAIRMAN'S ANNOUNCEMENTS

The Chairman thanked the Very Reverend Michael Tavinor, the Dean of Hereford for leading the annual meeting in prayer.

He advised that the Electoral Commission, which had consulted on the age of electoral majority at the end of 2003, had concluded that the minimum voting age of 18 should be maintained but that the age of candidacy should be reduced from 21 to 18.

He announced that the Planning Department had received a "Highly Commended" award for the New Mills development by Ledbury Town Council as part of its Design Award.

The Council joined the Chairman in congratulating Ian Baker, the Council's Emergency Planning Officer, who had been awarded the Queen's Voluntary Medical Service Medal.

The Council also congratulated Stuart Davies, the Home Energy Conservation Act Officer who had been chosen as the West Midlands Home Energy Conservation Act Officer for 2004.

10. QUESTIONS FROM MEMBERS OF THE PUBLIC

Under the Constitution a member of the public can ask a Cabinet Member or Chairman of a Committee any question relevant to a matter in relation to which the Council has powers or duties, or which affects the County, as long as a copy of the question is deposited with the County Secretary and Solicitor more than six clear working days before the meeting. No such questions had been received.

11. QUESTIONS TO THE CABINET MEMBERS AND CHAIRMEN UNDER STANDING ORDERS

Councillor W.L.S. Bowen asked:

"How many "rough sleepers" and how many "sofa surfers" do we have in Herefordshire generally and how many are there specifically in Hereford City?"

What are we doing to assist these people by providing some form of civilised accommodation?"

How many one bedroom flats or bed-sits do we have to relieve this problem of rough sleepers and sofa surfers? What other forms of accommodation are available to relieve this problem?"

The Cabinet Member (Social Care and Strategic Housing) replied that a recent count had found only one rough sleeper and two reported.

She went on to say that the team supporting young people leaving care currently have 8 people "sofa surfing" with friends and 17 out of 71 young people in unstable living arrangements.

She acknowledged that accommodation for single people in Herefordshire is very limited, and said that the Directorate and the Council face a continuing challenge in

that direction. There are 3,080 applicants seeking one-bedroom accommodation at present, and there are 2,700 units of single accommodation throughout Herefordshire. She confirmed that 38 new units would be in place later this year - in Ross, Hereford and Leominster, and further developments are at the discussion stage.

Councillor Mrs Barnett advised that a letter had been received from the Office of the Deputy Prime Minister confirming that the Council had reached its targets relating to provision of Bed and Breakfast accommodation. She offered a briefing for any Members who were interested.

Councillor W.L.S. Bowen asked:

"Are all school meals free of GM substances and are all foods supplied and sponsored by social services also free of GM products?"

Does Herefordshire Jarvis comply with a GM free policy in their production of foods for Herefordshire?

Does Herefordshire Jarvis use organic food products? If it does - what percentage of its meals are made from organically grown or produced materials?"

The Cabinet Member (Education) confirmed that all its caterers have policies on GM food products and have checked with their suppliers to ensure that there are no GM products or traces in the food served in our schools. Herefordshire Jarvis Services(HJS) have a policy statement to that effect in their food safety book. However, HJS does not use "organic produce" in its food products.

The Cabinet Member (Social Care and Strategic Housing) responded on behalf of Social Care and again confirmed that all suppliers to Social Care Services have been asked, and assurances have been given, that they do not use GM substances or products. However, if Social Care is supporting users to buy their own food, this is more difficult to control and obviously personal choice is an important factor.

In response to a further question from Councillor Bowen, Councillor Rule agreed to investigate whether the Council had a policy of sourcing food from Herefordshire growers, and if so, what percentage of food was sourced from Herefordshire if that information was available.

Councillor Mrs. M.D. Lloyd-Hayes asked:

"Can the Cabinet Member for Markets and Property tell us the cost of the recent consultation on the future of the May Fair? There were three to four officers for a period of three days supported by a vehicle and marquee plus copious printed material.

Why was the Ward councillor not informed of the consultation?

Why was the parish council not informed?

Is it the intention of the Cabinet Member and this administration to ignore the views of residents as their views were excluded from the consultation?"

The Leader answered on behalf of the Cabinet Member (Economic Development, Markets and Property). He advised that the cost of the consultation was £1100. He said that consultation exercises in respect of services take place frequently and it

has not been past practice to notify Council Members in all instances. He went on to say that the contract for the May Fair was due for renewal and that, on this occasion, the Local Member, should have been consulted.

He said that he took this omission very seriously and, while recognising that there would always be mistakes, he would ensure, as far as possible that this didn't happen again. He said the Council took its consultation with the public very seriously and that that particular aspect of the consultation was only a part of the overall consultation process.

In response to a further query by Councillor Mrs. Lloyd-Hayes, he agreed to explore the use of Herefordshire Matters as a part of future consultation exercises.

Councillor Miss F. Short asked:

"In light of the changes to the bus service in Hereford which come into force on Monday, would the Cabinet Member for Highways and Transportation please explain how this situation has come about and why we have ended up with such a poor replacement service, especially north of the river in areas such as Westfaling Street and Green Lanes which have now got only early morning and evening services?"

"What further services can be put in place to provide proper public transport for the residents of these and other areas?"

The Cabinet Member (Highways and Transportation) explained that bus services in Hereford were a mix of commercially operated services and council subsidised services, with the majority of daytime services being operated on a commercial basis by First who had recently reviewed their commercial operation in Hereford and had withdrawn a significant part of their operation. This had been a commercial decision taken by a private company, and included the bus service to Green Lanes and Westfaling Street.

Council officers had invited other bus operators to provide replacement services on a commercial basis for those being withdrawn but no bus company was prepared to operate commercially to Westfaling Street and Green Lanes. First Midland Red was also approached and invited to consider diverting some of its buses that operate along Whitecross Road via Green Lanes, but the bus company has declined to do so.

The Council's Bus Service Support budget is fully committed and so it is not possible to offer subsidy to operators to provide a contracted service. In view of the reluctance of any bus company to operate commercially to Green Lanes no replacement service can be provided unless the Route Subsidies budget is increased, which would entail making cuts to other council services.

In response to a further question by Councillor Miss Short, Councillor Wilson said that a review of the budget and any necessary consultation exercise would take place when the budgets were being decided for 2005/06.

Councillor A.L. Williams asked:

"Can the Cabinet Member for Highways and Transport advise me on the total fines imposed on motorists over the last year? I understand there has been a substantial increase in the numbers of motorists so penalised."

The Cabinet Member (Highways and Transportation) said that Penalty Charge Notices had raised £648,350.39 during 2003/04 compared to £534,550.79 raised during 2002/03

The number of motorists affected had risen from 20,634 in 2002/03 to 23,046 in 2003/04.

Councillor Williams disputed the figures and compared them with other authorities, saying they were excessive. He said that the parking attendants were affecting both tourism and businesses by their over-zealous enforcement and invited the Cabinet Member to ask the department to relax its targets and reduce its profile.

Councillor Wilson praised the parking attendants who did a very difficult job and said it would be inappropriate for them to exercise discretion if parking laws were being contravened. He advised that there was an independent appeal process for those receiving such a fine who thought the parking attendant had made an error of judgment.

The County Secretary and Solicitor advised that Councillor T.M. James had submitted a question addressed to the Cabinet Member (Highways and Transportation) which due to a misunderstanding had not been included in the list of questions for Council. She undertook to circulate a copy of the question and the answer to all Councillors following the meeting.

Note: the Question and Answer are set out below:

Question submitted by Councillor T.M. James:

"Can the Cabinet Member for Highways and Transport explain to this Council, the public and press here present, what matters were likely to be discussed and conveyed to members at the recent flood seminar that led him to rule that the press be excluded?"

Answer:

A flood defence seminar was prepared by officers for members of the Herefordshire Council and the River Wye Local Flood Defence Committee. This was arranged as part of the Council's regular series of service briefings for all councillors in consultation with Cllr Stuart Thomas in his independent capacity as Chairman of the River Wye Local Flood Defence Committee. The seminars form part of the council's training and development programme designed to keep members up to date with their various statutory and other responsibilities. As with all training seminars, these are held in house and are not generally open to the public. On this occasion, the seminar was held as a joint event with members of the River Wye Local Flood Defence Committee as we had been fortunate in also securing speakers from the Environment Agency. This provided a useful opportunity for members of both the Flood Defence Committee and the Council to be briefed on the various roles and responsibilities of those responsible for flood defence in the region. It is important that we make clear that this was not a decision making meeting of the Council.

It is regrettable that an invitation was issued to the press and Central TV by the Chairman of the River Wye Local Flood Defence Committee without reference to those responsible for organising the seminar. There had been a discussion about the arrangements for the seminar where it had been explained and I had thought agreed that this would be a private training event for participants. In fact the reporter from the Hereford Times who attended the event was asked to leave by the Chairman of the River Wye Flood Defence Committee. The interviews with Central

TV went ahead with a local member.

12. NOTICES OF MOTION UNDER STANDING ORDERS

There were no Notices of Motion.

13. CABINET

The Leader of the Council, Councillor R.J. Phillips, presented the report of the meetings of Cabinet held on 18th March, 15th April and 6th May and the supplementary report of the meeting held on 13th May, 2004.

In relation to Item 1.1 Youth Justice Plan - there were some criticisms of the format and use of acronyms throughout the document. Several concerns were raised in relation to anti-social behaviour, the limited number of referrals from schools, accessibility of entry into employment, the limited Herefordshire representation and the recruitment difficulties faced, not just in Worcestershire, but also in Herefordshire.

The Leader said that the Youth Justice Plan was a joint plan with similarities in both Herefordshire and Worcestershire, however, Worcestershire did have to deal with a larger number of young offenders. He agreed that the document was not an easy one to read and sympathised with the concerns expressed by others in particular in relation to recruitment. He stated that adopting the Plan would require a considerable amount of investment in time and resources and that all parties needed to be fully committed to it.

In relation to Item 4.1(i) Disability Scheme - the Leader confirmed that the officer steering group set up to implement the scheme would be reporting on progress to both the Strategic Monitoring Committee and to Cabinet. He went on to say that the Council was not alone in facing physical changes to premises to comply with the Disability Discrimination Act, and that officers would be sharing best practice with other authorities.

In relation to item 4.1(v) Local Area Forums - The Chairman of the Hereford City Local Area Forum advised that the date of its meeting in the autumn had been changed to avoid a clash with the Liberal Democrat Conference.

Note: the meeting will now take place on 22nd September.

In relation to item 6.1(i) County Sports Partnership - The Leader confirmed that the Council would be trying to increase its representation on the sports partnership to two. He agreed that increased participation in sport could help to alleviate some anti-social behaviour problems.

In relation to item 7.1(i) Hereford Market Auctioneers - The Leader confirmed that negotiations were still taking place over a new site for the livestock market. Members would be informed of the outcome as soon as they were completed.

In relation to Item 11.i(ii) Citizenship Ceremonies - The Cabinet Member (Human Resources and Corporate Support) advised that to date three people in the County had applied for citizenship and we were awaiting a final decision on whether they wished to proceed. Arrangements were being made for the Council to welcome these new citizens.

RESOLVED:

- That (a) the Youth Justice Plan be approved; and**
- (b) the Treasury Management Investment Strategy 2004/2005 be approved.

14. REGULATORY COMMITTEE

Councillor R.I. Mathews presented the report of the meetings of the Regulatory Committee held on 16th March and 19th April, 2004.

In response to a query he agreed to discuss with officers and the other Group Leaders whether it was appropriate to extend training relating to liquor licensing to include those Members who were not members of the Regulatory Committee.

RESOLVED: That the report of the meetings of the Regulatory Committee held on 16th March and 19th April, 2004 be received.

15. PLANNING COMMITTEE

Councillor T.W. Hunt presented the report of the meetings of the Planning Committee held on 31st March and 23rd April, 2004.

He acknowledged the enormous amount of work done on the Parish Plans, by both Parish Councils and the communities themselves. He also agreed that the Planning Department should promote the use of excellent design which would enhance the environment of the County.

RESOLVED: That the report of the meeting of the Planning Committee held on 31st March and 23rd April, 2004 be received.

16. STRATEGIC MONITORING COMMITTEE

Councillor T.M. James presented the report of the meeting of the Strategic Monitoring Committee held on 26th April, 2004.

RESOLVED: That the report of the meeting of the Strategic Monitoring Committee held on 26th April, 2004 be received.

17. HEREFORD AND WORCESTER COMBINED FIRE AUTHORITY

Councillor G.W. Davis presented the report of the meetings of the Hereford and Worcester Combined Fire Authority held on 18th December, 2003, 18th February, and 19th March, 2004.

He confirmed that he had had no indication that firefighters in the County would be taking strike action if their appeal against the capping of their budget was unsuccessful.

In response to a question, Councillor Davis explained the historic position in relation to the provision of reserves for the Fire Authority with the two constituent authorities. The Fire Authority had historically never made separate provision.

RESOLVED: That the report of the meetings of the Hereford and Worcester Combined Fire Authority held on 18th December, 2003, 18th February, and 19th March, 2004 be noted.

18. DATES OF FUTURE MEETINGS

Council noted that the dates determined for Council meetings in the year 2004/05 were as follows:

Friday, 30th July, 2004
Friday, 12th November, 2004
Friday, 11th February, 2005
Friday, 4th March, 2005 (Council Tax only)
Friday, 13th May, 2005 (Annual Council)(Shirehall)

All meetings will commence at 10.30 a.m. and will be held in the Council Chamber, Brockington, 35 Hafod Road, Hereford unless advised otherwise.

Note: The Chairman presented a cheque to the outgoing Mayor of Hereford for her charity MIND, and to the new Mayor for her charity the Macmillan Cancer Relief Herefordshire Nurses Appeal.

The Chairman of the Standards Committee, Mr. Robert Rogers presented a copy of his book "How Parliament Works" to Councillor Harling.

The meeting ended at 12.05 p.m.

CHAIRMAN

Cabinet Member (Audit and Performance Management)	D.B. Wilcox	Con
Cabinet Member (Community and Social Development)	R.V. Stockton	Con
Cabinet Member (Economic Development, Markets and Property)	G.V. Hyde	Ind
Cabinet Member (Education)	D.W. Rule, MBE	Ind
Cabinet Member (Environment/Highways and Transportation)	R.M. Wilson	Ind
Cabinet Member (Environment/Planning and Waste Management)	P.J. Edwards	Ind
Cabinet Member (Human Resources and Corporate Support Services)	Mrs. J.P. French	Con
Cabinet Member (Rural Regeneration and Smallholdings)	J.C. Mayson	Ind
Cabinet Member (Social Care and Strategic Housing)	Mrs. L.O. Barnett	Con
Chairman of Planning Committee	T.W. Hunt	Con
Vice-Chairman of Planning Committee	J.B. Williams	Ind
Chairman of Regulatory Committee	R.I. Matthews	Ind
Vice-Chairman of Regulatory Committee	Brig. P Jones, CBE	Con
Chairman of Strategic Monitoring Committee	T.M. James	LD
Vice-Chairman of Strategic Monitoring Committee	Mrs. P.A. Andrews	LD
Chairman of Education Scrutiny Committee	B.F. Ashton	LD
Vice-Chairman of Education Scrutiny Committee	J.P. Thomas	Lab
Chairman of Environment Scrutiny Committee	J.H.R. Goodwin	Con
Vice-Chairman of Environment Scrutiny Committee	W.L.S. Bowen	Ind
Chairman of Health Scrutiny Committee	W.J.S. Thomas	LD
Vice-Chairman of Health Scrutiny Committee	T.M. James	LD
Chairman of Social and Economic Development Scrutiny Committee	A.C.R. Chappell	Lab
Vice-Chairman of Social and Economic Development Scrutiny Committee	J. Stone	Con
Chairman of Social Care and Housing Scrutiny Committee	Mrs. M.D. Lloyd-Hayes	LD
Vice-Chairman of Social Care and Housing Scrutiny Committee	Mrs. P.A. Andrews	LD
Chairman of Central Area Planning Sub-Committee	D.J. Fleet	LD
Vice-Chairman of Central Area Planning Sub-Committee	R. Preece	Lab
Chairman of Northern Area Planning Sub-Committee	J.W. Hope	Con
Vice-Chairman of Northern Area Planning Sub-Committee	J. Stone	Con
Chairman of Southern Area Planning Sub-Committee	Mrs. R.F. Lincoln	Ind
Vice-Chairman of Southern Area Planning Sub-Committee	P.G. Turpin	Ind

6. QUESTIONS FROM MEMBERS OF THE PUBLIC**Report By: County Secretary and Solicitor****Wards Affected****Purpose**

1. To report on questions from members of the public deposited with the County Secretary and Solicitor more than six clear working days before the meeting of Council.

Background

2. Standing Order 4.24 of the Constitution states that: A member of the public may ask a Cabinet Member or Chairman of a Committee any question relevant to a matter in relation to which the Council has powers or duties or which affects the County as long as a copy of that question is deposited with the County Secretary and Solicitor more than six clear working days before the meeting i.e. by close of business on a Wednesday in the week preceding a Friday meeting. No supplementary questions may be asked.
3. A total of 25 minutes shall be set aside for the answering of questions from members of the public save that the Chairman, or Vice-Chairman, if presiding, shall have absolute discretion to vary the period of time by making it shorter or longer as he/she considers appropriate. Any questions unanswered at the expiry of the time limit shall be dealt with by way of written reply to the questioner.
4. The County Secretary and Solicitor may reject any question which contains defamatory material or the publication of which is likely to be detrimental to the Council's interests.
5. The Chief Executive will read the questions to the meeting in the order in which they are received and they will be answered in that order. No question shall take longer than three minutes to read and any questions that would take longer may be edited at the County Secretary and Solicitor's discretion.

Questions

6. Questions received by the deadline are attached at Appendix 1.

Questions from a number of young people including Tom Bennett, Steve Brice, Tom Powis, Tom Schofield and James Stephens

Skate Park Facilities - Hereford

As a large group of young people, we have been seeking a purpose-built Skate Park within the city limits. We are asking the local authority to support our request for a purpose built skate park within Hereford City.

- ***Is the HEREFORDSHIRE COUNCIL aware of the potential tourism benefits connected with skateboarding?***
- ***Why are football, rugby and other team sports well funded in Herefordshire compared to skateboarding?***
- ***Will the Herefordshire Council engage with us as they do with other members of the community i.e. day centres for older residents?***

To support our campaign we would like to make the following points –

- As young adults, we too appreciate facilities such as good security, staff with first aid skills, toilet and restaurant facilities, drop off facilities for younger participants.
- We feel we are being judged unfairly and have concerns about the ASBO orders affecting our lives. We have nowhere to go and feel harassed when we are moved on from place to place.
- Simply removing skaters from the streets does not go along with the social inclusion expected nowadays from all statutory bodies.
- The facilities provided at present, Westfaling Street (Whitecross), Newton Farm, are constantly trashed, deteriorating and unsafe, and we are having to travel to Worcester, Birmingham, Cardiff, Newport or beyond, costing us and our parents a lot of money. We would rather spend our money locally. Currently there are a number of facilities in Herefordshire, these have been placed in rural areas where people without transport have no access. Such as places like Morton-on-Lugg, Fownhope and Hay-on-Wye. These have used up funds, which could have been used to achieve a more constructive solution to the problem at hand.
- SKATEBOARDING IS NOT A FAD OR A SPORT, IT IS A LIFESTYLE!!! Skateboarding is growing in popularity, it is healthy, active and develops physical and mental skills – an alternative to a drug or drink habit. We need a safe place to skate where we are not threatened, victimised or targeted when we are not offending anybody.

We want to be part of the solution, not the problem. We are happy to fundraise and work in partnership with other organisations, and have many ideas for this already. We are part of the community, we pay council tax as do our parents, and we feel that we have as much right to be heard as anybody.

REPORT OF THE MEETINGS OF CABINET

HELD ON 3RD AND 17TH JUNE AND
1ST and 15TH JULY, 2004

Cabinet Members: R.J. Phillips (Leader of the Council),
G.V. Hyde (Deputy Leader), Mrs. L.O. Barnett, P.J. Edwards,
Mrs. J.P. French, J.C. Mayson, D.W. Rule, MBE, R.V. Stockton,
D.B. Wilcox, R.M. Wilson.

This is the first report submitted to Council for the current Council year and covers proceedings of the meetings held on 3rd and 17th June and 1st and 15th July, 2004. The meeting of 15th July was adjourned until 22nd July, 2004 so it will be necessary to circulate a supplementary report to Council after that meeting. On 22nd July, Cabinet will also receive a presentation from the Commission for Social Care Inspection following its inspection of Social Care Services for Older People in Herefordshire.

1. DECISIONS RESERVED TO COUNCIL UNDER PART 4 OF THE CONSTITUTION

- 1.1 **Corporate Plan 2004/07 (including Best Value Indicator Reporting for 2003/04)** – The Corporate Plan forms part of the Council's Policy Framework under the Constitution and its formal approval is a decision to be made by full Council. The ODPM has streamlined the requirements on Best Value Performance Plans and, as a "good" authority the Council is able to combine an updated Corporate Plan for 2004/07 with its report on performance indicators for 2003/04 and targets for future years. In line with the Council's improvement and corporate agenda, thorough review of the corporate planning process and performance reporting of best value indicators will take place in the autumn. Cabinet has noted a number of revisions to the papers circulated with the agenda. It has also requested that officers continue to work on the presentation of the information in order to make it easier to understand, and that a summary of performance/targets not met, achieved or improved be included.

Cabinet recommends to Council that the Corporate Plan 2004/07, incorporating the up-to-date Best Value Performance Indicators for 2003/04 as set out at Appendix 1, be approved.

- 1.2 **Council Tax Designation and Capping Local Government Finance Act 1992 Council Tax Limitation (England)(Maximum Amounts) Order 2004** - Cabinet has considered a report in relation to the Budget and Council Tax for 2004/05, following designation of the Council for capping in-year by the First Secretary of State. Subject to the approval of the House of Commons, an order will be made under the Local Government Finance Act stating that the amount calculated by the Council for the year as its budget requirement may not exceed £175,320,000. Cabinet was also advised that the Combined Fire Authority (CFA) has been designated for capping in 2004/05 and will have to make a substitute precept. This will require the Council to make consequential changes to the Council Tax.

Cabinet has condemned the government for imposing an in-year penalty for such a relatively small amount. Reductions on a Band D property would equate to £3.80 a year or 7p a week. The estimated re-billing costs are in the order of £1.25 a year or 2.5p a week.

The County Treasurer has confirmed that the Council, by re-setting its budget as outlined in Appendix 2, can cover both the costs of the reduction required by the capping notice and the rebilling costs. He has also advised that he is satisfied with the robustness of the substitute budget calculations and the adequacies of the financial reserves.

Cabinet recommends to Council that::

- (a) **the Council sets its budget at the capping figure of £175,320,000;**
- (b) **in doing so, the Council makes budget savings of £300,000 to cover both the reduction required by the Capping Notice and the re-billing costs;**
- (c) **the Council agrees to make substitute calculations to achieve the consequential council tax at Band D for Herefordshire Council services of £955.73; and**
- (d) **revised council tax demand notices incorporating both the substitute council tax and the consequential amendment necessitated as a result of the anticipated revised precept from the Combined Fire Authority be issued.**

Note: The County Treasurer has prepared revised Council Tax Resolutions, based on this recommendation, under Agenda Item 10.

2. NOTICES OF MOTION

- 2.1 No motions to Council were considered by Cabinet during the reporting period.

3. KEY DECISIONS BY INDIVIDUAL EXECUTIVE MEMBERS WHICH WERE NOT INCLUDED IN THE FORWARD PLAN

- 3.1 There have been no such decisions during the reporting period.

4. CORPORATE STRATEGY AND FINANCE (Chairman of Cabinet – Councillor R.J. Phillips)

4.1 Report on Decisions Taken

- (i) **Herefordshire Council Improvement Plan - Monitoring Report** - During 2002 the Council was subject to Comprehensive Performance Assessment (CPA). One of the requirements arising from that assessment was for an Improvement Plan. The Council's Improvement Plan is drawn from the recommendations outlined in the CPA report and those outstanding from the previous improvement plan arising from the Improvement and Development Agency's peer review in 2001. The Improvement Plan was agreed with the Audit Commission and forms the basis of the Council's current audit and inspection programme. Cabinet has noted that the majority of actions have either been completed or are on track for completion by the target date. Cabinet has agreed that the Improvement Plan should be realigned with the Council's revised Corporate Plan, the foundations of which are due to be established during August 2004.
- (ii) **Local Area Forums** - Cabinet has received feedback on the latest round of the Local Area Forums. It has agreed that:
- the use of more local papers including Herefordshire Matters should be explored;
 - accessibility of the website should be improved;
 - Cabinet Members continue to attend designated forums;
 - the LAF co-ordinator, working with the senior officer present, should advise as to who takes responsibility when questions require follow up; and
 - a programme of meetings be agreed taking account of existing Parish Council meeting dates if possible.
- (iii) **Revenue Support Grant (RSG)** - Cabinet has noted that a body of finance experts has recently discussed the issue of fast growing authorities and how they are affected under the RSG formula system. It has been estimated that Herefordshire has been disadvantaged by circa £1.8 million by the use of out of date data. A separate but related issue is the Amending Reports to the Local Government Finance Settlement recently released by the Office of the Deputy Prime Minister (ODPM). Again this may have a significant impact not only on the level of grant receivable in 2005/06 but also, in this capping environment, an impact on the level of council tax the Council can raise.
- Cabinet has agreed that local MPs, the Local Government Association, the County Councils' Network and Unitary Authority groups be urged to support the Council in formally lobbying the Government to use up to date population data in the formula grant settlement. It has also asked the County Treasurer to prepare a response to the Amending Reports objecting to the continued use of outdated census information and agreed that expert advice should be sought in analysing the Council's position relative to the National RSG framework.

- (iv) **Budget Timetable 2005/06** - Cabinet has noted that, with a general election possible in 2005, the Government will wish to control council tax rises which it deems excessive. The Prime Minister has already stated that he expects council tax rises to be no greater than inflation. For this to happen the central revenue support provided for in the 2002 Comprehensive Spending Review (CSR) will need to be increased considerably. Cabinet has approved a timetable and principles for setting the 2005/06 capital and revenue budgets, including the expansion of the budget panel to include two extra members to be appointed by the Leader; a higher profile for Cabinet Members in receiving representations from other Members of the Council and wider briefings for all Members of the Council, ideally after the CSR 2004 announcement and after the announcement of the 2005/06 settlement in late November. Cabinet has also welcomed the inclusion of Trade Union representatives and asked that they be encouraged to participate fully in the process.
- (v) **Budget Consultation** - Cabinet has approved a programme for consultation during 2004/05 on the Corporate Plan for 2005/08 and budgets for 2005/06. Although the County Treasurer favoured an on-line interactive approach to consultation with the public on the budget it was acknowledged that the Council was not currently able to offer that option. Areas which could be exploited included the use of the Council's newspaper "Herefordshire Matters" and the Citizen's Panel. Although interested in a consultation technique SIMALTO (Simultaneous Multi-Attribute Level Trade Off) which forces people to make trade-offs between levels of service in different service areas, there was some concern about the costs involved and Cabinet has asked that this be investigated further before proceeding.
- (vi) **Developing a Herefordshire Approach to Children's Services** - Cabinet has received a report on a number of issues that will need to be addressed as a result of a number of significant national drivers in the development of children's services. Government expects all councils to develop policies and ways of working which will lead to better integration of services, demonstrable partnerships between statutory and voluntary sectors and development of statutory child protection boards. The Council has a lead in the development of these services with the expectation of the development of the function of Director of Children's Services and the identification of a lead member for children's services.

Cabinet has noted the preliminary steps taken by the Chief Executive to commission further work on service integration and has approved the establishment of a Member/officer working group to help steer the changes, together with a children's whole system inspection group to ensure a self-assessment is prepared against the new model. Although Cabinet recognises that the challenge is considerable it was confident that the Council's previous excellent record in both education and children's services will stand it in good stead.

4.2 Report on Items of Interest

- (i) **Final Revenue Outturn 2003/04** - Cabinet has received a report detailing the final revenue outturn for 2003/2004 and noted that the Statement of Accounts will be presented to the Statutory Accounts Committee on 2nd August, 2004. Cabinet has noted that there are significant commitments against the carry forward sum of £3,543,000, including approximately £1,000,000 for Education alone. Social Care is expected to carry forward an

overspend of £245,000 and Cabinet acknowledged the challenge faced by staff and users and the public waiting for these services. It was noted that underspending in the Youth Service was mainly due to an inability to recruit staff, which was being addressed through a restructuring of the service.

The underspending is significantly better than the figure previously reported, partly because anticipated spending has been delayed and partly because an over cautious approach has been taken in forecasting the end of year position which involved highlighting potential overspendings while assuming carry forwards would be spent in year.

- (ii) **LPSA 2nd Generation Update** - Cabinet has received an update on the progress of the second Local Public Service Agreement (LPSA) which the Council will be negotiating with the Government later in 2004. The original scoping document has been revised by the Office of the Deputy Prime Minister (ODPM) to include "Improving the Quality of Life for an Ageing Population" which includes environment, housing and transport. The main exclusions are within formal education pre-16 and children in care both of which are being addressed through other measures.
- (iii) **Capital Programme - Final Outturn 2003/04** - Cabinet has noted that the final capital programme outturn for 2003/04 totalled £32,075,000 (excluding LSVT costs) compared to an original budget of £31,793,000 which represents an increase of £282,000 or 1%. Capital monitoring systems and procedures continue to improve and the work of the Capital Programme Monitoring Working Group has helped to ensure that no conditional resources have been lost.
- (iv) **Strategic Monitoring Committee** - Cabinet has received and noted the report of the Strategic Monitoring Committee which is the subject of separate report to Council.
- (v) **Herefordshire Jarvis Services (HJS)** - Cabinet has received a briefing on the uncertainties regarding the operation of Jarvis plc, the parent company of HJS to whom the Council has let a contract to deliver various services on behalf of the Council. It has noted the potential implications and steps being taken to minimise any risk to the Council and sub-contractors.

5. AUDIT AND PERFORMANCE MANAGEMENT (Cabinet Member - Councillor D.B. Wilcox)

5.1 Report on Decisions Taken

- (i) **Performance Management Action Plan** - The current Performance Management Action Plan was approved by Cabinet in November 2003. Progress on the first Performance Management Action Plan has been good, with the majority of actions having been completed on time. Cabinet has approved the Action Plan for the next twelve months which builds on these achievements and provides a robust basis for embedding performance management in Herefordshire in a real and tangible way.

5.2 Report on Items of Interest

- (i) **Local Government Ombudsman Complaints and Complaints Panel 2003/04** - The Local Government Ombudsman's office investigates complaints about councils with the aim of putting things right if they have gone wrong. It is unbiased and independent. The Council's Best Value Performance Improvement Plan 2002/03 set targets for the number of complaints to the Ombudsman classified as maladministration. There have been no such findings against the Council since it was set up in 1998. Of the 35 complaints received by the Ombudsman, three were settled locally, 12 had no (or insufficient) evidence of maladministration, 10 were not proceeded with for a variety of reasons and 10 were outside the Ombudsman's jurisdiction. The majority of complaints about planning matters were complaints about the decision rather than the process.

The Complaints Panel meet to hear unresolved complaints from members of the public following review by the local manager and Director. The Panel comprises the Chief Executive and two Group Leaders advised by the County Secretary and Solicitor. During 2003/04 it heard eight complaints, upheld one and partially upheld another.

- (ii) **Results of 2003/04 BVPI Satisfaction Survey** – Cabinet has received the results of a Best Value Performance Indicators User Satisfaction Survey carried out between September and November 2003. The survey consisted of a postal questionnaire exploring users' satisfaction with corporate health (satisfaction with the overall service provided by the Council), Transport, Litter and Waste, and Culture and Recreation. Although the overall satisfaction figure was reduced, there was more satisfaction with services relating to litter and waste. Satisfaction rates with provision of cultural and recreational facilities remained fairly static. Cabinet has noted that direct comparison with the previous survey in 2000/01 should be treated with caution as only the most recent results have been weighted in accordance with guidance from the Office of the Deputy Prime Minister. The Council has also been participating in the "Connecting with Communities Project". This also shows that overall satisfaction with the Council is down slightly, reflecting the national trend. However ratings of the level of information provision are up, as are recall of the magazine "Herefordshire Matters" and awareness of the website.

6. COMMUNITY AND SOCIAL DEVELOPMENT (Cabinet Member - Councillor R.V. Stockton)

6.1 Report on Decisions Taken

- (i) **Access to Services in Kington and Surrounding Areas** - A report on this item is to be found at paragraph 11.1(i) of this report.

**7. ECONOMIC DEVELOPMENT, MARKETS AND PROPERTY
(Cabinet Member and Deputy Leader - Councillor G.V. Hyde)**

7.1 Report on Decisions Taken

- (i) **Edgar Street Grid Delivery Vehicle** - In December 2003 Cabinet agreed the masterplan for the regeneration of the Edgar Street Grid site and its inclusion in the revised deposit draft of the Herefordshire Unitary Development Plan. Having reviewed the range of options available for a delivery vehicle a Joint Venture partnership appears to be the most appropriate model for taking forward the implementation of the Edgar Street Grid Masterplan.

Cabinet has therefore agreed that the Council should work with Advantage West Midlands and other appropriate partners to establish a joint venture company to deliver the Edgar Street Grid Masterplan.

**8. EDUCATION
(Cabinet Member: Councillor D.W. Rule, MBE)**

8.1 Report on Decisions Taken

- (i) **Review of Discretionary Policies Applicable to Home to School Transport** - Cabinet has concurred with the views of the Education Scrutiny Committee that, for the time being, the current policy which ensures that all children offered a denominational place at an aided school will qualify for assistance with transport costs. A further report to Cabinet is expected once the government announces the result of its education transport review of national policy.

**9. ENVIRONMENT
(Cabinet Member: Councillor P.J. Edwards)**

9.1 Report on Decisions Taken

- (i) **Edgar Street Grid Delivery Vehicle** - A report on this item is to be found at paragraph 7.1(i) of this report.
- (ii) **Municipal Waste Management Strategy and Integrated Waste Management Contract** - Cabinet has approved a Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire; and authorised the Director of Environment, subject to a satisfactory outcome of negotiations, in consultation with the County Secretary and Solicitor and County Treasurer, and in conjunction with Worcestershire County Council to enter into a Variation to the Contract with Mercia Waste Management Ltd, to provide waste processing and recycling plants in order to meet the Council's Statutory and Voluntary Targets as set out in the Joint Municipal Waste Management Strategy; and enter into an associated Agreement with the Contractor's nominated sub-contractor, and/or their funding banks as necessary in order to protect the Councils' interests, for the provision of waste processing and recycling plants.

9.2 Report on Items of Interest

- (i) **Parish Plans Protocol** - A report on this item is to be found at paragraph 12.2(i) of this report.

10. HIGHWAYS AND TRANSPORTATION (Cabinet Member - Councillor R.M. Wilson)

10.1 Report on Decisions Taken

- (i) There were no decisions by Cabinet relating to this programme area during the reporting period.

11. HUMAN RESOURCES AND CORPORATE SUPPORT SERVICES (Cabinet Member - Councillor Mrs. J.P. French)

11.1 Report on Decisions Taken

- (i) **Access to Services in Kington and Surrounding Areas** - In April 2003, Cabinet had approved provisional proposals to develop the Wesleyan Chapel in Kington to provide a library, INFO in Herefordshire, Tourist Information Centre and other services. Cabinet has now agreed that the original proposal for redeveloping the Wesleyan Chapel is no longer viable. It has not been possible to identify a new site for the library and consultation has been carried out with interested parties about the development of the second floor of the existing library building. Although there are some reservations about the development of the library building, in particular relating to parking and costs of renovations to a listed building, Cabinet has agreed that Kington Library should be redeveloped to provide a library and INFO centre with a ceiling cost set at £500,000 and that the Council should work with the local community to determine a future use for the Wesleyan Chapel. Ongoing consultation will be undertaken locally and further reports submitted to Cabinet as necessary.

12. RURAL REGENERATION AND SMALLHOLDINGS (Cabinet Member - Councillor J.C. Mayson)

12.1 Report on Decisions Taken

- (i) There were no decisions by Cabinet relating to this programme area during the reporting period.

12.2 Report on Items of Interest

- (i) **Parish Plans Protocol** – Cabinet has approved a Parish Plans Protocol, which outlines the relationship between Herefordshire Council and Parishes working on their Parish Plans and the procedures to be followed. Recognising the Council's limited capacity and budget for supporting this activity, it has suggested that the timescale for responses, currently 15 working days, may be relaxed by mutual agreement.

**13. SOCIAL CARE AND STRATEGIC HOUSING
(Cabinet Member Councillor Mrs. L.O. Barnett)**

13.1 Report on Decisions Taken

- (i) **Herefordshire Housing Limited Proposed Conversion to Charitable Status** - Cabinet has authorised the Director of Social Care and Strategic Housing, in consultation with the County Secretary and Solicitor, to make the necessary arrangements for the Council to vote in favour of a proposal that Herefordshire Housing Limited becomes a charitable company on the basis that the objects of the new constitution encompass the full range of persons the Council would wish to nominate for housing and that the draft is approved by the Charity Commission.

**COUNCILLOR R.J. PHILLIPS
LEADER OF THE COUNCIL**

Corporate Plan

2004-2007

- ...**Putting** people first
- ...**Preserving** our heritage
- ...**Promoting** our county
- ...**Providing** for our communities
- ...**Protecting** our future

Quality life in a quality county

Foreword

This Corporate Plan provides the link between the Ambitions for the county set out in the Herefordshire Plan and the Herefordshire Council's contribution to those Ambitions. We will be taking the opportunity later this year to review our objectives to ensure that we continue to make the most effective contribution to achievement of our Ambitions.

In December 2002 the Audit Commission assessed Herefordshire as a "good" Council. We are working hard to retain and advance our "good" status in 2005.

Over the next three years we will work to maintain and extend existing levels of high performance, whilst ensuring that services are accessible to all citizens. Crucial to that is streamlined and more effective planning, rooted in the needs and wishes of the people we serve. Immediately, we are taking full advantage of the freedom we have gained as a "good" Council by concentrating on key Best Value performance indicators. But we are going further and reviewing our whole corporate planning process. We intend this autumn to publish the Council's Corporate Plan for 2005-2008 not only as a clear statement of our priorities but also of how we will ensure that all the Council's resources will be focused to deliver them.

Improving the Council and its services within tight financial constraints is difficult. The Council has consistently increased spending on education and social services and made modest investment in environment and social and economic development.

We will lobby Government for a 'better deal' for Herefordshire in terms of Government grants, provide value for money and continue to seek efficiency savings.

COUNCILLOR ROGER PHILLIPS
LEADER OF THE COUNCIL June 2004

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Herefordshire Council in context

Profile of Herefordshire

Geography

Herefordshire lies on the border with mid-Wales and has Shropshire, Worcestershire and Gloucestershire as neighbours. It is a large, sparsely populated, rural area in the West Midlands, covering 218,283 hectares. 84% of the county is classified as agricultural.

Hereford City is the main commercial and administrative centre, and about a third of the people of the county live in the city. The five market towns of Leominster, Ross-on-Wye, Ledbury, Bromyard and Kington are home to a fifth of the population with the rest living in the smaller villages and the rural areas.

Economy

Whilst unemployment in the county is low (1.7% in April 2004 compared to the regional and national levels of 2.9% and 2.5% respectively), average wages are also low. Gross average wages in Herefordshire are 79% of the national average (87% of the regional average) and average hourly earnings are only 78% of the national average.

The economy is characterised by a large number of small businesses – nearly 60% of businesses employ less than four people. There are fewer than 20 businesses in the county with more than 200 employees. The main economic sectors are food and drink and manufacturing. A high percentage of people in work are employed within ‘vulnerable’ employment sectors, especially manufacturing (20%) and agriculture (8%).

Demography

Herefordshire’s population of 176,500 (2003 mid-year estimate) is expected to grow by another 10,000 by 2011. The demographic profile of Herefordshire differs from those of the region and England and Wales. 19% of the population is over 65, compared to 16% regionally and nationally, but only 25% are under the age of 25 compared to 31% regionally and nationally.

Analysis of population changes predicts that the elderly population will continue to grow. There is a net out-migration from the county of young people, particularly those in the 18-21 years age group but the county attracts inward migration from families and older people.

There is a very small minority ethnic population in the county at 0.6%, compared to 6% nationally. However, the area is a significant work area for gypsies and travellers and, more recently, Eastern European and Asian seasonal workers.

Political profile

Herefordshire Council is a unitary council formed on 1 April 1998. There are currently 58 elected Members (21 Conservatives, 17 Independent, 16 Liberal Democrats and 4 Labour). In terms of governance, it has operated a Leader/Cabinet style since early 1999 and the Cabinet is a joint administration of the Conservative and Independent Groups. Its ten Members hold the following portfolios:

- Corporate Strategy and Finance (Leader)
- Audit and Performance Management
- Community and Social Development
- Economic Development, Markets and Property
- Education
- Environment
- Human Resources and Corporate Support Services
- Social Care and Strategic Housing
- Rural Regeneration and Smallholdings
- Highways and Transportation

In turn, these Cabinet Members are scrutinised by four Scrutiny Committees for which the Chairmen are drawn from the opposition Groups:

- Education
- Environment
- Social and Economic Development
- Social Care and Strategic Housing

The work of the four Scrutiny Committees is overseen by a Strategic Monitoring Committee consisting of the Chairmen and Vice-Chairmen of each of the Scrutiny Committees with independent chairmanship. There is also a Health Scrutiny Committee that scrutinises the NHS and represents local views on the development of health services. In addition, there is a Planning Committee (and three Area Planning Committees), a Regulatory Committee and a Standards Committee. To encourage strong links between local Members and their own communities, Local Area Forums (LAFs) have been re-established – there are six in total based on geographical groupings of wards covering the whole county. Each Forum includes all the Councillors covered by that geographical area.

Management structure

The Council is structured around four service Directorates, and support services. The Chief Executive (Neil Pringle) is responsible for the overall management of the Council, and each of the four Directorates is headed by a Director who also has a role in corporate management:

- | | |
|---|----------------|
| • Director of Education | Dr Eddie Oram |
| • Director of Environment | Graham Dunhill |
| • Director of Social Care and Strategic Housing | Sue Fiennes |
| • Director of Policy and Community | Jane Jones |

There are two Departments (County Secretary and Solicitor's, and County Treasurer's) a Head of Human Resources and a Head of Performance Management responsible for the provision of support services to the authority.

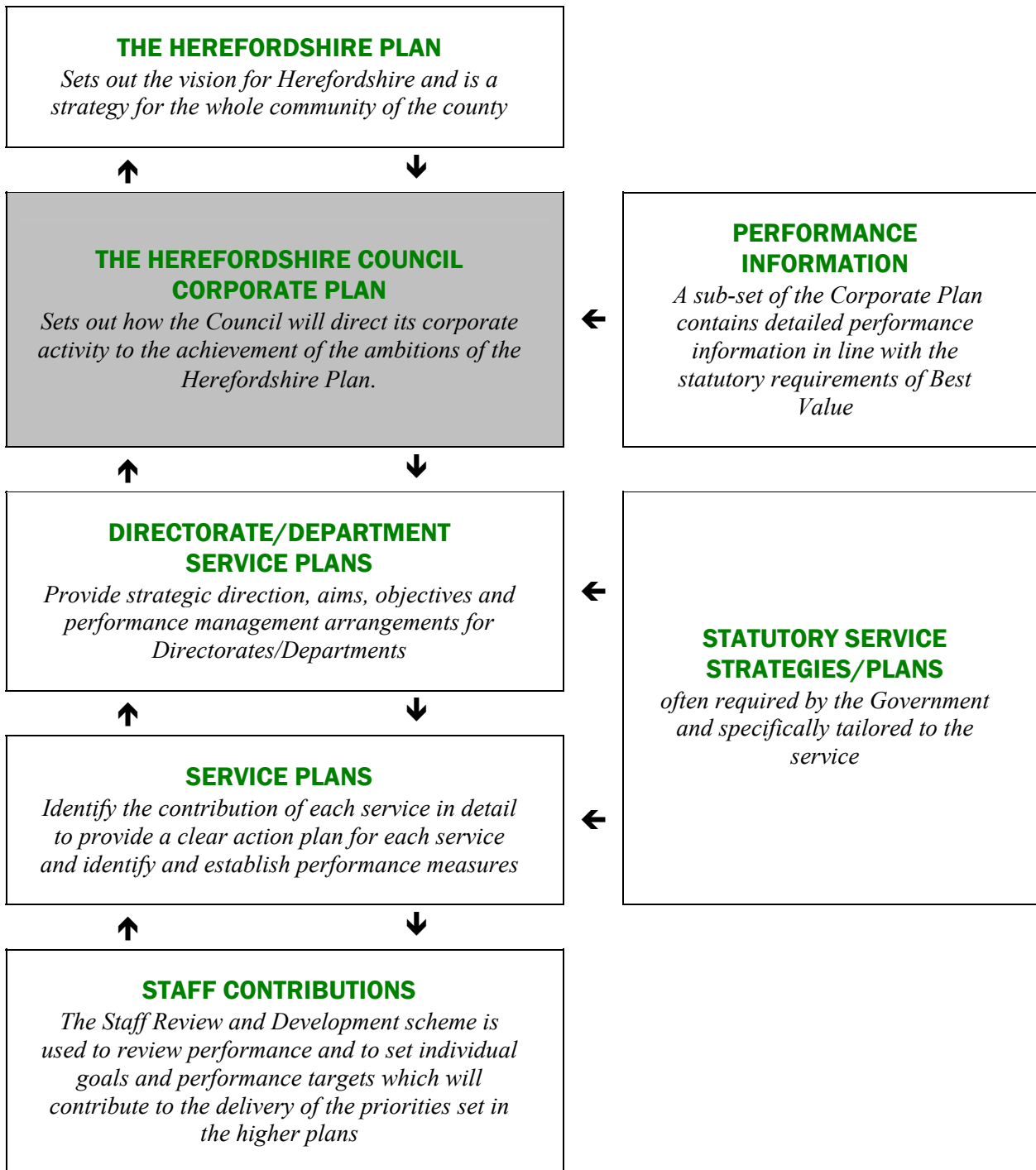
The Chief Executive and the Directors, together with the County Treasurer (Ian Hyson), the County Secretary and Solicitor (Marie Rosenthal) and the Head of Human Resources (David Johnson), comprise the senior management team of the Council. Each Director oversees a number of Heads of Service.

The staffing profile of the Council is as follows:

- The Council employs approximately 4,134 people (full-time equivalent) as at January 2004, half of whom are based in schools;
- Half the workforce works part-time and most of these part-time workers are female;
- Female employees outnumber male employees by three to one; this ratio is not reflected in more senior positions;
- Of the Council employees, 0.5% are black and minority ethnic workers and 0.6% of employees have a disability;
- Employees are based in over 200 locations around the county. Most are in the Hereford City area.

Plans for a better Herefordshire

Herefordshire Council’s corporate planning process makes clear links between the individual contributions of staff and the high level strategic aspirations of the county’s community strategy. The following diagram shows the hierarchy of plans



The planning and performance timetable

Fundamental to the Council's commitment to continuous improvement is a robust corporate planning and performance process. This incorporates the planning requirements outlined above but also the performance monitoring requirements approved by the Council.

The timetable for 2004/05 runs as follows:

June	<ul style="list-style-type: none"> ✓ Publish updated Corporate Plan for 2004 – 2007 with performance information relating to 2003-2004 and indicators for 2004 - 2007
September	<ul style="list-style-type: none"> ✓ Publish Draft Corporate Plan for 2005 - 2008 ✓ Undertake six-monthly review of annual service plans and initial planning for next year's service plans, including budget planning and consultation ✓ First four months' budget and performance monitoring reports
October	<ul style="list-style-type: none"> ✓ Complete "Herefordshire Driver" performance improvement assessments ✓ Commence budget planning and consultation
November	<ul style="list-style-type: none"> ✓ Six months' budget and performance monitoring reports
January	<ul style="list-style-type: none"> ✓ Draft annual service plans in place ✓ Eight months' budget and performance monitoring reports
February/March	<ul style="list-style-type: none"> ✓ Confirm budget
March	<ul style="list-style-type: none"> ✓ Finalise annual service plans ✓ Agree programme of audit and inspection activity with District Audit ✓ 10 months' budget and performance monitoring reports
April/May	<ul style="list-style-type: none"> ✓ Start programme of Staff Review and Development interviews (beginning with Chief Executive's Management Team) to set individual targets linked to service plans
May	<ul style="list-style-type: none"> ✓ 12 months' (outturn) budget and performance monitoring reports
June	<ul style="list-style-type: none"> ✓ Publish Corporate Plan performance information relating to 2004 - 2005

Development of the Herefordshire Plan

“The Herefordshire Partnership is an excellent example of an overarching community partnership...All the statutory agencies, as well as representatives of the private and voluntary sectors, are committed to it and to ensuring it produces results” [IDeA, March 2001]

The Herefordshire Partnership brings together key statutory, voluntary and community organisations within the county in a shared commitment to a better Herefordshire. This is set out in the Herefordshire Plan. It looks forward ten years and beyond, and was updated most recently in September 2003.

The Plan is an overarching and unifying framework that acts as the Community Plan, a Local Agenda 21 Plan and a Regeneration Strategy. Over 100 organisations are involved in the Plan. The main partners represented on the Board are Herefordshire Council, West Mercia Police, Herefordshire Primary Care Trust, Hereford and Worcester Learning and Skills Council, Chamber of Commerce, Hereford and Worcester and the Voluntary Sector.

The Plan sets out the Vision for Herefordshire and key priority areas are set out in ten ‘ambitions’. Three cross-cutting issues, known as ‘Golden Threads’, are also identified.

Vision	<ul style="list-style-type: none"> • Create fair and thriving communities which will be inclusive for all, allowing equal and full access to opportunities and services • Properly protect the environment and enhance it for all those who live and work in it and those who visit it • Build a strong, competitive and innovative economy, with a balanced mix of businesses, jobs and homes through which the local economy can flourish
Ambitions	<ol style="list-style-type: none"> 1. Improve the health and well-being of Herefordshire people 2. Reduce crime and disorder and make Herefordshire safer 3. Reduce poverty and isolation in Herefordshire 4. Encourage communities to shape the future of Herefordshire 5. Develop Herefordshire as an active, vibrant and enjoyable place to be 6. Protect and improve Herefordshire’s distinctive environment 7. Develop an integrated transport system for Herefordshire 8. Meet Herefordshire’s accommodation needs 9. Support business growth and create more and better paid work in Herefordshire 10. Provide excellent education, training and learning opportunities in Herefordshire for all ages
Golden Threads	<p>Geographic communities – for example, towns, villages, housing estates</p> <p>Communities of interest – for example, young people, families, farming</p> <p>Tools and Mechanisms – for example, information and communications technology, funding and other resources</p>

Six guiding principles influence the achievement of the ambitions

- to build an equal and inclusive society
- to promote sustainability
- to realise the potential of people and communities
- to encourage participation and partnership working
- to seek continual improvement, and
- to recognise and make the most of what we have got.

The Plan sets out the aims for each ambition and measures of progress. For example:

Ambition:	<i>“Reduce poverty and isolation in Herefordshire”</i>
Aim	<i>“Tackling problems of social exclusion in rural areas”</i>
Measure of progress	<i>“% finding it easy to access public transport”</i>

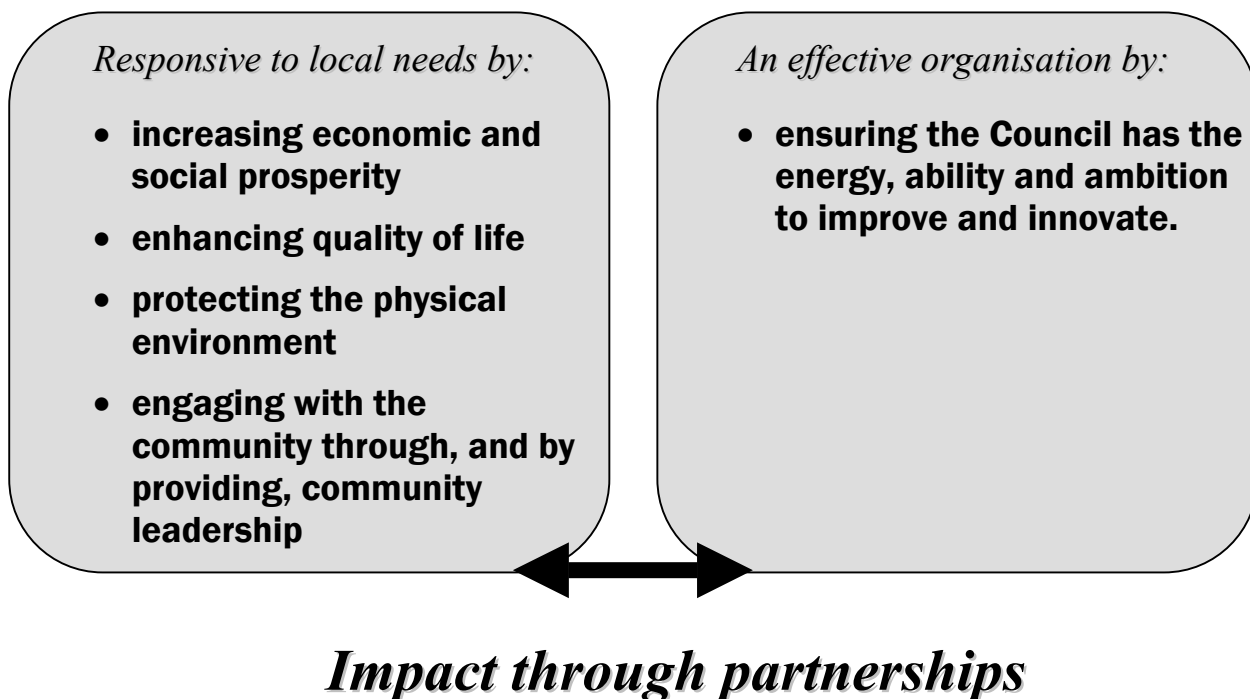
An Ambition Group comprising representatives from the public, private and voluntary sectors pursues each Ambition. These Groups formulate their own action plans, which the Council and its partners then use to inform their own planning and service delivery.

The Herefordshire Plan will be comprehensively reviewed and updated in 2005.

The Council's objectives

From the outset, the Council has tried, through its service planning and best value review processes, to ensure that clear links are established between individual service areas and the Herefordshire Plan ambitions. It has become clear that the majority of the services can contribute to one or more of the ambitions and the Council needs to align its priorities with the Plan.

The Council's ethos is to maximise "**impact through partnerships**" and it has identified four main objectives, which give an overall unifying direction to the work of the Council and ensure it is responsive to local needs. These are supported by a further objective of what the Council aspires to as an organisation – namely an effective, modern Council that works with, and is valued by, the local community.



These objectives provide the link between the Plan ambitions and the Council's service areas. They also reflect national priorities (education, health, crime and transport) and Council priorities around education, protecting vulnerable people, the environment and modernisation.

Performance against the indicators and targets, which measure the achievement of these objectives, as well as the Council's future targets are set out in Appendices 1 and 2 to this Plan.

Local Public Service Agreement

“The Government is strongly committed to securing a marked improvement in the delivery of better public services.... Local PSAs provide a focus for local and central government together to encourage the commitment to specific improvements and identify and tackle obstacles to their achievement.”
 [ODPM, 2001]

In February 2002, Herefordshire Council signed a Local Public Service Agreement (LPSA) with the Government. The Agreement contains 13 targets, which run until 31 March 2005. These targets demand a higher level of performance than the Council would otherwise have achieved, in return for additional finance for achieving the enhanced targets and some relaxation in regulation.

The Agreement used the Herefordshire Plan as the framework and many of the targets depend on close working with other agencies to achieve them. These partners include the Fire Service, Primary Care Trust, West Mercia Police, Youth Offending Team, Herefordshire Home Check, Learning and Skills Council and Early Years Partnership.

The links between the Council’s objectives and the LPSA targets are set out below:

Enhancing quality of life	<ul style="list-style-type: none"> • Enabling older people to live as independently as possible in the community • Reducing crime • Improving fire safety • Improving the life chances of children in care by increasing the adoption rate • Improving the life chances of children in care by improving their educational attainment • Improving support for the homeless
Community leadership and community engagement	<ul style="list-style-type: none"> • Achieving 100% delivery of electronic government • Improving cost effectiveness • Increasing participation in democracy and local decision making
Protecting the physical environment	<ul style="list-style-type: none"> • Improving road safety
Increasing economic and social prosperity	<ul style="list-style-type: none"> • Improving the attainment levels of pupils • Improving the care and development of young people • Increasing the proportion of higher ability pupils obtaining 5 or more A*-B grades at GCSE and Level 5 and above in English, Maths and Science at the end of Key Stage 2

The Council is currently developing a similar approach to a new Local Public Service Agreement, covering the period 1st April 2005 – 31st March 2008, negotiations for which are scheduled to commence in July 2004. This work will be an integral part of the Council’s corporate and operational planning.

financing the Corporate Plan

Driving forward the Council's priorities, as reflected in the Herefordshire Plan and consolidated within this Corporate Plan, has a significant bearing on the budget setting process at a local level. At the same time, the Council has to operate within the national financial framework for local government and the Council's medium term financial planning needs, therefore, to reflect a balance between national and local priorities. The Council's spending has to reflect Government guidelines and capping criteria.

The Council produces three-year financial forecasts. These inform its Medium Term Financial Strategy, which recognises the need to contain the level of Council Tax increases and also that the pressures on the Council to provide better levels of service cannot be resourced solely at the expense of the Council Taxpayer.

Medium Term Financial Framework

The Medium Term Financial Framework, endorsed by Council early in 2004, identifies the key principles to be reflected in budget considerations. The framework will be reviewed on an annual basis and its key principles are:

- Education spending will be maintained by passporting the FSS increase each year;
- The Social Care budget will continue to be strengthened to maintain support and improve performance;
- Spending to restore and improve the county's roads will be maintained;
- Investment in information and communications technology will streamline the way the Council works and delivers its services to the public;
- Efficiency measures will be promoted through sound business planning, staff development and training and focused performance measurement;
- Progress towards meeting the LPSA targets will be maintained;
- Budgets will be set at realistic levels recognising the need for prudent management of the complex risks that the Council faces.

Financial forecast – revenue

Looking beyond 2005/2006, it is reasonable to assume a reduced rate of growth in public expenditure closer to 4%, with the Council's standstill budget increasing at a similar rate. Greater certainty will be come from the publication of the UK Government's Comprehensive Spending Review in the summer of 2004. There are a number of unknowns at present, however, which include the impact of:

- UK Government regulation of Council Tax increases;
- The impact of data changes on the national local government finance settlement; and
- The inclusion for the 2005/06 settlement of the one-off funding made available to limit current year Council Tax increases.

In the light of likely resource limitations, allied with ongoing spending pressures, the Council will pursue vigorously its Service Improvement Programme and scrutinise its budgets with even greater rigour. It will also undertake more in-depth consultation with the public. All of this will be an integral part of the corporate and operational planning process, leading to a clear statement of the Council's priorities and how these will be reflected in the nature and level of particular services and efficiency improvements.

Protecting the Council’s financial standing and managing risk

The Council faces a number of significant risks in terms of its financial standing:

- Social care provision is increasingly needs, choice and cost led as standards, regulations and entitlements are enhanced;
- Waste disposal is also demand-led, with rising environmental protection expectations;
- Government targets and standards, regulated by statutory inspection, over a wide range of activity need to be met over the short and medium to long term requiring realistic budget provision;
- The financial standing of the Council has been judged to be sound by the external auditors. Its reserves currently stand at some £5.5m, including the Council’s approved minimum prudent reserve of £3m. Anticipated calls on reserves over the next three years, including the outcomes of job evaluation, leave little room for flexibility;
- The Council achieved a “good” score in the Comprehensive Performance Assessment, with the top score for use of resources. The Council needs not only to protect this record but also move forward with the ambitious objectives it has set itself in its “Committed to Excellence” Improvement Plan.

Financial forecast – capital

Looking at the available sources of funding for capital expenditure, the indicative capital resources available to the Council for the three years up to 2006/2007 total over £84million:

Resource	2003/04 £000	2004/05 £000	2005/06 £000	2006/07 £000
Supported Borrowing	17,925	16,483	12,692	15,486
Prudential Borrowing		5,000	5,000	5,000
Grants and Contributions	10,863	8,585	3,034	1,620
Capital Receipts	4,260	4,870	3,721	2,862
TOTAL	33,048	34,938	24,447	24,968

Investment decisions will reflect the Council’s own priorities, wherever possible.

Assumptions

- The level of future Prudential Borrowing will be largely dependent upon the level of support received from Government. The Prudential Borrowing stated in the table above represents the funding required to support capital spending plans where no other resources have been identified.
- The Scheme Selection and Prioritisation (SSP) process is used to identify capital projects that meet overall corporate objectives. Such schemes are then considered in terms of priority and affordability as per the Prudential Code. If prudent to do so the level of borrowing identified above may well increase.
- Capital support will mainly come in the form of Revenue Support Grant and that any capital grants will be ring fenced.
- New Deal grant funding and other grants for schools to continue and increase at 3% per year.
- Capital Receipts will normally be used in the year in which they arise (with the exception of Large Scale Voluntary Transfers (LSVT)). With regard to Housing, the amount of resources available from our share of Right to Buy (RTB) receipts (following LSVT) has been projected to allow for a usable proportion of 25% with no sums being subject to national pooling.

- Earmarked Capital Receipts Reserves will be fully used by the end of 2004/2005 (with exception of the remainder of the LSVT receipt which will be fully used by the end of 2006/07).
- Continuing current levels of grants and contributions, particularly in Joint Funding area for on-going schemes and specific provision for known schemes (£2.7million SRB contribution to Herefordshire In Touch in 2003/04).

On the basis of the above resources being available, a medium term **Capital Programme** through to 2006/2007 has been developed as detailed below.

Service	2003/04 £000	2004/05 £000	2005/06 £000	2006/07 £000
Highways and Transportation	10,879	11,846	10,428	12,049
Strategic Housing	4,929	5,633	5,415	5,067
Education	8,248	7,014	3,071	2,757
Social Services	413	132	91	0
Policy & Finance inc Property	3,948	3,754	4,817	4,937
Economic & Social Development	4,631	6,559	625	158
TOTAL	33,048	34,938	24,447	24,968

The above tables:

- Are purely indicative of the future capital programme. All capital resources that are not subject to ring-fencing will be subject to the Scheme Selection and Prioritisation (SSP) process. This is to ensure that overall corporate objectives take precedence over service area objectives.
- Do not highlight the gap between investment need and available resources (bearing in mind the level of backlog of asset maintenance).
- Do reflect the medium-term benefit of an inflow of capital receipts following LSVT and ongoing RTB receipts.
- Do take into account current disposal plans for other surplus assets.
- Do assume a level of borrowing initially in line with current Single Capital Pot (SCP) levels. The level of borrowing from 2004/2005, with regard to affordability, assumes a level of support in line with the SCP.

The Council has little scope to generate its own capital resources. However, a major review of property and land holdings is currently underway which is intended to identify opportunities to release surplus assets and generate capital receipts that can be used to help fund the future capital programme. In addition the Council is committed to pursuing public/private partnerships as a means of bridging the resource gap it faces, continuing it's success at partnership working to secure additional funding (the Council has a significant SRB & Objective 2 Programme).

Assumptions

- Transport spending is in line with priorities identified within the Local Transport Plan.
- Education spending is in line with the priorities identified within the Education Asset Management Plan.

The main commitments reflected in the capital programme include:

- New deal for schools Condition Property;
- Improvements to the Roman Road;
- Improving the Highways network;

- Leominster Industrial Estate Access Road;
- North Herefordshire Swimming Pool;
- Disabled Access Improvements;
- Network Enhancement and Disaster Recovery for ICT;
- Major Social Housing grants.

Other major capital schemes for the future include:

- The rationalisation of Council accommodation;
- Improved library facilities;
- Improved access for customers, including a rolling programme of INFO shops in Hereford, Kington and Ledbury;
- Infrastructure for the Edgar Street Grid;
- Environmental and general facility improvements to the Crematorium;
- Rotherwas Access Road.

Making it happen

Establishing the Council's objectives and being clear about the finances available to support the delivery of those objectives is a significant part of the Corporate Plan. Having in place key processes, which will enable those objectives to be delivered, is fundamental.

Those key processes are performance management, risk management and project management.

As part of the Corporate Assessment Report, the Audit Commission noted that *"the lack of a robust risk strategy and standard project management approach could put [the Council's] change agenda at risk."* Performance management had previously been highlighted by the Council as an area for improvement and a Head of Performance Management, reporting to the Chief Executive, has now been in post for 9 months.

Performance management

"...the council's performance management systems are not uniformly robust and consequently the council does not maintain a sufficiently strong focus on weaker performing services."
[Audit Commission, 2002]

The Council's performance management arrangements focus on maximising its contribution to the achievement of its objectives. Whilst the Council recognises that there are areas of good performance management, it is not uniform across the authority and more robust performance management systems are required.

Following service pilots, the Council has now started to use the EFQM Excellence Model corporately. This, coupled with best value reviews, will help to drive continuous improvement in outcomes for the people of Herefordshire. The Council has integrated its Local Public Service Agreement into this performance management framework.

The key features of the performance management framework are that it: -

- Establishes an overall timetable for the production of service plans;
- Establishes clear links between the Herefordshire Plan and service objectives, set out in the individual Directorate and service plans;
- Establishes clear links between service objectives and the work of individual employees through the Staff Review and Development process;
- Holds Directors to account for the performance of services within their Directorates;
- Ensures that the actual performance of services compared to targets and objectives is regularly reviewed through regular performance monitoring involving Chief Executive's Management Team, Directorate Management Teams, Cabinet Members and Scrutiny Committees;
- Puts in place verification systems to ensure the accuracy of data collection systems;
- Uses the vehicle of the Council's Best Value Performance Indicators to set performance targets and to report on what has been achieved in the past year;

- Maximises the value to be obtained from external performance assessment frameworks such as those carried out by Ofsted, the Best Value Inspectorate, the Social Services Inspectorate and the Housing Inspectorate.

Risk management

“A turtle may live for hundreds of years because it is well protected by its shell, but it only moves forward when it sticks out its head” [attrib. Ricardo Semler]

Managing risk has always been a feature of local government but in the current climate, the need to take a broader view of the risks, which would prevent the delivery of key projects or objectives, is even more important. The Council recognises that it has a number of large projects, and a huge change agenda, to deliver over the next few years – the lack of a robust risk strategy could put this in jeopardy. Recognising this the Council has adopted a new risk management strategy. This sets out Herefordshire Council’s approach to risk management, focusing on those strategic risks which will emerge in developing service plans, projects, making funding bids and managing change (e.g. financial changes) It provides a framework which is simple to use while sufficiently structured to ensure that consistent judgements are made on risk. It means that the identification and management of risk will be an integral part of all the Council’s planning and performance management.

This approach will ensure that all areas of risk are identified, evaluated, controlled and reviewed.

The Council’s risk management cycle consists of four stages:

Identification

This process is achieved by:

- Specifying the risks to which the Council is exposed both strategic and operational;
- Analysing past claims, incidents and other losses;
- Creation and maintenance of a corporate risk register.

Evaluation

Areas of potential risk are analysed by:

- An assessment of impact;
- An assessment of likelihood.

Risk Control

Following evaluation there are four main control options:

- Tolerate – monitor and re-evaluate in the future;
- Terminate –do not undertake the activity;
- Treatment (pre and/or post loss) – manage it, put in place effective controls;
- Transfer – pass the risk on (e.g. to contractor/insurer).

To assist in this process, a simple guide and documentation have been produced for all staff.

Project management

The Council has established a corporate approach to project management, which is adhered to consistently across the Council and is proportionate to risk.

All relevant staff are receiving training to ensure that they can manage projects successfully.

Commitment to excellence: the Improvement **Plan**

The Council has been open to internal and external challenge – internally through the scrutiny process, Best Value Reviews and EFQM Excellence Model assessments and externally through the Improvement and Development Agency peer review and the Comprehensive Performance Assessment. The output of all these assessments has led to the development of a three-year Improvement Plan as a framework for improvement.

The improvements cover two broad areas:

- ✓ Outcome based improvements in relation to cross-cutting priorities, namely, modernisation, human resources, diversity, communication, regeneration/accommodation; and
- ✓ Corporate improvements designed to strengthen the capacity of the organisation.

The Improvement Plan is essentially a framework, providing a signpost to specific strategies, which contain the detailed actions and milestones.

The key objectives, actions and key milestones are set out on the following pages:

	What we want to achieve...	What we will do...	To be completed by...
Leadership and vision	A clear understanding of the impact of Council activity on achieving the Herefordshire Plan ambitions	Corporate Plan	Completed January 2003
		Corporate planning template	Completed March 2003 (implementation) March 2004 (review started; complete by September)
	Elimination of prejudice within the Council and in its dealings with others	Race Equality Scheme (Action Plan revised October 2003)	March 2005
		Disability Scheme	January 2004 (implementation) March 2005 (review)
		Human Resources Strategy (<i>Promoting Equal Opportunities</i>)	December 2005
Management of organisation change/development across the Council	Modernisation Programme (Revised April 2003 moved to Organisational development and learning element of the Improvement Plan) (<i>Change Management Programme</i>)	March 2005	
Performance management	Focus on performance to drive corporate and service performance	Performance management framework	Completed March 2003 (implementation) May 2004 (review started; complete by September)
		Human Resources Strategy (<i>Achieving management excellence</i>)	December 2004
	Improved services for the community	Local Public Service Agreement	March 2005
Key resources	Corporate project management arrangements	Project management model	September 2003 (implementation underway) March 2005 (review)

	What we want to achieve...	What we will do...	To be completed by...
	Comprehensive risk management arrangements	Risk Management Strategy	June 2003 (incorporated in performance management framework) September 2004 to March 2005 – incorporate fully in corporate and operational plans March 2005 (review)
	Improved Council-wide procurement	Procurement Strategy	March 2005
	Improved asset management	Regeneration/ Accommodation Strategy	March 2007
		Human Resources Strategy (<i>Promoting Flexible Working</i>)	December 2005
	Deliver a single broadband telecommunications infrastructure	Modernisation Programme (<i>Herefordshire in Touch programme</i>)	December 2005
Organisational development and learning	A competent and effective workforce	Human Resources Strategy	December 2005
	Better passporting of learning throughout the Council	Systems for sharing learning and good practice	September 2003 (implementation underway) December 2004 (review)
	Management of organisation change/development across the Council	Modernisation Programme (<i>Change Management Programme</i>)	March 2005
Communications	Timely communication of significant information to all staff	Human Resources Strategy (<i>Improving communications</i>)	December 2005
	Opportunities for all staff to “have their say”	Staff roadshows	December 2004
		Open meetings	December 2003
		Work shadowing	March 2005
	Effective communications outside the Council	Connecting with Communities	March 2005
Modernisation Programme (<i>Access to services</i>)		March 2005	

	What we want to achieve...	What we will do...	To be completed by...
		Customer Service Strategy	March 2004
	Improved consultation arrangements	Community Involvement Strategy	March 2004

Appendix 1: National Best Value Indicators

Key: Shaded boxes denote that the indicator is not being collected in the given year

- ☺ = Performance on or above target and better than or the same as in previous year
- ☹ = Improved or maintained performance compared with previous year but target not achieved
- ☹ = Performance below target and/or performance has deteriorated compared with previous year

Overview of National Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
148 indicators (1 not compared)	62 indicators (42%)	29 indicators (19%)	56 indicators (38%)

Overview of Corporate Health Performance Indicators			
No. of Reportable Indicators	☺	☹	☹
21 indicators	11 indicators (52%)	3 indicators (15%)	7 indicators (33%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Corporate Health									
BV 1a	Does the authority have a community strategy developed in collaboration with the local strategic partnership for improving the economic, social and environmental well being in a way that is sustainable?	Yes	Yes	Yes	Yes	☺	Yes	Yes	Yes
BV 1b	By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	N/a	N/a	December 2005	December 2005	☺	December 2005	December 2005	N/a

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 1c	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?	Yes	Yes	Yes	Yes	☺	N/a	N/a	N/a
BV 2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	Level 1	Level 1	Level 2	Level 1	☹	Level 1	Level 1	Level 2
The Council is continuing to develop its commitment to a comprehensive equality policy in achieving Level One of the standard. Revised targets have been established based on a more realistic appreciation of the requirements in relation to Level Two. The Council's Internal Audit Service will be undertaking an audit of performance during 2004/05.									
BV 2b	Duty to promote race equality			50%	47%	☹	60%	70%	80%
BV 3	The percentage of citizens satisfied with the overall service provided by their authority.	Not to be collected in 2002/03	N/a	70%	48%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 4	The percentage of those making complaints satisfied with the handling of those complaints.	Not to be collected in 2002/03	N/a	60%	29%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 8	The percentage of undisputed invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority	83.5%	95%	100%	90.62%	☺	100%	100%	100%
BV 9	Percentage of council tax collected	98.3%	98%	98.4%	98.6%	☺	98.5%	98.6%	98.8%
BV 10	The percentage of non-domestic rates due for the financial year	98.7%	99%	98.8%	99.2%	☺	98.9%	99%	99.2%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	which were received by the authority								
BV 11a	The percentage of top 5% of earners that are women	38.02%	37%	39%	42.4%	☺	45%	50%	55%
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	1.8%	3.2%	2%	2.4%	☺	2.75%	2.9%	3%
BV 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	9.09 FTE	11.61 FTE	8 FTE	7.16 FTE	☺	7 FTE	6.5 FTE	6.3 FTE
BV 14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce	0.29%	0.9%	0.27%	0.11%	☺	0.2%	0.2%	0.1%
BV 15	Ill-health retirements as a percentage of the total workforce	0.16%	0.59%	0.14%	0.03%	☺	0.06%	0.06%	0.043%
BV 16a	The number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of the total workforce	0.97%	3.3%	2%	0.6%	☹	1%	1.25%	1.35%
BV 16b	The percentage of staff declaring that they meet the Disability Discrimination Act disability definition compared with the percentage of economically active disabled people in the authority area	13.5%	15.8%	7.8%	7.8%	☹	7.8%	7.8%	7.8%
BV 17a	Minority ethnic community staff as a percentage of the total	1.02%	3.8%	1.06%	0.5%	☹	0.75%	1%	1.2%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	workforce								
BV 17b	The percentage of employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	0.9%	6%	0.8%	0.8%	☹	0.8%	0.8%	0.8%
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	25.17%	57%	30%	30%	☺	35%	40%	50%
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	43%	58%	100%	75%	☺	100%	100%	100%
BV 180a	The energy consumption per m ² of local authority operational property, compared with buildings in the UK as a whole	i) 103% ii) 113%	i) 132% ii) 127%	i) 103% ii) 113%	i) 102% ii) 112%		Further guidance is awaited from the Audit Commission before targets need to be set		
BV 180b	The average lamp circuit wattage compared with average consumption/ wattage by local authorities in the UK	310 kwh	444kwh	No target set			Further guidance is awaited from the Audit Commission before targets need to be set		
Further guidance for BVPI 180 is currently awaited from the Audit Commission. There is no need to report against outturn, or set targets, until this guidance is available.									

Overview of Education Performance Indicators

No. of Indicators	😊	😐	😞
26 indicators	10 indicators (38%)	7 indicators (27%)	9 indicators (35%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Education									
BV 30	Percentage of three year olds receiving a good quality free early years education place in the voluntary, private or maintained sectors	78%	92%						
BV 33	Youth Service expenditure per head of population in the Youth Service target age range	£70.28	£97.81	£69.72	£53.34	😞	£65.60	£67.24	£68.92
BV 34a	Percentage of primary schools with 25% or more (and at least 30) of their places unfilled	15.5%	16%	10%	9.5%	😊	10%	10%	10%
BV 34b	Percentage of secondary schools with 25% or more (and at least 30) of their places unfilled	7.1%	11%	0%	0%	😊	0%	0%	0%
BV 36a	Net expenditure per pupil in LEA schools on nursery and primary pupils under five	£3,699	£3,823						
BV 36b	Net expenditure per pupil in LEA schools on primary pupils aged five and over	£3,244	£3,043						
BV 36c	Net expenditure per pupil in LEA schools on secondary pupils under 16	£3,226	£3,829						
BV 38	Proportion of pupils in LEA schools in the previous summer achieving 5 or more GCSEs at	56.1%	54%	61%	58.3%	😊	62%	63%	Not yet negotiated with schools

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	grades A* - C or equivalent								
BV 39	Percentage of 15 year old pupils in LEA schools achieving five GCSEs or equivalent at grades A* to G including English and Maths	91.4%	91%	95%	92.4%	☺	95.5%	94%	Not yet negotiated with schools
BV 40	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 Mathematics test	75%	76%	81.5%	74%	☹	82%	82%	Not yet negotiated with schools
BV 41	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 English test	76%	78%	80.5%	76.8%	☺	81%	81%	Not yet negotiated with schools
BV 43a	Percentage of statements of special educational needs prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice	58%	99%	94%	69.6%	☺	85%	90%	92%
BV 43b	Percentage of statements of special educational needs prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice	42%	80%	94%	42.9%	☺	85%	90%	92%
BV 44	Number of pupils permanently excluded during the year from all schools maintained by the authority	1.4	1.6	1.3	1.3	☺	1.3	1.3	1.3

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	per 1000 pupils at all maintained schools								
BV 45	Percentage of half days missed due to total absence in secondary schools maintained by the authority	7.7%	9.5%	7.5%	7.4%	☺	7.5%	7.5%	7.5%
BV 46	Percentage of half days missed due to total absence in primary schools maintained by the authority	5.2%	6.55%	5%	5.5%	☹	4.9%	4.9%	4.9%
BV 48	Percentage of schools maintained by the authority subject to special measures on 14 December 2000	0%	2%	0%	0%	☺	0%	0%	0%
BV 159a	Percentage of permanently excluded pupils attending alternative tuition of 5 hours or less	7.4%	21%	5%	7.4%	☹	5%	5%	5%
BV 159b	Percentage of permanently excluded pupils attending alternative tuition of 6-12 hours	25.9%	20%	20%	22.2%	☺	20%	10%	10%
BV 159c	Percentage of permanently excluded pupils attending alternative tuition of 13-19 hours	18.5%	26%	20%	7.4%	☺	20%	20%	20%
BV 159d	Percentage of permanently excluded pupils attending alternative tuition of 20 hours or more	48.1%	75%	55%	63%	☺	55%	65%	65%
Although performance may not have improved against BV 159a-c, the figures should be looked at as a whole with 159d with the aim being for a higher % of excluded pupils attending tuition of at least 13 hours.									
BV 181a	Percentage of 14 year old pupils in schools maintained by	73.8%	71%	75%	72%	☹	76%	82%	Not yet negotiated with schools

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	the authority achieving Level 5 or above in the Key Stage 3 English test								
BV 181b	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 Mathematics test	73.9%	71%	76%	76%	☺	78%	83%	Not yet negotiated with schools
BV 181c	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 Science test	74.2%	71%	76%	74%	☹	77%	84%	Not yet negotiated with schools
BV 181d	Percentage of 14 year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 ICT assessment test			72%	73%	☺	73%	84%	Not yet negotiated with schools
BV 192a	Average days access to relevant training and development per practitioner delivering Foundation Stage education			4	4.04	☺	4	4	4
BV 192b	Average number of Qualified Teacher Status teachers per 10 non-maintained settings			1	9		10	10	10
This definition is now the number of settings per teacher, and not the number of teachers per 10 settings as in the direction.									
BV 193a	Schools budget as a percentage of the Schools Funding Assessment			100%	98%	☹	98%	98%	98%
BV 193b	Increase in schools budget on the previous year as a			97%	99%	☺	99%	99%	99%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	percentage of the increase in Schools Funding Assessment on the previous year								
BV 194a	Percentage of pupils in schools maintained by the authority achieving Level 5 or above in Key Stage 2 English			28%	27.4%	☹	30%	31%	Not yet negotiated with schools
BV 194b	Percentage of pupils in schools maintained by the authority achieving Level 5 or above in Key Stage 2 Maths			32%	30%	☹	34%	34%	Not yet negotiated with schools

Overview of Social Care & Strategic Housing Performance Indicators

No. of Reportable Indicators	☺	☹	☹
17 indicators	8 indicators (47%)	5 indicators (29%)	4 indicators (24%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Social Care									
BV 49	Stability of placements for looked after children	10.1%	14.2%	10%	8.7%	☺			
BV 49	Stability for placements for looked after children (no longer inc. children placed for adoption with the same carers)						9%	9%	9%
BV 50	Percentage of young people leaving care aged 16 or over with at least 1 GCSE grade A* - G or a GNVQ	64.7%	50%	72.5%	52.2%	☹	71%	71%	71%
BV 51	Cost of services for children looked after by the authority by reference to the gross weekly	£420	£494	£437	£427	☹	£441	£454	£468

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	expenditure per looked-after child in foster care or in a children's home								
BV 52	Cost of intensive social care for adults and older people by reference to the average gross weekly costs of providing care for adults and elderly people	£435	£385	£455	£416	☺	£441	£467	£495
BV 53	Intensive home care per 1,000 population aged 65 or over	4.0	15.4	6.2	5.9	☹	6	7	10
BV 54	Older people aged 65 or over helped to live at home	78	104	106	83.6	☹	75	80	82
BV 55	Clients receiving a review as a percentage of adult clients receiving a service	30%	62%						
BV 56	Percentage of items of equipment costing less than £1,000 delivered within 3 weeks	95%	97%						
BV 56	Percentage of items of equipment delivered within 7 working days			35%	38%	☺	50%	80%	100%
BV 58	Percentage of people receiving a statement of their needs and how they will be met	73%	95%	85%	84.9%	☹	86%	88%	90%
BV 161	Employment, education and training for care leavers	76%	61%	80%	68%	☹			
BV 161	Ratio of former care leavers in employment, education or training at age 19						0.74	0.74	0.74
BV 162	The percentage of children on	100%	100%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
162	the register whose cases should have been reviewed that were reviewed								
BV 162	The percentage of child protection cases which should have been reviewed during the year that were reviewed			100%	100%	☺	100%	100%	100%
BV 163	Adoptions of looked after children	6.4%	9%	8%	4.8%	☹	9%	10%	10%
BV 182	Users who said they were satisfied with the help they received from social services	68.1%	62%						
BV 190	Users who said that if they asked for changes to services, those changes were made	71.8%	70%						
BV 195	Acceptable waiting time for assessment			30%	69.8%	☺	70%	75%	80%
BV 196	Acceptable waiting time for care packages			30%	71.4%	☺	71.4%	72%	72%
BV 201	The number of adults and older people receiving direct payments at 31 st March per 100,000 population aged 18 years or over						Targets not yet required		
Housing									
BV 62	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	1.67%	4.5%	3%	2.6%	☹	3%	3.5%	4%
BV 63	Energy efficiency – the average SAP rating of local	46%	62%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	authority owned dwellings								
BV 64	The number of private sector dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	64	Not scaled						
BV 64	The number of private sector dwellings that are returned into occupation or demolished during 2003/04 as a direct result of action by the local authority			30	42	☺	40	45	50
BV 66a	Local authority rent collection and arrears: proportion of rent collected	97.37%	98.3%						
BV 74a	Satisfaction of council housing tenants with the overall service provided by their landlord	Not collected in 2002/03	86%						
BV 74b	Satisfaction of black and minority ethnic tenants with the overall service provided by their landlord	Not collected in 2002/03	83%						
BV 74c	Satisfaction of non-black and minority ethnic tenants of council housing with the overall service provided by their landlord	Not collected in 2002/03	82%						
BV 75	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by	Not collected in 2002/03	n/a						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	their landlord								
BV 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords 'Tackling Racial Harassment'?	No	59% Yes						
BV 183a	The average length of stay of households that include dependant children in bed and breakfast accommodation	7.8 weeks	1 week	6 weeks	5 weeks	☺	0 weeks	0 weeks	0 weeks
BV 183b	The average length of stay of households that include dependant children in hostel accommodation	13.8 weeks	0 weeks	12 weeks	13 weeks	☹	12 weeks	12 weeks	12 weeks
BV 184a	The proportion of local authority homes which were non-decent at 1 April 2002	Not monitored	25%						
BV 184b	The percentage change in proportion of non-decent local authority homes between 1 April 2002 and 1 April 2003	Not monitored	3%						
BV 185	The percentage of responsive (but not emergency) repairs during 2002/2003 for which the authority both made and kept an	No appointment scheme in place	73%						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	appointment								
BV 202	The number of people sleeping rough on a single night within the area of the local authority						Targets not yet required		
BV 203	The percentage change in the average number of families, which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year						Targets not yet required		

Overview of Housing Benefit and Council Tax Benefit Performance Indicators

No. of Reportable Indicators	😊	😐	☹️
16 indicators	1 indicator (6%)	2 indicators (13%)	13 indicators (81%)

The above overview of performance within Housing Benefit and Council Tax Benefit does not provide an accurate reflection of actual performance delivered by this service. 7 of the indicators relate to a satisfaction survey, previously undertaken 3 years ago, which indicates improved satisfaction levels. In addition there were 4 new indicators, where performance could only be measured against targets set and not against historical performance. For the majority of indicators, performance narrowly failed to achieve target, and the overview more accurately reflects the challenging targets that had been set within the service.

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Housing Benefit and Council Tax Benefit									
BV 76	Does the Council has a written and proactive strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Dept of Social Security, which is communicated regularly to all staff – yes/no	Yes	97% Yes						

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 76a	Housing benefit security – number of claimants visited per 1,000 caseload			175	174.25	☹	255	340	350
BV 76b	Housing benefit security – number of fraud investigators employed per 1,000 caseload			0.33	0.34	☹	0.33	0.25	0.25
BV 76c	Housing benefit security – the number of fraud investigations per 1,000 caseload			38	40.37	☺	38	29	30
BV 76d	Housing benefit security – the number of prosecutions and sanctions per 1,000 caseload			6	5.64	☹	7	5	6
BV 78a	Speed of processing – average time for processing new claims	41.24 days	33 days	33 days	52.34 days	☹	32 days	25 days	25 days
The additional workload from the implementation of Tax Credits at the start of the year and Pension Credits in October 2003 had an impact on processing times during the year. This was further compounded by systems downtime and staff shortages at various times during the year.									
BV 78b	Speed of processing – average time for processing notifications of changes of circumstance	14.12 days	8 days	9 days	9.77 days	☹	8 days	7 days	7 days
BV 78c	Speed of processing – percentage of renewal claims processed on time	24.64%	83%	83%	26.6%	☹			
Performance has fallen below target for those reasons detailed under BV 78a above. The requirement to submit renewal claims was abolished in April 2004.									
BV 79a	Accuracy of processing – percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the claimant	98%	99%	98%	97.8%	☹	98.5%	99%	99.5%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	determination, for a sample of cases checked post-determination								
BV 79b	Accuracy of processing – the percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	63.5%	60%	67%	62.38%	☹	67.5%	68%	70%
BV 80a	User satisfaction survey – contact with the office	Not collected in 2002/03	N/a	85%	79%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80b	User satisfaction survey - service in the office	Not collected in 2002/03	N/a	85%	79%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80c	User satisfaction survey – telephone service	Not collected in 2002/2003	N/a	70%	63%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80d	User satisfaction survey –staff in the office	Not collected in 2002/03	N/a	90%	77%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80e	User satisfaction survey -forms	Not collected in 2002/03	N/a	70%	59%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80f	User satisfaction survey – speed of service	Not collected in 2002/03	N/a	80%	65%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 80g	User satisfaction survey – overall satisfaction	Not collected in 2002/03	N/a	80%	76%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required

Overview of Cleanliness, Waste and Environmental Health & Trading Standards Performance Indicators

No. of Reportable Indicators	☺	☹	☹
15 indicators	8 indicators (54%)	2 indicators (13%)	5 indicators (33%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Cleanliness									
BV 199	The proportion of relevant land and highways that is assessed as having combined deposits of litter			36%	34%	☺	33%	32%	31%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	and detritus across four categories of cleanliness								
Waste									
BV 82a	Total tonnage of household waste arising – percentage recycled	10.33%	12%(all unitaries)	13.62%	13.45%	☺	14.4%	14.8%	15.2%
Targets have been increased slightly due to increasing kerbside coverage in the Ross area that will produce in the region of 675 tonne per annum. Further variations will also depend on possible expansion of the kerbside service; and, the autoclave system coming on-line.									
BV 82b	Total tonnage of household waste arising – percentage composted	5.12%	6% (all unitaries)	5.74%	5.95%	☺			
BV 82b	Total tonnage of household waste arising – percentage composted or treated by anaerobic digestion						6.6%	7%	7.4%
Targets are based on current trends, however if separate collection of garden refuse becomes a reality, changes to targets will result.									
BV 82c	Total tonnage of household waste arising – percentage used to recover heat, power and other energy sources	0.26%	0% (all unitaries)	0%	0%	☺			
Although performance would appear to have fallen, the outturn for 2002/03 would have been 0% but for adverse weather conditions necessitating the waste being diverted from landfill.									
BV 82c	Total tonnage of household waste arising – percentage used to recover heat, power and other energy sources, not including where the digestate meets the standards set in BV82b						0%	0%	0%
BV 82d	Total tonnage of household waste arising – percentage landfilled	84.29%	79%	80.64%	80.6%	☺	79%	78.2%	77.4%
BV 84	Kg of household waste collected per head of population	459.5kg	501kg	524.6kg	496.56kg	☹	515kg	530kg	546kg

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 86	Cost of waste collection per household	£33.36	£25.66	£36.22	£38.99	☹	£40.93	£42.99	£45.14
BV 87	Cost of waste disposal per tonne for municipal waste	£55.12	£29.61	£68.38	£59.23	☹	£62.19	£65.30	£68.57
BV 89	Percentage of people satisfied with cleanliness standards	Not to be collected in 2002/03	N/a	65%	62%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
Although performance was below target, the results show an improvement over the previous survey undertaken in 2000/01.									
BV 90a	Percentage of people expressing satisfaction with household waste collection	Not to be collected in 2002/03	N/a	82%	89%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 90b	Percentage of people expressing satisfaction with recycling facilities	Not to be collected in 2002/03	N/a	66%	67%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 90c	Percentage of people expressing satisfaction with civic amenity sites	Not to be collected in 2002/03	N/a	64%	82%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 91	Percentage of population resident in the authority's area served by a kerbside collection of recyclables	4.7%	99%	56%	56%	☺	59%	59%	59%
Targets have increased due to increased coverage in the Ross area.									
Environmental Health and Trading Standards									
BV 166a	Score against a checklist of enforcement best practice for environmental health	86.6%	89%	90% (amended to 56%)	52.1%	☹	Targets not yet required		
BV 166b	Score against a checklist of enforcement best practice for trading standards	71.6%	95%	75% (amended to 72%)	66.3%	☹	Targets not yet required		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
There had been a previous misunderstanding in the interpretation of the indicator, consequently the effect of including Strategic Housing in BV 166a and Taxi Licensing in BV 166b has had an impact on reported performance. The targets have been amended to reflect correct understanding of the definition. The definition of this indicator is currently being reviewed and targets are not yet required.									

Overview of Planning Performance Indicators

No. of Reportable Indicators	😊	😐	😞
8 indicators	2 indicators (25%)	3 indicators (37½%)	3 indicators (37½%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
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Planning

BV 106	Percentage of new homes built on previously developed land	62%	92%	60%	69%	😊	60%	60%	60%
BV 107	Planning cost per head of population	£17.31	£7.70	£19.69	£18.84	😞			

Savings against target have been made due to the planning delivery grant not being spent in full and there have been numerous employee savings due to the difficulty in recruiting planning staff.

BV 109a	Percentage of major commercial and industrial applications determined within 13 weeks	42%	55%	60%	53%	😊	60%	62%	64%
BV 109b	Percentage of minor commercial and industrial applications determined within 8 weeks	62%	64%	65%	67%	😊	65%	67%	69%
BV 109c	Percentage of all other applications determined within 8 weeks	77%	81%	80%	76%	😞	80%	82%	84%
BV 111	Percentage of applicants and those commenting on planning applications satisfied with the service received	Not to be collected in 2002/03	N/a	80%	78%	😊	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required

Although performance was below target, the results show an improvement over the survey undertaken in 2000/01.

BV 179	The percentage of standard searches carried out in 10	58%	100%	100%	89.02%	😊	100%	100%	100%
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BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	working days								
BV 188	The number of decisions delegated to officers as a percentage of all decisions	85%	90%	90%	88%	☹			
BV 200a	Plan-making – do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?			No	No		N/a	N/a	N/a
BV 200b	If no, are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?			Yes	Yes		Yes	Yes	N/a
BV 204	% of appeals allowed against the authority's decision to refuse planning applications						Targets not yet required		
BV 205	Quality of service checklist						Targets not yet required		

Overview of Transport Performance Indicators

No. of Reportable Indicators	☺	☹	☹
22 indicators	10 indicators (45%)	3 indicators (14%)	9 indicators (41%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Transport									
BV 96	Condition of principal roads	2.49%	2.4%	3%	3.86%	☹			

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 96	Condition of principal roads by the TRACS (mechanised survey technique)						Targets not yet required		
BV 97a	Condition of non-principal roads – classified	35.76%	9%	32%	58.01%	☹	51%	44%	37%
BV 97b	Condition of non-principal roads - unclassified	29.17%	10%	28%	38.74%	☹	44%	39%	35%
BV 99a (i)	Number of pedestrians killed or sustaining serious injury in road accidents per 100,000 population	5.72	11	15.66	8.16	☺			
BV 99a (ii)	Number of pedestrians sustaining slight injury in road accidents per 100,000 population	32.03	38	36.16	29.14	☺			
BV 99b (i)	Number of pedal cyclists killed or sustaining serious injury in road accidents per 100,000 population	6.29	3	9.92	6.99	☹			
BV 99b (ii)	Number of pedal cyclists sustaining slight injury in road accidents per 100,000 population	33.17	21	28.46	22.73	☺			
BV 99c (i)	Number of two wheeled motor vehicle users killed or sustaining serious injury in road accidents per 100,000 population	21.16	8	19.83	15.15	☺			
BV 99c (ii)	Number of two wheeled motor vehicle users sustaining slight injury in road accidents per 100,000	20.59	26	27.86	29.72	☹			

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	population								
BV 99d (i)	Number of car users killed or sustaining serious injury in road accidents per 100,000 population	60.62	18	75.16	50.12	☺			
BV 99d (ii)	Number of car users sustaining slight injury in road accidents per 100,000 population	350.54	260	291.08	352.58	☹			
BV 99e (i)	Number of other vehicle users killed or sustaining serious injury in road accidents per 100,000 population	8.85	2	9.39	6.99	☺			
BV 99e (ii)	Number of other vehicle users sustaining slight injury in road accidents per 100,000 population	59.47	28	42.68	59.44	☺			
BV 99a (i)	Number of casualties killed or sustaining serious injury in road accidents						Targets not yet required		
BV 99a (ii)	Percentage change in number of casualties killed or sustaining serious injury in road accidents over previous year						Targets not yet required		
BV 99 a (iii)	Percentage change in number of casualties killed or sustaining serious injury in road accidents over 1994-98 average						Targets not yet required		
BV 99 b (i)	Number of children killed or sustaining serious injury in road accidents						Targets not yet required		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 99 b (ii)	Percentage change in number of children killed or sustaining serious injury in road accidents over previous year						Targets not yet required		
BV 99 b (iii)	Percentage change in number of children killed or sustaining serious injury in road accidents over 1994-98 average						Targets not yet required		
BV 99 c (i)	Number of casualties sustaining slight injury in road accidents						Targets not yet required		
BV 99 c (ii)	Percentage change in number of casualties sustaining slight injury in road accidents over previous year						Targets not yet required		
BV 99 c (iii)	Percentage change in number of casualties sustaining slight injury in road accidents over 1994-98 average						Targets not yet required		
BV 100	Number of days of temporary traffic controls or road closure on traffic sensitive roads or the road was closed due to local authority roadworks or utility roadworks per km of traffic sensitive road	0	0.2	0.1	0.4125	☹	0.2	0.2	0.2
BV 102	Local bus services (passenger journeys per year)	3,794,217	Not scaled	3,810,000	3,946,746	☺	3,820,500	3,889,000	3,925,000
BV 103	Percentage of users satisfied with local	Not collected in 2002/03	N/a	50%	48%	☹	Not to be collected in 2004/05	Not to be collected in 2005/	Target not yet required

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	provision of public transport information							2006	
BV 104	Percentage of users satisfied with local bus services	Not to be collected in 2002/03	N/a	50%	51%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
Although performance was below target, the results show an improvement over the previous survey undertaken in 2000/01.									
BV 165	Percentage of pedestrian crossings with facilities for disabled people.	90.1%	95%	93%	93%	☺	96%	99%	99%
BV 178	The percentage of the total length of footpaths and other rights of way that were easy to use by members of the public	41%	78%	46%	43.5%	☹	46%	47%	48%
BV 186a	Percentage of the principal road network where major structural treatment is not considered necessary divided by the authority's average structural expenditure per kilometre on the principal road network over the past three years	148	112	150	166	☺	168	168	168
BV 186b	Percentage of the non-principal road network where major structural treatment is not considered necessary divided by the authority's average structural expenditure per kilometre on the non-principal road network over the past three years	382	397	400	235	☹	237	264	288
BV 187	Condition of footways	76.77%	15%	70%	35.83%	☺	34.5%	34%	33%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
187	footways								

Overview of Culture Performance Indicators

No. of Reportable Indicators	😊	😐	😞
12 indicators	6 indicators (50%)	3 indicators (25%)	3 indicators (25%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
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Culture

BV 114	Cultural strategy – score against a checklist of the guidance in "Creating Opportunity" guidance issued in December 2000	83.3%	100%	100%	100%	😊			
BV 115	The cost per physical visit to public libraries	£3.08	£2.83						
BV 117	The number of physical visits to public libraries per 1,000 population	4,388	6,295	4,800	4,522	😐	5,000	5,200	5,400
BV 118a	Library users who found a book to borrow	Not to be collected in 2002/03	N/a	70%	78.4%	😊	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 118b	Library users who found the information they were looking for	Not to be collected in 2002/03	N/a	70%	72%	😊	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 118c	Library users who were satisfied with the library overall	Not to be collected in 2002/03	N/a	70%	87.7%	😊	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119a	Satisfaction with the local authority's sports/leisure facilities			- 1					
BV 119b	Satisfaction with the local authority's libraries			70%	68%	😐	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119c	Satisfaction with the local authority's museums/galleries			56%	48%	😐	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required

¹ Indicator not required to be collected as all Sports/Leisure facilities transferred to halo on 1st April 2002

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 119d	Satisfaction with the local authority's theatres / concert halls			60%	57%	☹	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 119e	Satisfaction with the local authority's parks and open space			66%	67%	☺	Not to be collected in 2004/05	Not to be collected in 2005/06	Target not yet required
BV 170a	The number of visits to/usages of museums per 1000 population	806	744	814	812	☺	815	820	825
BV 170b	The number of those visits that were in person per 1000 population	771	522	816	785	☺	795	800	805
BV 170c	The number of pupils visiting museums and galleries in organised school groups	3,005	Not scaled	3,100	6,471	☺	7,000	7,100	7,200

Overview of Community Safety Performance Indicators

No. of Reportable Indicators	☺	☹	☹
9 indicators	4 indicators (52%)	1 indicator (15%)	4 indicators (33%)

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Community Safety									
BV 126	Domestic burglaries per 1,000 households	12.91	9	8	9.8	☹	7.9	7.9	7.9
BV 127a	Violent offences committed by a stranger per 1,000 population	1.40	2	No target set	1.75	☹	1.75	1.75	1.75
BV 127b	Violent offences committed in a public place per 1,000 population	1.78	4	No target set	2.08	☹	2.08	2.08	2.08

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
BV 127c	Violent offences committed in connection with licensed premises per 1,000 population	0.6	1	No target set	0.78	☹	0.78	0.78	0.78
BV 127d	Violent offences committed under the influence per 1,000 population	1.48	1	No target set	1.78	☹	1.78	1.78	1.78
BV 128	Vehicle crimes per 1,000 population	8.01	10	8.15	7.2	☺	7.2	7.2	7.2
BV 174	Number of racial incidents recorded by the authority per 100,000 population	6	0	5	29	☺	22	28	34
The increase in the number of recorded incidents has been interpreted as a positive, illustrating the work of the Race Equality Officer in encouraging incidents to be reported so that action can take place accordingly.									
BV 175	The percentage of racial incidents that resulted in further action	0%	100%	100%	100%	☺	100%	100%	100%
BV 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0.18	0.66	0.2	0.42	☺	0.42	0.77	0.77

Overview of Community Legal Services Performance Indicators

No. of Reportable Indicators	☺	☹	☹
1 indicator	No targets or previous performance to make comparison		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Community Legal Services									
BV 177	Percentage of authority expenditure on	Not collected	95%	No target set	20.5%		39%	40%	41%

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
	legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan								

The target for 2004/05 is based on the expectation that the council's Info Service will achieve the Quality Mark during the year. Subsequent years' targets reflect the current position that no other Council Service has been identified for application, combined with the uncertainty about the detail of future Voluntary Sector Funding; pending the outcome of the Voluntary Sector Review.

Overview of Cross-Cutting Performance Indicators

No. of Reportable Indicators	😊	😐	😞
1 indicator	1 indicator (100%)		

BV ref	Indicator	Audited outturn for 2002/03	Top quartile 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Cross-Cutting									
BV 197	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998			-10%	-10%	😊	-15%	-20%	-25%
BV 198	The number of problem drug misusers in treatment per thousand head of population aged 15-44			66	Data does not become available until August		Targets are not yet required		

Appendix 2: Local Performance Indicators

Key: Shaded boxes denote that the indicator is not being collected in the given year

- ☺ = Performance on or above target and better than or the same as in previous year
- ☹ = Improved or maintained performance compared with previous year but target not achieved
- ☹ = Performance below target and/or performance has deteriorated compared with previous year

Overview of All Local Performance Indicators			
No. of Indicators	☺	☹	☹
83 indicators (6 not measured)	39 indicators (47%)	13 indicators (16%)	25 indicators (30%)

Overview of Corporate Health Local Performance Indicators			
No. of Indicators	☺	☹	☹
12 indicators	5 indicators (42%)	4 indicators (33%)	3 indicators (25%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Corporate Health</i>								
Number of recorded complaints, both formal and informal	268	317	285	434	☺	440	450	460
Number of recorded formal complaints						250	260	270
Percentage of complaints resolved at Complaints Officer level	70%	52%	70%	60.8%	☹	70%	75%	80%
Percentage of these complaints resulting in change of practice	15%	3%	6%	6.3%	☺	7.5%	8%	8.5%
Number of telephone calls answered as a percentage of all telephone calls received	90%	77.48%	80%	78.93%	☹	85%	90%	95%
Percentage of telephone calls answered in 15 seconds						90%	92%	95%
Percentage of telephone calls answered in 10 seconds	90%	85.79%	90%	86.39%	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Percentage of Staff Review and Development interviews completed in previous 12 months	100%	80%	100%	71%	☹	80%	90%	95%
Percentage of agreed training plans arising from SRD interviews	70%	96%	90%	71%	☹			
The results for the above two indicators show a large variation across directorates. New service planning guidance advise that all Staff Review and Development interviews should be completed by the end of May each year. Initial results for 2004/05 suggest that performance is improving in relation to both indicators.								
Percentage of employees receiving corporate induction within 3 months of commencing employment	100%	45%	100%	73%	☹	80%	90%	95%
Although the target was set unrealistically high for 2003/04, there is a marked improvement in the numbers attending year on year.								
Staff mileage	0% increase	9% reduction	1% reduction	-8.6%	☺			
Staff mileage per employee						1% reduction	1% reduction	1% reduction
Staff use of public transport	Increase expenditure on public transport by 5%	11% increase	5% increase	12%	☺			
Percentage variance on budget	1%	1.06% underspend	1%	2.1% underspend	☹	1%	1%	1%
Capital spend	100%	100%	100% of resources used within time limits	100%	☺	100%	100%	100%

Overview of Environment Local Performance Indicators

No. of Indicators	☺	☹	☹
17 indicators	8 indicators (47%)	5 indicators (29%)	4 indicators (24%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Environment Directorate</i>								
<i>Environmental Health and Trading Standards</i>								
Customer satisfaction levels – overall satisfaction with service			78%	78%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Planning</i>								
Percentage of householder planning applications determined within 8 weeks	85%	85%	87%	85%	☺			
Percentage of customers satisfied with the building control service	98%	98%	98%	96%	☹			
Publish first deposit Unitary Development Plan	Deposit draft UDP published October 2002	Deposit draft UDP published October 2002	Publish revised deposit Draft UDP	(Published May 2004)	☹			
Percentage of applications invalid on receipt	Less than 30%	25%	Less than 25%	24.9%	☺			
Percentage of appeals where the Council's decision was overturned	Less than 40%	18%	Less than 40%	29%	☹			
<i>Transport</i>								
Percentage of subsidised bus services operated with disabled accessible vehicles	33%	40.2%	45%	66%	☺			
Kilometres of rural footways constructed	1.5km	0.95km	1.5km	0.39km	☹			
Number of accidents cluster sites treated	80	108	90	59	☹			
Kilometres of new cycle route created	1km	0.5km	1km	2.0km	☺			
Percentage of signalled junctions with advanced cycle stoplines	50%	40%	52%	40%	☹			
Number of penalty charge notices issued – amended indicator	29,000 (subsequently revised to 21,000)	21,329	21,000	23,040	☺			
Number of penalty charge notice appeals cases "lost" at appeal – PI adjusted to percentage of those taken to appeal	Baseline to be established	0.24%	0.25% - target amended to <50%	30%	☹			
Percentage of major roadwork schemes that over-run the published completion date.	0%	0%	0%	0%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Annual expenditure for reactive maintenance to running surfaces compared with the annual expenditure for programmed structural maintenance	20%	18.4%	17.5%	17%	☺			
Average length of time in repairing street light faults compared with the authority's policies and objectives	10 days (subsequently revised to 5 days)	3.49 days	4.5 days	3.9 days	☹			
Number of bridges inspected to safeguard structural integrity (two year rota).	327	327	463	465	☺			

Overview of Policy and Community Local Performance Indicators

No. of Indicators	☺	☹	☹
42 indicators (5 not measured)	17 indicators (40%)	4 indicators (10%)	16 indicators (38%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Policy and Community Directorate</i>								
Local Development								
Percentage of customer's rating the service provided by the Local Development Team as 'good' or 'excellent'			93%	80%	☹			
Percentage of customers rating how accessible the services provided by the Local Development Team are as 'good' or 'excellent'			90.7%	77%	☹			

For the above 2 indicators, a sample survey of 44 customers was undertaken during 2002/03 to establish a baseline. Targets were set based on a 2% improvement. However, the full survey undertaken during 2003/04 covered a wider customer base (110), and is therefore a truer representation of satisfaction levels. Analysis of the responses received will be used to inform service improvement.

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Parish Council's rating the service provided by the Local Development team as 'good' or 'excellent'			+1%	Survey deferred to June 2004				
100% take up of community building grant to maximise external funding drawn into the County			100%	100%	☺			
<i>Herefordshire Partnership Support Services</i>								
Percentage of people who feel that they have the opportunity to influence important local decisions	9%	23%	9%	Analysis of customer survey results expected by the end of June 2004				
A prolonged staff vacancy has delayed work on this indicator								
Percentage of Rural Regeneration Zone applications submitted approved to within x% amount applied for	70%	100%	90%	Advantage West Midlands no longer operate this scheme so unable to measure outturn against it				
Percentage of Objective 2 grant claims submitted which are accepted first time	60%	100%	90%	100%	☺			
Percentage of stakeholders satisfied or very satisfied with Herefordshire Partnership support services	To be confirmed	80%	95%	63%	☹			
Herefordshire Partnership Support Services Team are analysing the reasons for this change and have instigated a team based training & development programme in the business plan for 2004/05 in order to improve performance								
Number of enrolments per 1,000 adult population on adult and community learning courses	26.2	11.65	13.2	3.95	☹			
Loss of LEA funding had a direct impact on the number of courses that could be offered								
<i>Heritage Services</i>								
Percentage of visitors who rate sites and exhibitions as excellent	50%	53%	60%	89%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Visitor satisfaction rate with services and staff helpfulness	75%	61%	70%	89%	☺			
<i>Cultural Services</i>								
Spend per head on tourism by the local authority (not including spend from external funding)	£2.60	£3.13	£3.00	£3.35	☺			
Spend per head on arts by the local authority (including grants to external organisations and contribution to the Courtyard Centre for the Arts)	£3.10	£2.88	£3.10	£2.98	☹			
Reduction in support costs resulted in lower spend per head								
<i>Community Youth Service</i>								
Percentage of the total youth population aged 13-19 (14,322) in contact with the youth service			16% or 2,291 individuals	25.22% or 3,612 individuals	☺			
Percentage of contact target that undergo personal and social development opportunities that result in a recorded or accredited learning outcome			25% or 572 individuals	15.7% or 360 individuals	☹			
Staff shortages and seeing more young people than planned (see local indicator above) reduced the capacity of the service to focus on this area								
Percentage of young people participating in youth services expressing satisfaction with the service			70%	Survey deferred until September 2004				
Unit delivery cost (number of individual young people reached 13-19 year olds divided by total Youth Service expenditure)	£216.54	£219.51	£364.46	£206.14	☺			
Percentage of total work that actively involves young people in Youth Forums and the management or delivery of a Youth Project	25%	31.5%	25%	36%	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Records Office</i>								
Percentage of new users who rate the Record Office overall service and facilities as good or excellent			95%	96%	☺			
<i>Parks, Countryside and Leisure Development Service</i>								
Council owned play area achieving compliance with ROSPA standards			100%	100%	☺			
% of Leisure premises which meet DDA standards			60%	Not collected	☹			
Percentage of developments which lead to enhancements in open space			80%	100%	☺			
Percentage of Council owned countryside sites which exhibit signage and interpretation material compliant with legislation and is also available in electronic format			95%	93% compliant 85% in electronic format	☹			
<i>External Liaison</i>								
Percentage of agreed outputs met within the first year of the partnership project between Sports Development, Community Safety & Drugs Action Teams			60%	60%	☺			
Percentage of attendees rating the awareness and training events organised through the Community Safety Partnership as useful			50%	100% (first year target – no baseline)	☺			
Existing LIFT Programme clients completing the course	30%	47%	40%	46%	☹			
<i>Libraries and Information Services</i>								
Percentage of reservations supplied within 30 days	92%	85%	90%	85%	☹			
Output in line with Public Library Standard – but long fulfilment times for inter library loans (external borrowing) meant local target not achieved								

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Stock turnover ratio	6.0	5.53	6.0	4.7	☹			
Certain types of media are increasingly popular e.g. the turnover for DVDs was 9.48, whilst more traditional media types are reducing the average stock turnover ratio								
Increase in annual issues	-3.0%	-3.0%	+2%	-4% (Reflects the national trend)	☹			
Percentage of users rating staff helpfulness as "good" or "very good"	98%	No survey undertaken	96%	97.3%	☺			
Percentage of primary and special schools to receive advisory visits during the year	55%	55%	55%	43%	☹			
Fewer schools than anticipated were visited, due to the level of assistance required by those that were								
Percentage of projects ready for collection within 4 weeks of receiving request (or for date project required if more than 4 weeks notice given)	96%	100%	99%	99%	☺			
Performance against this indicator is now stable at between 99 – 100%. Therefore this indicator is to be replaced by a more challenging performance measure for 2004/05, which will be monitored internally								
<i>Info in Herefordshire</i>								
Resolution of first stop customer enquiries	95%	73%	80%	62.9%	☹			
Resolution of one stop customer enquiries	75%	100%	100%	100%	☺			
Percentage increase in number of service level agreements with public/private and voluntary agencies	20%	35%	37%	Not measured				
Not calculated due to the complete review of service level agreements as a result of the new Customer Relations Management software								
<i>Public Relations Team</i>								
Penetration of Core News – percentage of staff receiving each issue of Core News	95%	Not monitored	95%	91%	☹			
Percentage of positive or neutral coverage from national and local media	75%	88%	90%	87%	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Reply to telephone calls within five rings	100%	96.1%	100%	96%	☹			
Answer media enquiries within first deadline	90%	98%	100%	98.7%	☺			
Use of news releases/statements by the media	90%	96.75%	98%	91.7%	☹			
Percentage of graphic design commissions completed within agreed customer deadlines	90%	100%	100%	100%	☺			
<i>Research Team</i>								
Number of different service areas and organisations represented at HIRN meetings	20	59	60	78	☺			

Overview of County Secretary and Solicitor's Local Performance Indicators

No. of Indicators	☺	☹	☹
12 indicators (1 not measured)	9 indicators (75%)	0 indicators (0%)	2 indicators (17%)

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
<i>Secretary and Solicitors Department</i>								
Quality of advocacy in court of the in-house legal service as rated by court staff	Good or better	Achieved	Good or better	Achieved	☺			
Cost of providing the legal service	Significantly less than comparable costs in the private sector locally and regionally and within the top 50% of other authorities in the NUB Club	Achieved	At least 30% cheaper than comparable costs in private sector	In-house variable £45 - £120 ph External variable £65 - £200 ph	☺			
Success rate in claims for possession	100%	100%	100%	99% (1 case lost)	☹			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Court proceedings issued against the Council for an uninsured claim which was successful at trial where the Legal Service has advised they should or could be defended	0	0	0	0	☺			
Successful administrative law actions against the Council except where a strategic decision has been made at senior level to test a particular point of administrative law or practice	0	0	0	0	☺			
Success rate in court actions of all types (excluding cases where a decision has been made to proceed with court action following advice from the Legal Service that there is a less than 50% chance of success)	At least 90%	97%	At least 90%	Not measured				
Success rate during the year of public enquires in which the Legal Services has provided the advocacy	At least 50%	Achieved	At least 50%	75% success	☺			
Percentage of electorate from Wards affected by content attending Council/ Committee meetings	2%	1.65%	2%	1.16%	☹			
Percentage of direct services achieving/ maintaining identified excellence standard (e.g. ISO 9000, Lexcel)	88%	Achieved	88%	100%	☺			
Number of non-conformances identified during external audit	0	0	0	0	☺			
Number of complaints upheld by standards committee	0	0	0	0	☺			

Description	Target for 2002/03	Actual outturn for 2002/03	Target for 2003/04	Actual outturn for 2003/04		Target for 2004/05	Target for 2005/06	Target for 2006/07
Percentage of key executive decisions open to public scrutiny	90%	75%	90%	90%	☺			

Appendix 3: Statement on Contracts

There have been no contracts awarded during the past year to which the Code of Practice on Workforce Matters applies

ALLOCATION OF £300,000

Programme Area	£000
Education	46
Environment	26
Policy and Finance	197
Social and Economic Development	27
Social Care and Strategic Housing	<u>4</u>
TOTAL	<u>300</u>

SUBSTITUTE REVENUE BUDGET AND COUNCIL TAX RESOLUTION 2004/05

Report By: County Treasurer

Wards Affected

Countywide

Purpose

1. To set revised Council Tax amounts for each category of dwelling in Herefordshire for 2004/05 and to calculate the Council's budget requirement for 2004/05 in accordance with the Council Tax Limitation (England) (Maximum Amount) Order 2004 and the substitute precept made by the Combined Fire Authority.

Financial Implications

2. The Council will make provision to recover the administrative expense incurred in setting revised Council Tax amounts within the substituted precept.

Considerations

3. The Secretary of State has power under section 52F(4) of the Local Government Finance Act 1992 to make an Order specifying the maximum amount a local authority may calculate as its "budget requirement" for 2004/05. On 8 July 2004, the Chief Executive was informed by the Office of the Deputy Prime Minister that the First Secretary of State had decided to proceed to cap the Council in year. As soon as a reasonably practicable after an Order is made, the First Secretary of State must serve on the Council a Capping Notice setting the maximum amount. Confirmation of the making of the Order was contained in a letter from the Office of the Deputy Prime Minister dated 21st July, 2004.
4. In response to the Capping Notice, the Council must make substitute calculations in accordance with sections 32-36 of the Local Government Finance 1992 so as to secure compliance with the Notice. These calculations have to be made by full Council. This requires the Council to revisit the calculations it made in March 2004 in determining its original budget requirement and the consequential Council Tax amounts for the current year.
5. If the Council fails to comply with its duty within the period of 21 days beginning with the day on which the Council receives the Capping Notice, it has no power until it complies with the Notice to transfer any amount from its collection fund to its general fund.
6. The Combined Fire Authority (CFA) which became a major precepting authority under the provisions of the Local Government Act 2003 has received notice that it has been designated for capping in 2004/05. It is required to substitute a lesser sum for its budget requirement which must not exceed a maximum specified sum for the year. The CFA are due to meet on Thursday 22 July 2004 to make substitute

Further information on the subject of this report is available from
Ian Hyson, County Treasurer on (01432) 260235

calculations for a revised budget and substitute precept for 2004/05. As soon as reasonably practicable after making its substitute calculations, it will issue a precept to the Council and other billing authorities across the two counties.

7. Under section 31 of the 1992 Act, where the Council has made substitute calculations or been issued with a precept by way of substitution, it must, as soon as reasonably practical, set Council Tax amounts in substitution so as to give effect to those calculations and precept. This report anticipates that the CFA will make its substitute calculation in accordance with the Notice.
8. The report and annexes considered by Cabinet on 15 July 2004 are reflected in the Cabinet report to Council.
9. Annex 1 (i-v) to this report contains the individual Council Tax amounts for each category of dwelling as required by the Local Government Finance Act 1992 and associated regulations. As a contingency, it is also recommended that Cabinet continue to be authorised to draw on reserves and balances from time to time as required during 2004/05.
10. The recommendations to Council are as follows.

RECOMMENDATION

(1) In respect of the Council's 2004/05 Budget:

- (a) a council tax of £955.73 be levied (at Band D);**
- (b) programme areas contain expenditure within "cash limits" i.e. outturn budgets with no further allowance for pay or price inflation beyond that already provided;**

and

(2) in respect of council tax for 2004/05 that the following amounts be approved by the Council for the year 2004/05 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:

- | | |
|-------------------------|---|
| (a) £255,853,372 | being the estimated aggregate expenditure of the Council in accordance with Section 32(2)(a) to (e) of the Act; |
| (b) £78,682,000 | being the estimated aggregate income of the Council for the items set out in Section 32(3)(a) to (c) of the Act; |
| (c) £177,171,372 | being the amount by which the aggregate at (a) above exceeds the aggregate at (b) calculated by the Council in accordance with Section 32(4) of the Act, as its total net budget requirement for the year; |

- (d) £111,707,795 being the aggregate of the sums which the Council estimated will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant, additional grant or relevant special grant, increased by the transfer from the Collection Fund;
- (e) £983.55 being the amount at (c) above less the amount at (d) above all divided by the amount of the Council Tax base calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;
- (f) £1,851,372 being the aggregate amount of all special items referred to in Section 34(1) of the Act;
- (g) £955.73 being the amount at (e) above less the result given by dividing the amount at (f) above by the amount of the Council Tax base calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;
- (h) that the precepting authority details incorporated in Annex 1 (i-v), relating to Special Items, West Mercia Police and Hereford and Worcester Combined Fire Authority be approved in accordance with Sections 30(2), 34(3), 36(1) and Section 40 of the Local Government Finance Act 1992.
- (3) Pursuant to the requirements of the Local Government (Functions and Responsibility) (England) Regulations 2000, any decisions on the application of reserves and balances as required from time to time during the financial year be taken by Cabinet.

Annex

- i** Herefordshire Council requirement by Parish, including Band D equivalent
- ii** Council Tax for each valuation band, by Parish, without the Police & Fire precepts
- iii** Police Authority precept requirement for each valuation band
- iv** Fire Authority precept requirement for each valuation band
- v** Council Tax for each valuation band, by Parish, including the Police & Fire precepts

Herefordshire Council requirement by Parish, including Band D equivalent

Parish	Parish Precept	Tax Base	Parish Precept Basic Tax Rate (Band D)	Band D Charge (Parish and Herefordshire Council's Basic Rate - £955.73)
	£		£	£
Abbeydore & Bacton Group Parish Council	1,600	156.94	10.19	965.92
Aconbury Parish Meeting	0	33.89	-	955.73
Acton Beauchamp Group	1,200	166.95	7.19	962.92
Allensmore Parish Council	1,000	235.65	4.24	959.97
Almeley Parish Council	5,000	252.39	19.81	975.54
Ashperton Parish Council	2,750	115.67	23.77	979.50
Aston Ingham Parish Council	1,750	199.98	8.75	964.48
Avenbury Parish Council	1,500	107.54	13.95	969.68
Aymestrey Parish Council	2,000	146.73	13.63	969.36
Ballingham Bolstone & Hentland Group Parish Council	3,000	277.83	10.80	966.53
Bartestree & Lugwardine Group Parish Council	18,000	747.95	24.07	979.80
Belmont Rural Parish Council	30,000	1,377.62	21.78	977.51
Birley with Upper Hill Parish Council	1,248	115.11	10.84	966.57
Bishop's Frome Parish Council	14,000	313.26	44.69	1,000.42
Bishopstone & District Group Parish Council	2,575	188.15	13.69	969.42
Bodenham Parish Council	3,000	451.67	6.64	962.37
Border Group Parish Council	5,000	293.83	17.02	972.75
Bosbury and Coddington Parish Council	4,500	362.02	12.43	968.16
Brampton Abbots & Foy Group Parish Council	1,000	201.87	4.95	960.68
Bredenbury & District Group Parish Council	1,500	158.69	9.45	965.18
Breinton Parish Council	5,000	379.12	13.19	968.92
Bridstow Parish Council	4,000	374.48	10.68	966.41
Brilley Parish Council	1,750	116.17	15.06	970.79
Brimfield and Little Hereford Group Parish Council	6,000	500.97	11.98	967.71
Brockhampton Parish Council	1,850	77.87	23.76	979.49
Brockhampton Group Parish Council	5,000	318.51	15.70	971.43
Bromyard & Winslow Town Council	110,000	1,471.75	74.74	1,030.47
Burghill Parish Council	8,000	680.28	11.76	967.49
Callow & Haywood Group Parish Council	1,200	177.16	6.77	962.50
Clehonger Parish Council	10,000	493.45	20.27	976.00
Clifford Parish Council	6,000	247.28	24.26	979.99
Colwall Parish Council	48,033	1,128.50	42.56	998.29 }
Malvern Hills Conservators (Colwall Parish Council)	26,600	1,128.50	23.57	23.57 }
Cradley Parish Council	17,500	734.92	23.81	979.54
Credenhill Parish Council	20,000	620.16	32.25	987.98
Cusop Parish Council	4,000	180.17	22.20	977.93
Dilwyn Parish Council	9,250	298.58	30.98	986.71
Dinedor Parish Council	6,000	122.07	49.15	1,004.88
Dinmore Parish Meeting	0	3.50	-	955.73
Dormington & Mordiford Group Parish Council	4,500	306.05	14.70	970.43
Dorstone Parish Council	1,500	146.69	10.23	965.96
Eardisland Parish Council	7,000	223.74	31.29	987.02
Eardisley Group Parish Council	5,000	448.11	11.16	966.89
Eastnor & Donnington Parish Council	2,000	138.11	14.48	970.21
Eaton Bishop Parish Council	3,500	177.71	19.70	975.43
Ewyas Harold Group Parish Council	12,435	449.61	27.66	983.39
Fownhope Parish Council	16,000	420.60	38.04	993.77
Foxley Parish Council	1,300	156.63	8.30	964.03
Garway Parish Council	3,500	153.05	22.87	978.60

Goodrich & Welsh Bicknor Group Parish Council	3,000	247.60	12.12	967.85
Hampton Bishop Parish Council	3,250	194.75	16.69	972.42
Hampton Charles Parish Meeting	0	19.01	-	955.73
Hatfield and District Group Parish Council	1,250	199.57	6.26	961.99
Hereford City Council	478,000	16,348.62	29.24	984.97
Holme Lacy Parish Council	5,500	181.58	30.29	986.02
Holmer & Shelwick Parish Council	6,000	551.61	10.88	966.61
Hope Mansell Parish Council	1,200	129.34	9.28	965.01
Hope under Dinmore Group Parish Council	2,600	157.66	16.49	972.22
How Caple, Sollershope & Yatton Group Parish Council	2,000	147.38	13.57	969.30
Humber, Stoke Prior & Ford Group Parish Council	2,709	270.73	10.01	965.74
Huntington Parish Council	400	49.24	8.12	963.85
Kentchurch Parish Council	2,770	107.30	25.82	981.55
Kilpeck Group Parish Council	2,400	196.62	12.21	967.94
Kimbolton Parish Council	3,500	201.47	17.37	973.10
Kings Caple Parish Council	3,250	143.04	22.72	978.45
Kingsland Parish Council	3,500	439.34	7.97	963.70
Kingstone & Thrupton Group Parish Council	6,000	402.37	14.91	970.64
Kington Rural and Lower Harpton Group Parish Council	2,000	234.46	8.53	964.26
Kington Town Council	44,000	892.53	49.30	1,005.03
Kinnersley and District Group Parish Council	2,000	235.73	8.48	964.21
Lea Parish Council	4,330	243.77	17.76	973.49
Ledbury Town Council	200,420	3,528.19	56.81	1,012.54
Leintwardine Group Parish Council	8,000	415.48	19.25	974.98
Leominster Town Council	107,200	3,880.28	27.63	983.36
Linton Parish Council	4,780	438.39	10.90	966.63
Little Birch Parish Council	1,400	95.14	14.72	970.45
Little Dewchurch Parish Council	5,500	175.98	31.25	986.98
Llangarron Parish Council	3,000	439.04	6.83	962.56
Llanwarne & District Group Parish Council	1,200	245.04	4.90	960.63
Longtown Group Parish Council	4,500	375.07	12.00	967.73
Lower Bullingham Parish Council	7,200	623.12	11.55	967.28
Luston Group Parish Council	3,000	359.97	8.33	964.06
Lyonshall Parish Council	3,500	274.39	12.76	968.49
Madley Parish Council	4,500	390.51	11.52	967.25
Marden Parish Council	14,500	534.90	27.11	982.84
Marstow Parish Council	1,250	155.65	8.03	963.76
Mathon Parish Council	2,652	140.69	18.85	974.58 }
Malvern Hills Conservators (Mathon Parish Council)	3,550	140.69	25.23	25.23 }
Middleton-on-the-Hill and Leysters Group Parish Council	3,500	168.19	20.81	976.54
Monkland and Stretford Parish Council	1,500	83.39	17.99	973.72
Moreton on Lugg Parish Council	17,500	295.43	59.24	1,014.97
Much Birch Parish Council	3,000	365.74	8.20	963.93
Much Cowarne Group Parish Council	2,800	179.59	15.59	971.32
Much Dewchurch Parish Council	500	256.47	1.95	957.68
Much Marcle Parish Council	4,056	291.06	13.94	969.67
North Bromyard Group Parish Council	0	286.83	-	955.73
Ocle Pychard Parish Council	2,500	246.18	10.16	965.89
Orcop Parish Council	3,300	164.43	20.07	975.80
Orleton Parish Council	11,400	343.88	33.15	988.88
Pembridge Parish Council	16,500	435.27	37.91	993.64
Pencombe Group Parish Council	5,750	187.75	30.63	986.36
Peterchurch Parish Council	7,000	384.96	18.18	973.91
Peterstow Parish Council	2,500	165.66	15.09	970.82
Pipe and Lyde Parish Council	980	133.25	7.35	963.08
Pixley & District Parish Council	2,500	209.74	11.92	967.65
Putley Parish Council	2,000	106.66	18.75	974.48
Pyons Group Parish Council	2,500	337.25	7.41	963.14
Richard's Castle Parish Council	1,200	112.66	10.65	966.38

Ross-on-Wye Town Council	213,825	3,378.36	63.29	1,019.02
Ross Rural Parish Council	3,160	422.75	7.47	963.20
Sellack Parish Council	550	105.65	5.21	960.94
Shobdon Parish Council	7,100	288.85	24.58	980.31
St. Weonards Parish Council	1,300	139.53	9.32	965.05
Stapleton Group Parish Council	5,000	144.14	34.69	990.42
Staunton-on-Wye and District Group Parish Council	2,250	198.57	11.33	967.06
Stoke Edith Parish Meeting	0	42.20	-	955.73
Stoke Lacy Parish Council	3,250	158.49	20.51	976.24
Stretton Grandison Group Parish Council	1,500	181.06	8.28	964.01
Stretton Sugwas Parish Council	3,000	148.68	20.18	975.91
Sutton Parish Council	11,500	364.54	31.55	987.28
Tarrington Parish Council	6,000	217.53	27.58	983.31
Thornbury Group Parish Council	1,600	169.15	9.46	965.19
Titley and District Group Parish Council	2,500	210.59	11.87	967.60
Upton Bishop Parish Council	7,000	250.34	27.96	983.69
Vowchurch & District Group Parish Council	2,500	301.81	8.28	964.01
Walford Parish Council	8,000	614.37	13.02	968.75
Wellington Parish Council	6,000	403.57	14.87	970.60
Wellington Heath Parish Council	4,600	214.17	21.48	977.21
Welsh Newton & Llanrothal Group Parish Council	3,500	123.44	28.35	984.08
Weobley Parish Council	6,329	476.44	13.28	969.01
Weston Beggard Parish Council	1,000	79.59	12.56	968.29
Weston-under-Penyard Parish Council	3,850	413.69	9.31	965.04
Whitbourne Parish Council	7,000	314.32	22.27	978.00
Whitchurch & Ganarew Group Parish Council	7,500	497.53	15.07	970.80
Wigmore Group Parish Council	9,000	333.44	26.99	982.72
Withington Group Parish Council	11,500	564.71	20.36	976.09
Woolhope Parish Council	4,120	202.53	20.34	976.07
Wyeside Group Parish Council	2,600	291.62	8.92	964.65
Yarkhill Parish Council	2,500	126.59	19.75	975.48
Yarpole Group Parish Council	7,500	311.64	24.07	979.80

Being the amounts given by adding to the amount at 2(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the tax base above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

Council Tax for each valuation band, by Parish, without the Police & Fire precepts

PARISH	VALUATION BANDS							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Abbeydore & Bacton Group Parish Council	643.94	751.28	858.60	965.92	1,180.56	1,395.22	1,609.86	1,931.84
Aconbury Parish Meeting	637.15	743.35	849.54	955.73	1,168.11	1,380.50	1,592.88	1,911.46
Acton Beauchamp Group	641.94	748.94	855.93	962.92	1,176.90	1,390.89	1,604.86	1,925.84
Allensmore Parish Council	639.98	746.65	853.31	959.97	1,173.29	1,386.62	1,599.95	1,919.94
Almeley Parish Council	650.36	758.76	867.15	975.54	1,192.32	1,409.11	1,625.90	1,951.08
Ashperton Parish Council	653.00	761.84	870.67	979.50	1,197.16	1,414.83	1,632.50	1,959.00
Aston Ingham Parish Council	642.98	750.16	857.32	964.48	1,178.80	1,393.14	1,607.46	1,928.96
Avenbury Parish Council	646.45	754.20	861.94	969.68	1,185.16	1,400.65	1,616.13	1,939.36
Aymestrey Parish Council	646.24	753.95	861.66	969.36	1,184.77	1,400.19	1,615.60	1,938.72
Ballingham Bolstone & Hentland Group Parish Council	644.35	751.75	859.14	966.53	1,181.31	1,396.10	1,610.88	1,933.06
Bartestree & Lugwardine Group Parish Council	653.20	762.07	870.94	979.80	1,197.53	1,415.27	1,633.00	1,959.60
Belmont Rural Parish Council	651.67	760.29	868.90	977.51	1,194.73	1,411.96	1,629.18	1,955.02
Birley with Upper Hill Parish Council	644.38	751.78	859.18	966.57	1,181.36	1,396.16	1,610.95	1,933.14
Bishop's Frome Parish Council	666.94	778.11	889.26	1,000.42	1,222.73	1,445.05	1,667.36	2,000.84
Bishopstone & District Group Parish Council	646.28	754.00	861.71	969.42	1,184.84	1,400.27	1,615.70	1,938.84
Bodenham Parish Council	641.58	748.51	855.44	962.37	1,176.23	1,390.09	1,603.95	1,924.74
Border Group Parish Council	648.50	756.59	864.67	972.75	1,188.91	1,405.08	1,621.25	1,945.50
Bosbury and Coddington Parish Council	645.44	753.02	860.59	968.16	1,183.30	1,398.45	1,613.60	1,936.32
Brampton Abbots & Foy Group Parish Council	640.45	747.20	853.94	960.68	1,174.16	1,387.65	1,601.13	1,921.36
Bredenbury & District Group Parish Council	643.45	750.70	857.94	965.18	1,179.66	1,394.15	1,608.63	1,930.36
Breinton Parish Council	645.94	753.61	861.26	968.92	1,184.23	1,399.55	1,614.86	1,937.84
Bridstow Parish Council	644.27	751.66	859.03	966.41	1,181.16	1,395.93	1,610.68	1,932.82
Brilley Parish Council	647.19	755.06	862.93	970.79	1,186.52	1,402.25	1,617.98	1,941.58
Brimfield and Little Hereford Group Parish Council	645.14	752.67	860.19	967.71	1,182.75	1,397.80	1,612.85	1,935.42
Brockhampton Parish Council	652.99	761.83	870.66	979.49	1,197.15	1,414.82	1,632.48	1,958.98
Brockhampton Group Parish Council	647.62	755.56	863.50	971.43	1,187.30	1,403.18	1,619.05	1,942.86
Bromyard & Winslow Town Council	686.98	801.48	915.98	1,030.47	1,259.46	1,488.46	1,717.45	2,060.94
Burghill Parish Council	644.99	752.50	859.99	967.49	1,182.48	1,397.49	1,612.48	1,934.98
Callow & Haywood Group Parish Council	641.66	748.62	855.56	962.50	1,176.38	1,390.28	1,604.16	1,925.00
Cleghonger Parish Council	650.66	759.12	867.56	976.00	1,192.88	1,409.78	1,626.66	1,952.00
Clifford Parish Council	653.32	762.22	871.10	979.99	1,197.76	1,415.54	1,633.31	1,959.98
Colwall Parish Council (incl. Malvern Hills Conservators)	681.23	794.78	908.32	1,021.86	1,248.94	1,476.03	1,703.09	2,043.72
Cradley Parish Council	653.02	761.87	870.70	979.54	1,197.21	1,414.89	1,632.56	1,959.08
Credenhill Parish Council	658.65	768.43	878.21	987.98	1,207.53	1,427.08	1,646.63	1,975.96
Cusop Parish Council	651.95	760.62	869.27	977.93	1,195.24	1,412.57	1,629.88	1,955.86
Dilwyn Parish Council	657.80	767.45	877.08	986.71	1,205.97	1,425.25	1,644.51	1,973.42
Dinedor Parish Council	669.92	781.58	893.23	1,004.88	1,228.18	1,451.49	1,674.80	2,009.76
Dinmore Parish Meeting	637.15	743.35	849.54	955.73	1,168.11	1,380.50	1,592.88	1,911.46
Dormington & Mordiford Group Parish Council	646.95	754.78	862.61	970.43	1,186.08	1,401.73	1,617.38	1,940.86
Dorstone Parish Council	643.97	751.31	858.63	965.96	1,180.61	1,395.28	1,609.93	1,931.92
Eardisland Parish Council	658.01	767.69	877.35	987.02	1,206.35	1,425.70	1,645.03	1,974.04
Eardisley Group Parish Council	644.59	752.03	859.46	966.89	1,181.75	1,396.62	1,611.48	1,933.78
Eastnor & Donnington Parish Council	646.80	754.61	862.41	970.21	1,185.81	1,401.42	1,617.01	1,940.42
Eaton Bishop Parish Council	650.28	758.67	867.05	975.43	1,192.19	1,408.96	1,625.71	1,950.86
Ewyas Harold Group Parish Council	655.59	764.86	874.13	983.39	1,201.92	1,420.45	1,638.98	1,966.78
Fownhope Parish Council	662.51	772.94	883.35	993.77	1,214.60	1,435.45	1,656.28	1,987.54
Foxley Parish Council	642.68	749.81	856.92	964.03	1,178.25	1,392.49	1,606.71	1,928.06
Garway Parish Council	652.40	761.14	869.87	978.60	1,196.06	1,413.53	1,631.00	1,957.20
Goodrich & Welsh Bicknor Group Parish Council	645.23	752.78	860.31	967.85	1,182.92	1,398.01	1,613.08	1,935.70
Hampton Bishop Parish Council	648.28	756.33	864.38	972.42	1,188.51	1,404.61	1,620.70	1,944.84
Hampton Charles Parish Meeting	637.15	743.35	849.54	955.73	1,168.11	1,380.50	1,592.88	1,911.46
Hatfield and District Group Parish Council	641.32	748.22	855.10	961.99	1,175.76	1,389.54	1,603.31	1,923.98
Hereford City Council	656.64	766.09	875.53	984.97	1,203.85	1,422.74	1,641.61	1,969.94
Holme Lacy Parish Council	657.34	766.91	876.46	986.02	1,205.13	1,424.25	1,643.36	1,972.04
Holmer & Shelwick Parish Council	644.40	751.81	859.21	966.61	1,181.41	1,396.22	1,611.01	1,933.22
Hope Mansell Parish Council	643.34	750.57	857.79	965.01	1,179.45	1,393.90	1,608.35	1,930.02
Hope under Dinmore Group Parish Council	648.14	756.18	864.20	972.22	1,188.26	1,404.32	1,620.36	1,944.44
How Caple, Sollershope & Yatton Group Parish Council	646.20	753.90	861.60	969.30	1,184.70	1,400.10	1,615.50	1,938.60
Humber, Stoke Prior & Ford Group Parish Council	643.82	751.14	858.44	965.74	1,180.34	1,394.96	1,609.56	1,931.48
Huntington Parish Council	642.56	749.67	856.76	963.85	1,178.03	1,392.23	1,606.41	1,927.70
Kentchurch Parish Council	654.36	763.43	872.49	981.55	1,199.67	1,417.80	1,635.91	1,963.10

Kilpeck Group Parish Council	645.29	752.85	860.39	967.94	1,183.03	1,398.14	1,613.23	1,935.88
Kimbolton Parish Council	648.73	756.86	864.98	973.10	1,189.34	1,405.59	1,621.83	1,946.20
Kings Caple Parish Council	652.30	761.02	869.74	978.45	1,195.88	1,413.32	1,630.75	1,956.90
Kingsland Parish Council	642.46	749.55	856.62	963.70	1,177.85	1,392.01	1,606.16	1,927.40
Kingstone & Thrupton Group Parish Council	647.09	754.95	862.79	970.64	1,186.33	1,402.04	1,617.73	1,941.28
Kington Rural and Lower Harpton Group Parish Council	642.84	749.98	857.12	964.26	1,178.54	1,392.82	1,607.10	1,928.52
Kington Town Council	670.02	781.69	893.36	1,005.03	1,228.37	1,451.71	1,675.05	2,010.06
Kinnersley and District Group Parish Council	642.80	749.95	857.08	964.21	1,178.47	1,392.75	1,607.01	1,928.42
Lea Parish Council	648.99	757.16	865.33	973.49	1,189.82	1,406.15	1,622.48	1,946.98
Ledbury Town Council	675.02	787.54	900.04	1,012.54	1,237.54	1,462.56	1,687.56	2,025.08
Leintwardine Group Parish Council	649.98	758.32	866.65	974.98	1,191.64	1,408.31	1,624.96	1,949.96
Leominster Town Council	655.57	764.84	874.10	983.36	1,201.88	1,420.41	1,638.93	1,966.72
Linton Parish Council	644.42	751.83	859.23	966.63	1,181.43	1,396.24	1,611.05	1,933.26
Little Birch Parish Council	646.96	754.80	862.62	970.45	1,186.10	1,401.76	1,617.41	1,940.90
Little Dewchurch Parish Council	657.98	767.66	877.32	986.98	1,206.30	1,425.64	1,644.96	1,973.96
Llangarron Parish Council	641.70	748.66	855.61	962.56	1,176.46	1,390.37	1,604.26	1,925.12
Llanwaine & District Group Parish Council	640.42	747.16	853.90	960.63	1,174.10	1,387.58	1,601.05	1,921.26
Longtown Group Parish Council	645.15	752.68	860.21	967.73	1,182.78	1,397.83	1,612.88	1,935.46
Lower Bullingham Parish Council	644.85	752.33	859.81	967.28	1,182.23	1,397.18	1,612.13	1,934.56
Luston Group Parish Council	642.70	749.83	856.94	964.06	1,178.29	1,392.53	1,606.76	1,928.12
Lyonshall Parish Council	645.66	753.27	860.88	968.49	1,183.71	1,398.93	1,614.15	1,936.98
Madley Parish Council	644.83	752.31	859.78	967.25	1,182.19	1,397.14	1,612.08	1,934.50
Marden Parish Council	655.22	764.44	873.64	982.84	1,201.24	1,419.66	1,638.06	1,965.68
Marstow Parish Council	642.50	749.60	856.68	963.76	1,177.92	1,392.10	1,606.26	1,927.52
Mathon Parish Council (incl. Malvern Hills Conservators)	666.54	777.63	888.73	999.81	1,221.99	1,444.17	1,666.35	1,999.62
Middleton-on-the-Hill and Leysters Group Parish Council	651.02	759.54	868.04	976.54	1,193.54	1,410.56	1,627.56	1,953.08
Monkland and Stretford Parish Council	649.14	757.34	865.53	973.72	1,190.10	1,406.49	1,622.86	1,947.44
Moreton on Lugg Parish Council	676.64	789.43	902.20	1,014.97	1,240.51	1,466.07	1,691.61	2,029.94
Much Birch Parish Council	642.62	749.73	856.83	963.93	1,178.13	1,392.34	1,606.55	1,927.86
Much Cowarne Group Parish Council	647.54	755.48	863.40	971.32	1,187.16	1,403.02	1,618.86	1,942.64
Much Dewchurch Parish Council	638.45	744.87	851.27	957.68	1,170.49	1,383.32	1,596.13	1,915.36
Much Marcle Parish Council	646.44	754.19	861.93	969.67	1,185.15	1,400.64	1,616.11	1,939.34
North Bromyard Group Parish Council	637.15	743.35	849.54	955.73	1,168.11	1,380.50	1,592.88	1,911.46
Ocle Pychard Parish Council	643.92	751.25	858.57	965.89	1,180.53	1,395.18	1,609.81	1,931.78
Orcop Parish Council	650.53	758.96	867.38	975.80	1,192.64	1,409.49	1,626.33	1,951.60
Orleton Parish Council	659.25	769.13	879.01	988.88	1,208.63	1,428.38	1,648.13	1,977.76
Pembridge Parish Council	662.42	772.84	883.24	993.64	1,214.44	1,435.26	1,656.06	1,987.28
Pencombe Group Parish Council	657.57	767.17	876.77	986.36	1,205.55	1,424.74	1,643.93	1,972.72
Peterchurch Parish Council	649.27	757.49	865.70	973.91	1,190.33	1,406.76	1,623.18	1,947.82
Peterstow Parish Council	647.21	755.09	862.95	970.82	1,186.55	1,402.30	1,618.03	1,941.64
Pipe and Lyde Parish Council	642.05	749.07	856.07	963.08	1,177.09	1,391.12	1,605.13	1,926.16
Pixley & District Parish Council	645.10	752.62	860.14	967.65	1,182.68	1,397.72	1,612.75	1,935.30
Putley Parish Council	649.65	757.93	866.21	974.48	1,191.03	1,407.58	1,624.13	1,948.96
Pyons Group Parish Council	642.09	749.11	856.13	963.14	1,177.17	1,391.20	1,605.23	1,926.28
Richard's Castle Parish Council	644.25	751.63	859.01	966.38	1,181.13	1,395.88	1,610.63	1,932.76
Ross-on-Wye Town Council	679.34	792.58	905.80	1,019.02	1,245.46	1,471.92	1,698.36	2,038.04
Ross Rural Parish Council	642.13	749.16	856.18	963.20	1,177.24	1,391.29	1,605.33	1,926.40
Sellack Parish Council	640.62	747.40	854.17	960.94	1,174.48	1,388.03	1,601.56	1,921.88
Shobdon Parish Council	653.54	762.47	871.39	980.31	1,198.15	1,416.00	1,633.85	1,960.62
St. Weonards Parish Council	643.36	750.60	857.82	965.05	1,179.50	1,393.96	1,608.41	1,930.10
Stapleton Group Parish Council	660.28	770.33	880.38	990.42	1,210.51	1,430.61	1,650.70	1,980.84
Staunton-on-Wye and District Group Parish Council	644.70	752.16	859.61	967.06	1,181.96	1,396.87	1,611.76	1,934.12
Stoke Edith Parish Meeting	637.15	743.35	849.54	955.73	1,168.11	1,380.50	1,592.88	1,911.46
Stoke Lacy Parish Council	650.82	759.30	867.77	976.24	1,193.18	1,410.13	1,627.06	1,952.48
Stretton Grandison Group Parish Council	642.67	749.79	856.90	964.01	1,178.23	1,392.46	1,606.68	1,928.02
Stretton Sugwas Parish Council	650.60	759.05	867.48	975.91	1,192.77	1,409.65	1,626.51	1,951.82
Sutton Parish Council	658.18	767.89	877.58	987.28	1,206.67	1,426.07	1,645.46	1,974.56
Tarrington Parish Council	655.54	764.80	874.06	983.31	1,201.82	1,420.34	1,638.85	1,966.62
Thornbury Group Parish Council	643.46	750.71	857.95	965.19	1,179.67	1,394.16	1,608.65	1,930.38
Titley and District Group Parish Council	645.06	752.58	860.09	967.60	1,182.62	1,397.65	1,612.66	1,935.20
Upton Bishop Parish Council	655.79	765.10	874.39	983.69	1,202.28	1,420.89	1,639.48	1,967.38
Vowchurch & District Group Parish Council	642.67	749.79	856.90	964.01	1,178.23	1,392.46	1,606.68	1,928.02
Walford Parish Council	645.83	753.48	861.11	968.75	1,184.02	1,399.31	1,614.58	1,937.50
Wellington Parish Council	647.06	754.92	862.76	970.60	1,186.28	1,401.98	1,617.66	1,941.20
Wellington Heath Parish Council	651.47	760.06	868.63	977.21	1,194.36	1,411.53	1,628.68	1,954.42
Welsh Newton & Llanrothal Group Parish Council	656.05	765.40	874.74	984.08	1,202.76	1,421.45	1,640.13	1,968.16
Weobley Parish Council	646.00	753.68	861.34	969.01	1,184.34	1,399.68	1,615.01	1,938.02
Weston Beggard Parish Council	645.52	753.12	860.70	968.29	1,183.46	1,398.64	1,613.81	1,936.58
Weston-under-Penyard Parish Council	643.36	750.59	857.82	965.04	1,179.49	1,393.95	1,608.40	1,930.08

Whitbourne Parish Council	652.00	760.67	869.34	978.00	1,195.33	1,412.67	1,630.00	1,956.00
Whitchurch & Ganarew Group Parish Council	647.20	755.07	862.94	970.80	1,186.53	1,402.27	1,618.00	1,941.60
Wigmore Group Parish Council	655.14	764.34	873.53	982.72	1,201.10	1,419.49	1,637.86	1,965.44
Withington Group Parish Council	650.72	759.19	867.64	976.09	1,192.99	1,409.91	1,626.81	1,952.18
Woolhope Parish Council	650.71	759.17	867.62	976.07	1,192.97	1,409.88	1,626.78	1,952.14
Wyeside Group Parish Council	643.10	750.29	857.47	964.65	1,179.01	1,393.38	1,607.75	1,929.30
Yarkhill Parish Council	650.32	758.71	867.10	975.48	1,192.25	1,409.03	1,625.80	1,950.96
Yarpole Group Parish Council	653.20	762.07	870.94	979.80	1,197.53	1,415.27	1,633.00	1,959.60

Being the amounts given by multiplying the amounts at 2(g) and Annex 1(i) - (Special Items) by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Police Authority precept requirement for each valuation band

	VALUATION BANDS							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
West Mercia Police Authority	91.79	107.09	122.39	137.69	168.29	198.89	229.48	275.38

That it be noted for the year 2004/2005 West Mercia Police Authority have stated the above amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown above.

Fire Authority precept requirement for each valuation band

	VALUATION BANDS							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Hereford & Worcester Combined Fire Authority	37.65	43.93	50.21	56.48	69.03	81.59	94.14	112.96

That it be noted for the year 2004/2005 Hereford and Worcester Combined Fire Authority have stated the above amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown above.

Council Tax for each valuation band, by Parish, including the Police & Fire precepts

PARISH	VALUATION BANDS							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Abbeystead & Bacton Group Parish Council	773.38	902.30	1,031.20	1,160.09	1,417.88	1,675.70	1,933.48	2,320.18
Aconbury Parish Meeting	766.59	894.37	1,022.14	1,149.90	1,405.43	1,660.98	1,916.50	2,299.80
Acton Beauchamp Group	771.38	899.96	1,028.53	1,157.09	1,414.22	1,671.37	1,928.48	2,314.18
Allensmore Parish Council	769.42	897.67	1,025.91	1,154.14	1,410.61	1,667.10	1,923.57	2,308.28
Almeley Parish Council	779.80	909.78	1,039.75	1,169.71	1,429.64	1,689.59	1,949.52	2,339.42
Ashperton Parish Council	782.44	912.86	1,043.27	1,173.67	1,434.48	1,695.31	1,956.12	2,347.34
Aston Ingham Parish Council	772.42	901.18	1,029.92	1,158.65	1,416.12	1,673.62	1,931.08	2,317.30
Avenbury Parish Council	775.89	905.22	1,034.54	1,163.85	1,422.48	1,681.13	1,939.75	2,327.70
Aymestrey Parish Council	775.68	904.97	1,034.26	1,163.53	1,422.09	1,680.67	1,939.22	2,327.06
Ballingham Bolstone & Hentland Group Parish Council	773.79	902.77	1,031.74	1,160.70	1,418.63	1,676.58	1,934.50	2,321.40
Bartestree & Lugwardine Group Parish Council	782.64	913.09	1,043.54	1,173.97	1,434.85	1,695.75	1,956.62	2,347.94
Belmont Rural Parish Council	781.11	911.31	1,041.50	1,171.68	1,432.05	1,692.44	1,952.80	2,343.36
Birley with Upper Hill Parish Council	773.82	902.80	1,031.78	1,160.74	1,418.68	1,676.64	1,934.57	2,321.48
Bishop's Frome Parish Council	796.38	929.13	1,061.86	1,194.59	1,460.05	1,725.53	1,990.98	2,389.18
Bishopstone & District Group Parish Council	775.72	905.02	1,034.31	1,163.59	1,422.16	1,680.75	1,939.32	2,327.18
Bodenham Parish Council	771.02	899.53	1,028.04	1,156.54	1,413.55	1,670.57	1,927.57	2,313.08
Border Group Parish Council	777.94	907.61	1,037.27	1,166.92	1,426.23	1,685.56	1,944.87	2,333.84
Bosbury and Coddington Parish Council	774.88	904.04	1,033.19	1,162.33	1,420.62	1,678.93	1,937.22	2,324.66
Brampton Abbots & Foy Group Parish Council	769.89	898.22	1,026.54	1,154.85	1,411.48	1,668.13	1,924.75	2,309.70
Bredonbury & District Group Parish Council	772.89	901.72	1,030.54	1,159.35	1,416.98	1,674.63	1,932.25	2,318.70
Breinton Parish Council	775.38	904.63	1,033.86	1,163.09	1,421.55	1,680.03	1,938.48	2,326.18
Bridstow Parish Council	773.71	902.68	1,031.63	1,160.58	1,418.48	1,676.41	1,934.30	2,321.16
Brilley Parish Council	776.63	906.08	1,035.53	1,164.96	1,423.84	1,682.73	1,941.60	2,329.92
Brimfield and Little Hereford Group Parish Council	774.58	903.69	1,032.79	1,161.88	1,420.07	1,678.28	1,936.47	2,323.76
Brockhampton Parish Council	782.43	912.85	1,043.26	1,173.66	1,434.47	1,695.30	1,956.10	2,347.32
Brockhampton Group Parish Council	777.06	906.58	1,036.10	1,165.60	1,424.62	1,683.66	1,942.67	2,331.20
Bromyard & Winslow Town Council	816.42	952.50	1,088.58	1,224.64	1,496.78	1,768.94	2,041.07	2,449.28
Burghill Parish Council	774.43	903.52	1,032.59	1,161.66	1,419.80	1,677.97	1,936.10	2,323.32
Callow & Haywood Group Parish Council	771.10	899.64	1,028.16	1,156.67	1,413.70	1,670.76	1,927.78	2,313.34
Cleghonger Parish Council	780.10	910.14	1,040.16	1,170.17	1,430.20	1,690.26	1,950.28	2,340.34
Clifford Parish Council	782.76	913.24	1,043.70	1,174.16	1,435.08	1,696.02	1,956.93	2,348.32
Colwall Parish Council (incl. Malvern Hills Conservators)	810.67	945.80	1,080.92	1,216.03	1,486.26	1,756.51	2,026.71	2,432.06
Cradley Parish Council	782.46	912.89	1,043.30	1,173.71	1,434.53	1,695.37	1,956.18	2,347.42
Credenhill Parish Council	788.09	919.45	1,050.81	1,182.15	1,444.85	1,707.56	1,970.25	2,364.30
Cusop Parish Council	781.39	911.64	1,041.87	1,172.10	1,432.56	1,693.05	1,953.50	2,344.20
Dilwyn Parish Council	787.24	918.47	1,049.68	1,180.88	1,443.29	1,705.73	1,968.13	2,361.76
Dinedor Parish Council	799.36	932.60	1,065.83	1,199.05	1,465.50	1,731.97	1,998.42	2,398.10
Dinmore Parish Meeting	766.59	894.37	1,022.14	1,149.90	1,405.43	1,660.98	1,916.50	2,299.80
Dormington & Mordiford Group Parish Council	776.39	905.80	1,035.21	1,164.60	1,423.40	1,682.21	1,941.00	2,329.20
Dorstone Parish Council	773.41	902.33	1,031.23	1,160.13	1,417.93	1,675.76	1,933.55	2,320.26
Eardisland Parish Council	787.45	918.71	1,049.95	1,181.19	1,443.67	1,706.18	1,968.65	2,362.38
Eardisley Group Parish Council	774.03	903.05	1,032.06	1,161.06	1,419.07	1,677.10	1,935.10	2,322.12
Eastnor & Donnington Parish Council	776.24	905.63	1,035.01	1,164.38	1,423.13	1,681.90	1,940.63	2,328.76
Eaton Bishop Parish Council	779.72	909.69	1,039.65	1,169.60	1,429.51	1,689.44	1,949.33	2,339.20
Ewyas Harold Group Parish Council	785.03	915.88	1,046.73	1,177.56	1,439.24	1,700.93	1,962.60	2,355.12
Fownhope Parish Council	791.95	923.96	1,055.95	1,187.94	1,451.92	1,715.93	1,979.90	2,375.88
Foxley Parish Council	772.12	900.83	1,029.52	1,158.20	1,415.57	1,672.97	1,930.33	2,316.40
Garway Parish Council	781.84	912.16	1,042.47	1,172.77	1,433.38	1,694.01	1,954.62	2,345.54
Goodrich & Welsh Bicknor Group Parish Council	774.67	903.80	1,032.91	1,162.02	1,420.24	1,678.49	1,936.70	2,324.04
Hampton Bishop Parish Council	777.72	907.35	1,036.98	1,166.59	1,425.83	1,685.09	1,944.32	2,333.18
Hampton Charles Parish Meeting	766.59	894.37	1,022.14	1,149.90	1,405.43	1,660.98	1,916.50	2,299.80
Hatfield and District Group Parish Council	770.76	899.24	1,027.70	1,156.16	1,413.08	1,670.02	1,926.93	2,312.32
Hereford City Council	786.08	917.11	1,048.13	1,179.14	1,441.17	1,703.22	1,965.23	2,358.28
Holme Lacy Parish Council	786.78	917.93	1,049.06	1,180.19	1,442.45	1,704.73	1,966.98	2,360.38
Holmer & Shelwick Parish Council	773.84	902.83	1,031.81	1,160.78	1,418.73	1,676.70	1,934.63	2,321.56
Hope Mansell Parish Council	772.78	901.59	1,030.39	1,159.18	1,416.77	1,674.38	1,931.97	2,318.36
Hope under Dinmore Group Parish Council	777.58	907.20	1,036.80	1,166.39	1,425.58	1,684.80	1,943.98	2,332.78
How Caple, Sollershope & Yatton Group Parish Council	775.64	904.92	1,034.20	1,163.47	1,422.02	1,680.58	1,939.12	2,326.94
Humber, Stoke Prior & Ford Group Parish Council	773.26	902.16	1,031.04	1,159.91	1,417.66	1,675.44	1,933.18	2,319.82
Huntington Parish Council	772.00	900.69	1,029.36	1,158.02	1,415.35	1,672.71	1,930.03	2,316.04
Kentchurch Parish Council	783.80	914.45	1,045.09	1,175.72	1,436.99	1,698.28	1,959.53	2,351.44
Kilpeck Group Parish Council	774.73	903.87	1,032.99	1,162.11	1,420.35	1,678.62	1,936.85	2,324.22
Kimbolton Parish Council	778.17	907.88	1,037.58	1,167.27	1,426.66	1,686.07	1,945.45	2,334.54

Kings Caple Parish Council	781.74	912.04	1,042.34	1,172.62	1,433.20	1,693.80	1,954.37	2,345.24
Kingsland Parish Council	771.90	900.57	1,029.22	1,157.87	1,415.17	1,672.49	1,929.78	2,315.74
Kingstone & Thruxton Group Parish Council	776.53	905.97	1,035.39	1,164.81	1,423.65	1,682.52	1,941.35	2,329.62
Kington Rural and Lower Harpton Group Parish Council	772.28	901.00	1,029.72	1,158.43	1,415.86	1,673.30	1,930.72	2,316.86
Kington Town Council	799.46	932.71	1,065.96	1,199.20	1,465.69	1,732.19	1,998.67	2,398.40
Kinnersley and District Group Parish Council	772.24	900.97	1,029.68	1,158.38	1,415.79	1,673.23	1,930.63	2,316.76
Lea Parish Council	778.43	908.18	1,037.93	1,167.66	1,427.14	1,686.63	1,946.10	2,335.32
Ledbury Town Council	804.46	938.56	1,072.64	1,206.71	1,474.86	1,743.04	2,011.18	2,413.42
Leintwardine Group Parish Council	779.42	909.34	1,039.25	1,169.15	1,428.96	1,688.79	1,948.58	2,338.30
Leominster Town Council	785.01	915.86	1,046.70	1,177.53	1,439.20	1,700.89	1,962.55	2,355.06
Linton Parish Council	773.86	902.85	1,031.83	1,160.80	1,418.75	1,676.72	1,934.67	2,321.60
Little Birch Parish Council	776.40	905.82	1,035.22	1,164.62	1,423.42	1,682.24	1,941.03	2,329.24
Little Dewchurch Parish Council	787.42	918.68	1,049.92	1,181.15	1,443.62	1,706.12	1,968.58	2,362.30
Llangarron Parish Council	771.14	899.68	1,028.21	1,156.73	1,413.78	1,670.85	1,927.88	2,313.46
Llanwarne & District Group Parish Council	769.86	898.18	1,026.50	1,154.80	1,411.42	1,668.06	1,924.67	2,309.60
Longtown Group Parish Council	774.59	903.70	1,032.81	1,161.90	1,420.10	1,678.31	1,936.50	2,323.80
Lower Bullingham Parish Council	774.29	903.35	1,032.41	1,161.45	1,419.55	1,677.66	1,935.75	2,322.90
Luston Group Parish Council	772.14	900.85	1,029.54	1,158.23	1,415.61	1,673.01	1,930.38	2,316.46
Lyonshall Parish Council	775.10	904.29	1,033.48	1,162.66	1,421.03	1,679.41	1,937.77	2,325.32
Madley Parish Council	774.27	903.33	1,032.38	1,161.42	1,419.51	1,677.62	1,935.70	2,322.84
Marden Parish Council	784.66	915.46	1,046.24	1,177.01	1,438.56	1,700.14	1,961.68	2,354.02
Marstow Parish Council	771.94	900.62	1,029.28	1,157.93	1,415.24	1,672.58	1,929.88	2,315.86
Mathon Parish Council (incl. Malvern Hills Conservators)	795.98	928.65	1,061.33	1,193.98	1,459.31	1,724.65	1,989.97	2,387.96
Middleton-on-the-Hill and Leysters Group Parish Council	780.46	910.56	1,040.64	1,170.71	1,430.86	1,691.04	1,951.18	2,341.42
Monkland and Stretford Parish Council	778.58	908.36	1,038.13	1,167.89	1,427.42	1,686.97	1,946.48	2,335.78
Moreton on Lugg Parish Council	806.08	940.45	1,074.80	1,209.14	1,477.83	1,746.55	2,015.23	2,418.28
Much Birch Parish Council	772.06	900.75	1,029.43	1,158.10	1,415.45	1,672.82	1,930.17	2,316.20
Much Cowarne Group Parish Council	776.98	906.50	1,036.00	1,165.49	1,424.48	1,683.50	1,942.48	2,330.98
Much Dewchurch Parish Council	767.89	895.89	1,023.87	1,151.85	1,407.81	1,663.80	1,919.75	2,303.70
Much Marcle Parish Council	775.88	905.21	1,034.53	1,163.84	1,422.47	1,681.12	1,939.73	2,327.68
North Bromyard Group Parish Council	766.59	894.37	1,022.14	1,149.90	1,405.43	1,660.98	1,916.50	2,299.80
Ocle Pychard Parish Council	773.36	902.27	1,031.17	1,160.06	1,417.85	1,675.66	1,933.43	2,320.12
Orcop Parish Council	779.97	909.98	1,039.98	1,169.97	1,429.96	1,689.97	1,949.95	2,339.94
Orleton Parish Council	788.69	920.15	1,051.61	1,183.05	1,445.95	1,708.86	1,971.75	2,366.10
Pembridge Parish Council	791.86	923.86	1,055.84	1,187.81	1,451.76	1,715.74	1,979.68	2,375.62
Pencombe Group Parish Council	787.01	918.19	1,049.37	1,180.53	1,442.87	1,705.22	1,967.55	2,361.06
Peterchurch Parish Council	778.71	908.51	1,038.30	1,168.08	1,427.65	1,687.24	1,946.80	2,336.16
Peterstow Parish Council	776.65	906.11	1,035.55	1,164.99	1,423.87	1,682.78	1,941.65	2,329.98
Pipe and Lyde Parish Council	771.49	900.09	1,028.67	1,157.25	1,414.41	1,671.60	1,928.75	2,314.50
Pixley & District Parish Council	774.54	903.64	1,032.74	1,161.82	1,420.00	1,678.20	1,936.37	2,323.64
Putley Parish Council	779.09	908.95	1,038.81	1,168.65	1,428.35	1,688.06	1,947.75	2,337.30
Pyons Group Parish Council	771.53	900.13	1,028.73	1,157.31	1,414.49	1,671.68	1,928.85	2,314.62
Richard's Castle Parish Council	773.69	902.65	1,031.61	1,160.55	1,418.45	1,676.36	1,934.25	2,321.10
Ross-on-Wye Town Council	808.78	943.60	1,078.40	1,213.19	1,482.78	1,752.40	2,021.98	2,426.38
Ross Rural Parish Council	771.57	900.18	1,028.78	1,157.37	1,414.56	1,671.77	1,928.95	2,314.74
Sellack Parish Council	770.06	898.42	1,026.77	1,155.11	1,411.80	1,668.51	1,925.18	2,310.22
Shobdon Parish Council	782.98	913.49	1,043.99	1,174.48	1,435.47	1,696.48	1,957.47	2,348.96
St. Weonards Parish Council	772.80	901.62	1,030.42	1,159.22	1,416.82	1,674.44	1,932.03	2,318.44
Stapleton Group Parish Council	789.72	921.35	1,052.98	1,184.59	1,447.83	1,711.09	1,974.32	2,369.18
Staunton-on-Wye and District Group Parish Council	774.14	903.18	1,032.21	1,161.23	1,419.28	1,677.35	1,935.38	2,322.46
Stoke Edith Parish Meeting	766.59	894.37	1,022.14	1,149.90	1,405.43	1,660.98	1,916.50	2,299.80
Stoke Lacy Parish Council	780.26	910.32	1,040.37	1,170.41	1,430.50	1,690.61	1,950.68	2,340.82
Stretton Grandison Group Parish Council	772.11	900.81	1,029.50	1,158.18	1,415.55	1,672.94	1,930.30	2,316.36
Stretton Sugwas Parish Council	780.04	910.07	1,040.08	1,170.08	1,430.09	1,690.13	1,950.13	2,340.16
Sutton Parish Council	787.62	918.91	1,050.18	1,181.45	1,443.99	1,706.55	1,969.08	2,362.90
Tarrington Parish Council	784.98	915.82	1,046.66	1,177.48	1,439.14	1,700.82	1,962.47	2,354.96
Thornbury Group Parish Council	772.90	901.73	1,030.55	1,159.36	1,416.99	1,674.64	1,932.27	2,318.72
Titley and District Group Parish Council	774.50	903.60	1,032.69	1,161.77	1,419.94	1,678.13	1,936.28	2,323.54
Upton Bishop Parish Council	785.23	916.12	1,046.99	1,177.86	1,439.60	1,701.37	1,963.10	2,355.72
Vowchurch & District Group Parish Council	772.11	900.81	1,029.50	1,158.18	1,415.55	1,672.94	1,930.30	2,316.36
Walford Parish Council	775.27	904.50	1,033.71	1,162.92	1,421.34	1,679.79	1,938.20	2,325.84
Wellington Parish Council	776.50	905.94	1,035.36	1,164.77	1,423.60	1,682.46	1,941.28	2,329.54
Wellington Heath Parish Council	780.91	911.08	1,041.23	1,171.38	1,431.68	1,692.01	1,952.30	2,342.76
Welsh Newton & Llanrothal Group Parish Council	785.49	916.42	1,047.34	1,178.25	1,440.08	1,701.93	1,963.75	2,356.50
Weobley Parish Council	775.44	904.70	1,033.94	1,163.18	1,421.66	1,680.16	1,938.63	2,326.36
Weston Beggard Parish Council	774.96	904.14	1,033.30	1,162.46	1,420.78	1,679.12	1,937.43	2,324.92
Weston-under-Penyard Parish Council	772.80	901.61	1,030.42	1,159.21	1,416.81	1,674.43	1,932.02	2,318.42
Whitbourne Parish Council	781.44	911.69	1,041.94	1,172.17	1,432.65	1,693.15	1,953.62	2,344.34
Whitchurch & Ganarew Group Parish Council	776.64	906.09	1,035.54	1,164.97	1,423.85	1,682.75	1,941.62	2,329.94
Wigmore Group Parish Council	784.58	915.36	1,046.13	1,176.89	1,438.42	1,699.97	1,961.48	2,353.78

Withington Group Parish Council	780.16	910.21	1,040.24	1,170.26	1,430.31	1,690.39	1,950.43	2,340.52
Woolhope Parish Council	780.15	910.19	1,040.22	1,170.24	1,430.29	1,690.36	1,950.40	2,340.48
Wyeside Group Parish Council	772.54	901.31	1,030.07	1,158.82	1,416.33	1,673.86	1,931.37	2,317.64
Yarkhill Parish Council	779.76	909.73	1,039.70	1,169.65	1,429.57	1,689.51	1,949.42	2,339.30
Yarpole Group Parish Council	782.64	913.09	1,043.54	1,173.97	1,434.85	1,695.75	1,956.62	2,347.94

That having calculated the aggregate in each case of the amounts at Annex 1(ii), Annex 1(iii) and Annex 1(iv), the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts of council tax for the year 2004/2005 for each of the categories of dwellings shown above.

The Herefordshire Plan sets out the Vision for Herefordshire and key priority areas are set out in ten 'ambitions'. Three cross-cutting issues, known as 'Golden Threads', are also identified.

Vision for Herefordshire

- Create fair and thriving communities which will be inclusive for all, allowing equal and full access to opportunities and services
- Properly protect the environment and enhance it for all those who live and work in it and those who visit it
- Build a strong, competitive and innovative economy, with a balanced mix of businesses, jobs and homes through which the local economy can flourish

Herefordshire's Ten Ambitions

- Improve the health and well-being of Herefordshire People;
- Reduce crime and disorder and make Herefordshire safer;
- Tackle poverty and isolation in Herefordshire;
- Encourage communities to shape the future of Herefordshire;
- Develop Herefordshire as an active, vibrant and enjoyable place to be;
- Protect and improve Herefordshire's distinctive environment;
- Develop an integrated transport system for Herefordshire;
- Meet Herefordshire's accommodation needs;
- Support business growth and create more and better paid work in Herefordshire;
- Provide excellent education, training and learning opportunities in Herefordshire for all ages.

Golden Threads

Geographic Communities – e.g. towns, villages, housing estates

Communities of Interest – e.g. young people, families, farming

Tools and Mechanisms – e.g. information and communications technology, funding and other resources

Introduction

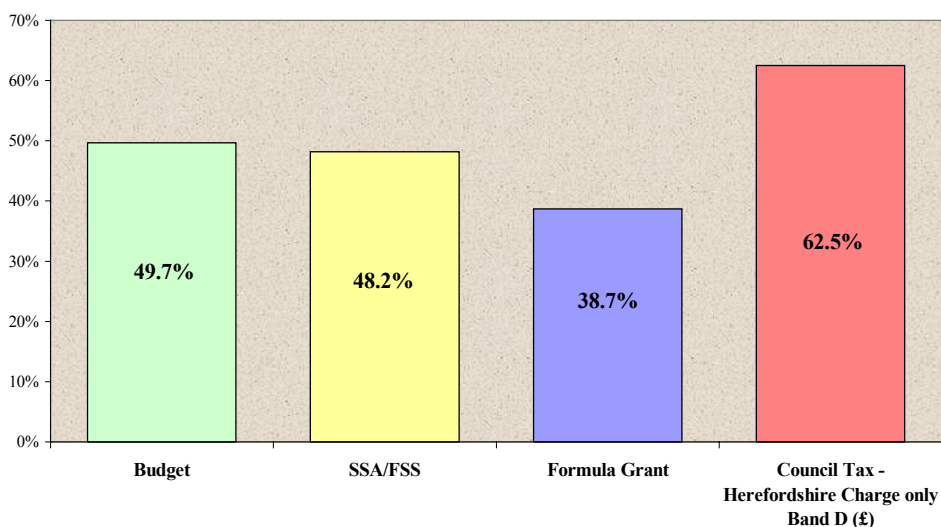
The following pages set out the spending plans of the Council for 2004/2005

The Council Tax charges were revised by Council on 30th July 2004 following designation by the First Secretary of State:

Herefordshire Council's Council Tax Charge:

Property Band	Property Value at 1 st April '91 £	Proportion	Council Tax £
A	Up to 40,000	6/9	637.15
B	40,000 – 52,000	7/9	743.35
C	52,000 – 68,000	8/9	849.54
D	68,000 – 88,000	9/9	955.73
E	88,000 – 120,000	11/9	1,168.11
F	120,000 – 160,000	13/9	1,380.50
G	160,000 – 320,000	15/9	1,592.88
H	Over 320,000	18/9	1,911.46

Herefordshire Council Increases 1998/99 to 2004/05



The graph above shows the increases to date in Budget, FSS, Government Grant and Band D Council Tax since the Council's inception in 1998/99.

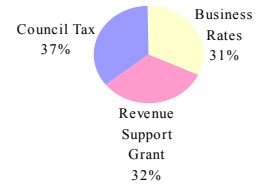
It shows that Herefordshire Council's Budget has increased by 49.7% which is in line with Central Government's assessment of appropriate Budget (SSA/FSS) (48.2%). However Central Government Grant (Revenue Support Grant and Redistributed Business Rate Income) hasn't increased by the same proportion (only 38.7%) and therefore Council Tax must make up the difference (Herefordshire Council's Band D council tax charge has increased by 62.5%).

Total net revenue expenditure of £175.320 million represents an increase of 3.46% or £5.876 million on 2003/2004 net revenue budget. A summary of the variations between 2003/2004 and 2004/2005 are set out below:

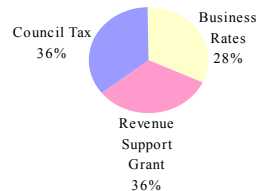
	£'000s	£'000s	£'000s
2003/2004 BASE BUDGET			169,444
Inflation (Pay Awards & Prices)			4,479
SERVICE ADJUSTMENTS			
Education			
▪ Nursery Education Grants	560		
▪ Additional NGFL Standards Fund	244		
▪ Service developments & legislative changes	1,035		
▪ Other pressures (net)	219	2,058	
Social Care			
▪ Transfer of Children's Services Grant	1,131		
▪ LPSA Expenditure (Youth Offending)	30		
▪ One off Use of reserves in 2003/04	(300)	861	
Policy & Finance – General			
▪ Fire Authority Precept	(5,395)		
▪ Council Tax Benefit & Rent Allowances Transfer	(1,000)		
▪ Other Costs	297		
▪ Flood Defence & Land Drainage Levies	80	(6,018)	
Policy & Finance – Property			
▪ Residual Depot Costs			45
Environment – General			
▪ Waste Management	830		
▪ One off Use of reserves in 2003/04	(100)	730	
Social Development			
▪ Miscellaneous			60
Other Items			
▪ Insurance	100		
▪ Increase in Capital Financing Costs	1,954	2,054	(210)
TOTAL ADJUSTED BUDGET			173,713
SERVICE PRESSURES			
▪ Social Care		1,000	
▪ I.T. Infrastructure		450	
Correcting Current Budget Under Provision			
▪ Property Income	197		
▪ Other Pressures	213	410	1,860
Reduction to meet maximum budget permitted by designation of the First Secretary of State			(253)
2004/2005 BASE BUDGET			175,320

The graph below compares the level of funding under the FSS distribution system. It shows proportion funded externally (by way of Revenue Support Grant and Redistributed Business Rates) is 64% in 2004/05, with 36% expected to be funded locally (i.e. through council tax).

FSS 2003/2004



FSS 2004/2005



Fire Authority

NB with effect from 1st April 2004 the Hereford & Worcester Combined Fire Authority will become a precepting authority and therefore their budget (£5.4m in 2003/04) will no longer form part of the Council's total budget.

As the Fire Authority was part of the Council's 2003/04 budget it makes comparisons between the two years difficult.

However it is estimated that the fire element of the Band D Council Tax was £44.05 and therefore by adjusting for this, there is a Council Tax increase of 8.5% for Herefordshire Council in 2004/05.

Following the setting of the Council Tax on 5th March 2004, the First Secretary of State has designated Herefordshire Council as having an excessive budget and has required the increase to be restricted to 8.5% (from 8.9%). This represents budget reductions required of £253,000 to meet the maximum budget of £175,320,000 permitted.

Seeking the views of the community

As part of the 2004/05 budget process, the Council has carried out various council tax consultation exercises with tax payers. This has included:

- Council Tax Roadshows held in each market town and Hereford City
- Countywide Council Tax survey distributed to all households
- Street surveys undertaken in the market towns and Hereford City

The Budget Summary

Whilst a matter of determination locally by elected members; the budget is influenced significantly by Central Government. At a local level the Council undertakes, through Cabinet, Budget Panel & Strategic Monitoring Committee, a rigorous examination of the Council's spending needs prior to the budget setting meeting of full Council in March of each year.

This booklet provides a financial summary of the Budget for 2004/2005. Overall the Council will spend some £175.573 million in 2004/2005.

OVERALL REVENUE BUDGET SUMMARY

	2003/2004	2004/2005	%
	£'000s	£'000s	Increase
EDUCATION	77,667	81,930	5.5
SOCIAL CARE	34,168	37,006	8.3
POLICY AND FINANCE – GENERAL	17,224	12,085	(29.8)
POLICY AND FINANCE – PROPERTY	1,226	1,519	23.9
ENVIRONMENT – GENERAL	17,004	18,216	7.1
ENVIRONMENT – REGULATORY	2,478	2,558	3.2
ENVIRONMENT – PLANNING	2,505	2,595	3.6
SOCIAL DEVELOPMENT	8,040	8,455	5.2
ECONOMIC DEVELOPMENT	2,297	2,372	3.3
STRATEGIC HOUSING	1,278	1,326	3.8
	163,887	168,062	2.5
FINANCING ADJUSTMENTS			
Interest Receivable	(670)	(670)	
Capital Financing Costs	6,227	8,181	
(Use of Reserves)/Replenish Reserves	(1,900)	0	
Reduction to meet maximum budget permitted by designation of the First Secretary of State	0	(253)	
TOTAL BUDGET	167,544	175,320	4.6
Redistributed Business Rate Income	(52,969)	(49,297)	
Revenue Support Grant	(53,559)	(62,011)	
Collection Fund Surplus	(400)	(400)	
	(106,928)	(111,708)	4.5
EXPENDITURE TO BE MET FROM COUNCIL TAX PAYERS	60,616	63,612	
Council Tax Base	65,538	66,559	
COUNCIL TAX AT BAND D (excluding Special Items)	924.89	955.73	

REPORT OF THE REGULATORY COMMITTEE

Meeting Held on 29th June, 2004

Membership:

Councillors: R.I. Matthews (Chairman), Brig. P. Jones CBE (Vice-Chairman) Mrs. S.P.A. Daniels, G.W. Davis, D.J. Fleet, J.W. Hope, T.W. Hunt, Lucas, J.W. Newman, R. Preece, D.C. Taylor, P.G. Turpin.

PUBLIC ENTERTAINMENT LICENSING – APPLICATIONS WHICH REQUEST A DEVIATION FROM POLICY.

2. The Committee considered the following licence applications requesting a finishing time which is later than that of 0100 hours set out in the Councils policies:-
 - (a) variation of annual licence - O'Neills, Commercial Road, Hereford;
 - (b) occasional licence - Luctonians Rugby Football Club Summer Ball
 - (c) occasional licence - Herefordshire Young Farmers Club Summer Ball; and
 - (d) occasional licences - The Big Chill Festival, Eastnor Castle
3. Each applicant was given the opportunity to present their case, as were Officers of the West Mercia Constabulary and the Environmental Health and Trading Standards Department. Comments were also considered from the Hereford and Worcester Combined Fire Authority. The Committee was mindful of the implications of the Crime and Disorder Act 1998 and the fact that the finishing time was in place to protect the local community and individuals from disturbance by night time events within the County.
4. Having considered all the facts in relation to the applications, the Committee decided that they should be dealt with as follows, subject to conditions to be imposed by the Head of Environmental Health and Trading Standards where appropriate.
 - (i) variation of annual licence with a finishing time of 01.30 a.m. Mondays to Saturdays and 00.30 a.m. on Sundays for O'Neills, Commercial Road, Hereford – refused;
 - (ii) occasional licence Public Entertainments with a finishing time of 3.30 a.m. on 17th July, 2004 for Luctonians Rugby Football Club Summer Ball at Mortimer Park, Kingsland - granted;
 - (iii) occasional licence Public Entertainments with a finishing time of 2.00 a.m. on 9th July, 2004 for Herefordshire Young Farmers Club Summer Ball at Lower Hope Farm Ullingswick; - granted;
 - (ii) occasional licence Public Entertainments with a finishing time of 2.00 a.m. on 30th July and 1st August and 1.00 a.m. on 2nd August 2004 for The Big Chill Festival at Eastnor Castle, Deer Park, Ledbury - granted (The applicants were also granted an Occasional Cinema licence to 5.00 a.m. on 2nd August 2004 at the same venue)

**R.I. MATTHEWS
CHAIRMAN
REGULATORY COMMITTEE**

BACKGROUND PAPERS

- Agenda papers from the meeting of the Regulatory Committee held on 29th June, 2004.

REPORT OF THE STANDARDS COMMITTEE

Meeting held on 2nd July, 2004

Membership:

Robert Rogers (Independent Member) (Chairman); Richard Gething, John Hardwick (Town and Parish Council Representatives); David Stevens (Independent Member); Councillor John Edwards, Councillor Peter Harling

NEW MEMBERS

1. We welcomed Mr John Hardwick (Town and Parish Council Representative) to his first meeting.

PROTOCOL ON THE USE OF COUNCIL RESOURCES

2. We have continued to work on the proposed Protocol on the use of Council resources, including personal computers, access to the internet and e-mail. We are seeking the views of the Standards Board for England, and will also consult further with the Council's Members Development Group, with a view to submitting a final draft to the Council meeting on 12 November 2004.

PROPOSED REVISIONS TO THE PLANNING CODE OF CONDUCT

1. At the March Council meeting we reported on the implications of a Court of Appeal case for Members who have a prejudicial interest in a matter which is being determined by a Planning Committee. The case involved a County Councillor living near the site of a quarry for which planning permission had been sought. He was not a member of the Council's Planning Committee; wanted to attend the meeting and speak against the application; but could not because he had a prejudicial interest. He contended that he could attend as a member of the public, but the Court took the view that a member of an authority attending a Council meeting cannot, simply by declaring he attends in his private capacity, divest himself of his official capacity as a Councillor. He is still to be regarded as conducting the business of his office and only by resigning can he shed that role.
3. The House of Lords has since confirmed that judgement; and it appears from the law on the use of agents (that you cannot do by an agent something which you cannot do in person) that an agent could not speak or attend a meeting on behalf of the Councillor in these circumstances. We are seeking clarification from the Standards Board of England about this and related issues.
4. On the basis of these judgements, we plan to put an amendment to the Planning Code of Conduct to the Council on 12 November 2004.

INVESTIGATIONS BY THE STANDARDS BOARD FOR ENGLAND

5. We have considered a report on the results of investigations by the Standards Board for England (SBE) into complaints against Town and Parish Councillors.
6. At the March meeting we reported that the Committee on Standards in Public Life (originally the Nolan Committee) is reviewing the effect of various Codes of Conduct, including those applying to local government, partly to assess whether they are proportionate and appropriate. We invited the views of Herefordshire Councillors and, on the town and parish council perspective, those of the Herefordshire Association of

Local Councils and have submitted evidence to the Committee on Standards in Public Life. The text of our submission may be found on the Council website at www.herefordshire.gov.uk (quick link to Committee meetings/Standards Committee/13 February 2004)

**ROBERT ROGERS
CHAIRMAN
STANDARDS COMMITTEE**

BACKGROUND PAPERS

- Agenda papers of the meeting of the Standards Committee held on 2 July 2004

REPORT OF THE STRATEGIC MONITORING COMMITTEE

Meeting Held on 5th July, 2004

Membership:

Councillors: T.M. James (Chairman), Mrs. P.A. Andrews (Vice-Chairman), B.F. Ashton, W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin, Mrs M.D. Lloyd-Hayes, J. Stone, J.P. Thomas, W.J.S. Thomas.

HUMAN RESOURCES STRATEGY

1. The Committee received an update on progress against the Council's Human Resources Strategy for the year ending 31st March, 2004.
2. It raised issues relating to the completion of Staff Review and Development discussions and measures to deal with Equal Opportunities issues and has been assured that appropriate action is being taken or is under consideration. It has also requested an analysis of the findings from exit interviews. Progress in reducing sickness absence has been welcomed.

HEREFORDSHIRE COUNCIL IMPROVEMENT PLAN

3. The Committee has received a monitoring report on the Council's Improvement Plan. It has noted that the majority of actions have been completed although further work is needed on internal communications.
4. The provision of Broadband within the County forms part of the Plan. The Committee sought clarification on the latest position and was advised that a briefing note would be sent to all Members.

PUBLIC SERVICE AGREEMENT

5. The Committee was informed of the progress on negotiations with the Office of the Deputy Prime Minister over the second Local Public Service Agreement which the Council is to negotiate with the Government later in the year.
6. It has noted the complexity of the process and the intention to seek to ensure Member involvement. It has suggested that at some point more analysis is needed of the economic effects of older people entering the County and whether this is necessarily detrimental.

HEREFORDSHIRE PLAN AND PARTNERSHIP PROGRESS REPORT

7. The Committee has received a progress report on the implementation of the Herefordshire Plan. It has expressed the view that there is a need to demonstrate that the work being carried out is delivering practical benefits. A fundamental review of the Plan is underway with the aim of having a final Plan in place by 31st March, 2005. The Committee had already decided to conduct an analysis of the Council's input into the Plan and this will feed into the review process, with further reports to be made to the Committee.

PERFORMANCE REPORTING – NATIONAL AND LOCAL PERFORMANCE INDICATORS

8. The Council's performance against Best Value Performance Indicators for 2003-2004, and the intention to integrate targets more closely with the Corporate Plan and focus more selectively on the key strategic ones has been noted. The Committee identified a number of areas where there was the potential for the way in which the performance information was presented to be misinterpreted. It has welcomed the fact that further consideration is being given to how best to present performance information and some of the targets themselves to ensure that the clearest and most accurate picture of performance is given.

RESULTS OF 2003/2004 BVPI SATISFACTION SURVEY

9. The Committee was advised of the Best Value Performance Indicators (BVPI) Satisfaction Survey results for 2003/2004.
10. The survey of 3,200 residents was undertaken during September to November 2003 by postal questionnaire. The residents were selected randomly from a list of 5,000 addresses supplied to the Council by the Office of the Deputy Prime Minister, which had also prescribed the format of the survey. The surveys are required to be conducted every three years. The Committee has recognised the potential benefits of the proposal that the Council conducts an annual survey.

COMPLAINTS AND COMPLIMENTS MONITORING 2003/2004

11. The Committee was informed of complaints and compliments recorded for 2003/2004 including complaints determined by the Local Government Ombudsman and the Complaints Panel. It has noted an increase in both compliments and complaints. It was advised that this indicates that action to make it easier for people to comment on the Council's services has worked.
12. In relation to Ombudsman complaints it remains the case that there have been no findings of maladministration against the Council since its formation in 1998. This is worthy of note given the thousands of transactions the Council undertakes.

FINAL REVENUE OUTTURN 2003/2004

13. The Committee was informed of the final revenue outturn position for 2003/2004. It has noted that the underspending of £3.5 million carried into 2004/2005 was significantly higher than expected. This was partly because anticipated spending had been delayed and partly because an over-cautious approach had been taken in forecasting the end of year position, highlighting potential overspendings while assuming carry forwards would be spent in year.
14. The Committee has cautioned that it is important to recognise that a proportion of the underspend is already committed, for example some £1 million in the case of the Education Directorate. It has also noted the intention to analyse the carried forward underspendings to clarify the extent to which expenditure is required for, and committed to, ongoing work or whether the demand on the relevant budget is no longer present. This will assist the Council in assessing what flexibility it has to reallocate its resources.

STRATEGIC AUDIT PLAN 2004/2005

15. The Committee has noted the Strategic Audit Plan. It has received assurances that revisions to the Plan to realign it to available resources are manageable and appropriate.

ISSUES CONSIDERED BY THE INDIVIDUAL SCRUTINY COMMITTEES

16. The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and improvement (performance management and review), the first four of which are identified as key roles in report on “The Development of Overview and Scrutiny in Local Government published by the Office of the Deputy Prime Minister”. Issues considered by the Strategic Monitoring Committee as described above are listed for completeness.

Education

17. The Education Scrutiny Committee met on 22 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Pupil Referral Service – Progress Report Special Educational Needs Services
Policy Development and Review	Policy on 14-19 education Standard School Year Proposal for 2005/2006 Health and Safety of Pupils during Educational Visits Review of Discretionary Policies Applicable to Home to School Transport Education of Excluded Pupils Outcome of Parental Applications for Year 6 Pupil Transfers to High Schools September 2004
External Scrutiny	
Improvement (Performance Management and Review)	Monitoring of Capital Schemes Revenue Outturn 2003/04 and Budget 2004/05 Best Value Performance Indicators 2003-2004
Other	

18. The Environment Scrutiny Committee met on 18 and 23 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans
Policy Development and Review	Review of the Voluntary Code of Practice for the Use of Polytunnels in Herefordshire
External Scrutiny	
Improvement (Performance Management and Review)	GEM Performance 2003/2004 Waste Management Capital Programme 2004/2005 Revenue budget 2004/05 and Outturn 2003/4 Performance Indicators Herefordshire Plan Ambitions
Other	-

19. The Health Scrutiny Committee met on 23 and 28 June, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Access and Waiting Communication and Morale Review of Management of Legionnaires Disease Outbreak
External Scrutiny	
Improvement (Performance Management and Review)	
Other	Arrangements for Provision of Cancer Services

20. The Committee is also to meet on 29th July, 2004 to consider the annual report of the Director of Public Health.

21. The Social Care and Housing Scrutiny Committee met on 17th June, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	Scoping Work – Home Care and Supported Housing
External Scrutiny	
Improvement (Performance Management and Review)	National Inspection Arrangements and Local Performance Performance Monitoring Budget Monitoring
Other	

22. The Social and Economic Development Scrutiny Committee met on 11 June 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Festivals Review – Progress Report South Wye SRB Forward Strategy
External Scrutiny	
Improvement (Performance Management and Review)	Adult Learning Inspectorate Re-inspection Performance Monitoring Herefordshire Plan Ambition Groups
Other	

23. The business conducted by the Strategic Monitoring Committee at its meeting on 5th July, 2004 is summarised below.

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Final Revenue Outturn 2003/2004-07-02 Human Resources Strategy Herefordshire Council Improvement Plan – Monitoring Public Service Agreement – Update Herefordshire Plan and Partnership Progress Report National and Local Best Value Performance Indicators (BVPIs) BVPI Satisfaction Survey Results Complaints and Compliments Monitoring Strategic Audit Plan
Other	

**T.M. JAMES
CHAIRMAN
STRATEGIC MONITORING COMMITTEE**

BACKGROUND PAPERS

- Agenda Papers of the Meeting of the Strategic Monitoring Committee held on 5th July, 2004.

REPORT OF THE PLANNING COMMITTEE

Meeting Held on 16th July, 2004

Membership:

Councillors: T.W. Hunt (Chairman), J.B. Williams (Vice-Chairman),
BF Ashton, MR Cunningham, Mrs CJ Davis, PJ Dauncey, DJ Fleet, JGS Guthrie,
JW Hope, B Hunt, Mrs JA Hyde, Brig P Jones CBE, Mrs RF Lincoln, RM Manning,
RI Matthews, Mrs JE Pemberton, R Preece, Mrs SJ Robertson, DC Taylor,
WJ Walling

PLANNING APPLICATIONS REFERRED TO THE PLANNING COMMITTEE

1. The Head of Planning Services has referred the following planning applications to the Committee under the provisions of the Constitution.
 - (a) DCNE2004/0703/F – Residential Development at 26 and 27 Albert Road, Ledbury, Herefordshire, HR8 1DW; and
 - (b) DCNE2003/3706/F – Change of Use to Residential at Stretton Grange Retirement Home, Stretton Grandison, Ledbury, Herefordshire, HR8 2TS.
2. The Committee has given detailed consideration to each application. In accordance with the criteria for public speaking, town and parish council representatives, applicants and objectors gave their reasons for requiring approval or refusal. The Local Ward Councillors have also given their views about the applications. The Committee has taken into consideration all the facts regarding the applications.
3. In respect of the application for 26 and 27 Albert Road, Ledbury, the Committee noted that the Northern Area Planning Sub-Committee was minded to refuse the application contrary to recommendation for the following reasons:
 - (a) the proposed development is of a scale and density which would have an unacceptable impact on the character of the immediate area.
 - (b) the development of the site would generate levels of traffic which would result in an unacceptable impact on highway safety in the area.

The Committee shared the concerns of the Sub-Committee and the Local Ward Councillors and decided that it should be refused.
4. In respect of the application for Stretton Grange, Stretton Grandison the Committee concurred with the view of the Northern Area Planning Sub-Committee and the Local Ward Councillor that the application if granted was likely to afford protection for most of the trees on the site, it would enhance the surrounding Conservation Area more than the extant planning permission and that it might provide affordable and sought after family homes. On this basis the application was approved.

SUPPLEMENTARY PLANNING GUIDANCE – LANDSCAPE CHARACTER ASSESSMENT

5. The Committee has considered representations made in relation to the Draft Landscape Character Assessment Supplementary Planning Guidance (SPG) together with proposed amendments to the draft SPG. The draft was published in September 2002 as one of a series of documents associated with the Unitary Development Plan. The Landscape SPG is intended to provide the framework within which development and land management proposals can be designed and assessed in relation to the impact on landscape character. Once the proposed changes have been approved the document will be published as an interim policy guidance. The Committee has recommended to the Cabinet Member (Environment) that:
- (a) the volume and content of the comments received on the Landscape Character Assessment SPG consultation be noted;
 - (b) the revisions proposed by officers be approved;
 - (c) authority be given to undertake minor changes such as correcting typographical errors and paragraph re-numbering and updating text to take into account new Government guidance as appropriate; and
 - (d) the revised Landscape Character Assessment SPG be adopted and published as interim guidance, pending adoption of the Unitary Development Plan.

SUPPLEMENTARY PLANNING GUIDANCE - BIODIVERSITY

6. The Committee has considered representations made in relation to the Draft Supplementary Planning Guidance (SPG) Biodiversity together with proposed amendments to the Draft SPG. In September 2002, the Council published draft Supplementary Planning Guidance (SPG) on Biodiversity as one of a series of SPG documents associated with the Unitary Development Plan. The SPG is intended to provide complementary guidance to the development plan, elaborating on UDP policies in more detail than is possible in the Plan itself and offering more specific guidance to the public and interested parties. It has been recommended to the Cabinet Member (Environment) that:
- (a) the volume and content of the comments received on the consultation be noted and welcomed
 - (b) the changes proposed by officers to the SPG be approved, and
 - (c) the revised SPG be published as interim guidance, pending adoption of the Unitary Development Plan.

HEREFORDSHIRE UNITARY DEVELOPMENT PLAN: PUBLIC CONSULTATION ON THE REVISED DEPOSIT DRAFT

7. The public consultation period ran from 13 May 2004 to 24 June 2004. Public notices, press releases, exhibitions and leaflets have highlighted the main changes proposed and the revised Plan was sent to all parish councils and explained at meetings of the Local Area Forums. An individual response was sent to individuals and organisations who have made previous comments on the Plan. 1403 comments have been received including 631 objections and 772 supporting representations. Arrangements have been made for new and outstanding objections to be considered by an Independent Planning Inspector at a Public Local Inquiry, which will open on Tuesday 1st February 2005 and will probably run for a three-month period.

COMPULSORY PURCHASE: CONSULTATION ON DRAFT GUIDANCE AND REGULATIONS ARISING FROM PART 8 OF THE PLANNING AND COMPULSORY PURCHASE ACT 2004

8. A consultation paper has been received from the Office of the Deputy Prime Minister (ODPM) to seek views about proposed amendments to compulsory purchase arrangements. The Planning and Compulsory Purchase Act received Royal Assent on 13 May 2004 and includes changes to the powers available to local authorities to compulsorily purchase land. The new powers are intended as a tool for local authorities and other public bodies to assemble land in order to deliver social and economic change and are predominantly concerned with difficult to develop land in urban areas. Policy objectives include effective and efficient urban regeneration, revitalisation of communities and the promotion of business.
9. The new powers under the Act are to be used to achieve sustainable development delivered through spatial planning were welcomed by the Committee. The links in place between the Herefordshire Plan and the UDP will help ensure a sound foundation for any compulsory purchase being contemplated to achieve Plan objectives, such as those at Edgar Street. The Committee agreed that the draft Circular succeeds in making the links between compulsory purchase as a planning tool and the wider planning reform agenda. It is recommended to the Cabinet Member (Environment) that a response be made to the ODPM setting out the favourable views of the Council about the proposed arrangements.

REVISED SUPPLEMENTARY PLANNING GUIDANCE UPON THE PROVISION OF AFFORDABLE HOUSING

10. The Committee has considered proposed revised guidance and a process for consultation. Supplementary Planning Guidance (SPG) on the provision of affordable housing was approved by the Council in 2001. The SPG related to the policies contained within the Council's development plans and used data from the Housing Need Study of 1999. This document has been used to assist in delivering affordable housing throughout the County. Over time this document has become out of date and requires revision. A further housing needs study has been undertaken and needs to be reflected within the document, as does a change in key data relating to the housing market and affordability. To assist in this process officers from Research, Strategic Housing Services, Legal Services and Forward Planning have been involved in undertaking this review. The document will continue to provide additional information to supplement the policies of the existing development plans and will eventually be adopted as revised Supplementary Planning Guidance.
11. The aim of the SPG is to:
 - improve the delivery and maximise the opportunities available for the provision of affordable housing to meet the County's housing needs;
 - reduce uncertainty and ensure a consistent approach and provide clear guidance for developers to follow; and
 - provide additional guidance on the interpretation of existing plan policies contained in the current Local Plans.

12. The Committee has recommended to the Cabinet Member (Environment) that the revised Supplementary Planning Guidance upon the Provision of Affordable Housing be approved for the purposes of public consultation.

BELMONT RURAL PARISH PLAN

13. The Belmont Rural Parish Plan has been prepared as interim Supplementary Planning Guidance to the emerging Herefordshire Unitary Development Plan.
14. The Committee recommended to the Cabinet Member (Environment) that the planning elements of the Belmont Rural Parish Plan be adopted as interim Supplementary Planning Guidance and expressed its appreciation for the hard work undertaken by the local community in helping to prepare the document.

SUPPLEMENTARY PLANNING GUIDANCE (SPG) – DESIGN AND DEVELOPMENT REQUIREMENTS

15. The Committee has considered the responses and changes to the Draft SPG together with proposals for its adoption as interim guidance to the Herefordshire Unitary Development Plan.
16. The need for the design guide was confirmed by the Herefordshire Partnership Housing Ambition Group who set up a working group to agree its contents and purpose. Its remit was widened to benefit all forms of new development using parts of the guidance where appropriate. A draft was endorsed by the Housing Ambition Group on 3 July 2002 and agreed for consultation by the Cabinet Member (Environment) This and other draft SPG were published separately alongside the Deposit Draft UDP in October 2002. The Committee has recommended to the Cabinet Member (Environment) that the amended draft be adopted as interim supplementary planning guidance to the Herefordshire Unitary Development Plan.

SUPPLEMENTARY PLANNING GUIDANCE – REUSE AND ADAPATION OF RURAL BUILDINGS

17. The Committee has considered the responses and changes to the Draft SPG together with proposals for its adoption as interim guidance to the Herefordshire Unitary Development Plan.
18. The SPG was adopted in November 2000 and a revised version published alongside the First Deposit UDP in October 2002. All Parish and Town Councils and organisations thought to have an interest were sent a copy and invited to make comments. Copies of the document were also made available at deposit locations around the County including the main libraries and 'Info in Herefordshire' points and the availability of the document highlighted on the Council's webpages. The Committee has recommended to the Cabinet Member (Environment) that the Reuse and adaptation of rural buildings be adopted as interim Supplementary Planning Guidance to the Herefordshire Unitary Development Plan.

TANYARD LANE DEVELOPMENT BRIEF

19. A draft development brief has been prepared to guide the future development of the Tanyard Lane site which is located in Ross on Wye and forms a housing allocation for 150 units within the emerging UDP. The brief has been prepared jointly between the Council and developers of the site. The brief will provide additional information to supplement the policies of the plan and as such will eventually be adopted as supplementary planning guidance. It is anticipated that all objections relating to Tanyard Lane will be debated at the Inquiry. These objections centre around the following issues: access/traffic, flooding, affordable housing, landscape, design, greenfield/brownfield issues, and capacity of the local infrastructure. The brief looks

to progress and develop proposals in the plan and attempts to address detailed site issues raised to development of this site.

It was decided that the Draft Tanyard Lane Development Brief should be approved for public consultation purposes.

DEVELOPMENT BRIEF FOR FROME VALLEY HAULAGE DEPOT, BISHOPS FROME

20. A draft development brief has been prepared to guide the future development of the Frome Valley Haulage Depot which is located in Bishops Frome and forms a housing allocation for 15 units within the emerging UDP. The brief has been prepared jointly between the Council and developers of the site. The brief will provide additional information to supplement the policies of the plan and as such will eventually be adopted as Supplementary Planning Guidance.

**T.W. HUNT
CHAIRMAN
PLANNING COMMITTEE**

BACKGROUND PAPERS

- Agenda for the meetings of the Planning Committee held on 16 July 2004.

**REPORT OF THE WEST MERCIA POLICE AUTHORITY
MEETING HELD ON 18 MAY 2004**

Budget 2004/2005

1. The Authority set its budget requirement for 2004/2005 at £165,838,000 and Band D council tax at £137.69 on 17 February 2004. The Office of the Deputy Prime Minister informed the Authority on 29 April 2004 that the First Secretary of State had formed the opinion that this amount was excessive.
2. The First Secretary of State has nominated the Authority for the purpose of either:
 - a) setting a maximum budget requirement for capping the Police Authority for 2005/06; or
 - b) setting a notional budget requirement for 2004/05 against which increases in the following year will be measured to decide whether they are excessive.
3. The amount, which the First Secretary of State would have proposed as the target amount for the Authority if he had designated the Authority for 2004/05, is £165,321,000. This is £517,000 less than the figure set by the Authority. The target amount would have been the maximum budget requirement had the First Secretary of State decided to impose in-year capping for 2004/05 and consequential re-billing.
4. The Authority was required to provide certain information requested by the First Secretary of State by 19 May 2004 together with any other information it wished him to take into account before making a decision.
5. Having considered the information provided, the First Secretary of State will either:
 - a) designate the Authority for 2005/06 and determine the maximum for the amount to be calculated by the Authority as its budget requirement for that year; or
 - b) determine a notional amount to be calculated by the Authority as its budget requirement for 2004/05 against which increases in the following year will be measured in deciding whether they are excessive
6. The Authority will be notified of the First Secretary of State's decision in writing and have the opportunity to challenge this decision.
7. The Authority met on 18 May 2004 and agreed a submission, which invites the First Secretary of State to set a notional budget for 2004/2005 at the Authority's resolved figure.
8. The submission details the process by which the budget judgement for 2004/2005 was reached and explains why the Authority considers the increase was proportionate, reasonable and necessary. It highlights the Constabulary's

efficiency record where over the past five years £16.5m savings have been achieved and re-directed into better front line policing and performance; external assessments of the Authority's good performance and effective processes in resource management; and the view of the Authority's external auditors, PricewaterhouseCoopers, who commented in their 2002/2003 Audit Letter on the strong record of budgetary control and financial management.

9. The submission identified the overall low level of spending on policing services in West Mercia reflecting relatively low levels of government grant. In particular the Authority pointed out it is also the fourth most economical force in terms of cost per head and would need to spend an additional £10.6m (or 6.4%) to equal the average of the 31 English shire forces.
10. The submission also examines the impact of the First Secretary of State's alternative budget, future pressures on the budget and details the strategic direction of the force as set out in the three year strategy for 2004/2007 and the Joint Policing Plan for 2004/2005 which were published on 31 March 2004.
11. Based on the assumptions about future pressures on the budget and if both grant income and the police council tax precept are constrained to a 3% increase per year and the council tax base remains unchanged, then:
 - a) in 2005/06, a real term reductions of £4.1m or 2.4% of the 2005/06 budget will be required. Whilst the Police Authority will continue to seek efficiencies and realisable economies, it pointed out in the submission that the reductions would be equivalent to 184 fewer probationer police officers.
 - b) in 2006/07, further reductions of £3.6m or 1.9% of the 2006/07 budget will be required. This is equivalent to a further 159 fewer probationer police officers.
 - c) in 2007/08 further reductions of £3.3m or 1.7% of the 2007/08 budget will be required. This is equivalent to a further 148 fewer probationer police officers.
12. The Office of the Deputy Prime Minister has offered the Authority a meeting with Ministers on 29 June 2004 to further explore the position.

Signed on behalf of the
West Mercia Police Authority

R M Forster
Chair

Further Information

Any person wishing to seek further information on the subject matter of this report should contact David Brierley or Ian Payne on Shrewsbury (01743) 344314.

List of Background Papers

In the opinion of the proper officer (in this case the Director of the Police Authority) the following are the background papers relating to the subject matter of this report:

Agenda papers for the meetings of the West Mercia Police Authority held on 18 May 2004.

REPORT OF THE ANNUAL MEETING OF WEST MERCIA POLICE AUTHORITY HELD ON 8 JUNE 2004

Chairman and Vice Chairman

1. At the Annual Meeting of the Authority held on 8 June 2004 Mr R M Forster (Independent member, Telford) and Mr P Deneen (Magistrate member, Ross on Wye) were re-appointed Chairman and Vice Chairman respectively for the ensuing year.

Retirement of Member

2. The Authority placed on record its appreciation of the service to the Authority of Mr Dilip Thakrar (Highley), whose four-year appointment as an independent member ends on 18 July 2004. Mr Thakrar has been Chairman of the Professional Standards Panel for the past two years.

Appointment of Member

3. Mr Zadvinder Padda has been appointed as an independent member of the Authority with effect from 19 July 2004 until the 1 April 2007. Mr Padda is Head of Operations at a personnel company in Bretforton, Worcestershire.

Capital Programme

4. In view of the decision by the Office of the Deputy Prime Minister to examine the Authority's budget more closely as part of the nomination process, the Authority considered it prudent to take no further action about the proposed capital schemes at Leominster, Hereford and Shrewsbury until the conclusion of the nomination process.

5. A delegation from West Mercia met with Ministers on 29 June 2004 to explore the budget issues further and an announcement is expected in Parliament in early July 2004.

Performance 2003/2004

6. The Authority received a report on the performance of the Constabulary during 2003/2004. The final results will be included in the Authority's Annual Report which will be published in July 2004 and copies will be available on the website www.westmercia.police.uk or from the Director to the Police Authority's office.

7. Overall the number of domestic burglaries and vehicle crimes has fallen in comparison to the previous year, although in line with national trends the number of violent crimes recorded has increased.

8. The Authority was concerned that the detection rates for total recorded crime, domestic burglaries and vehicle crime were below target but the Chief Constable gave an assurance that this was an area where improvements would be made. It was, however, recognised that in comparison to other forces West Mercia's performance was favourable.

HMIC Inspection of Telford and Wrekin Police Division

9. Her Majesty's Inspectorate of Constabulary [HMIC] carried out an inspection of the Telford and Wrekin Basic Command Unit (Division) in October 2003 and has published his report.

10. The report highlighted a number of multi-agency projects and the Division's performance in reducing crime, together with efforts to achieve high visibility patrol and increase levels of reassurance.

11. The report was recognised as being very complimentary of the Division and its leadership. The Inspection Team concluded that Telford and the Wrekin was a well-managed, well-motivated Division, focused on delivering results to the community it serves. A broad range of high quality management activity was present at senior level, together with a management team who ensured that they were accessible, approachable and visible.

12. The report made three recommendations relating to the auditing of hate crime and domestic violence reports; use of the National Intelligence Model; and the management and deployment of Special Constables.

13. The report also identified two further issues relating to the collection and use of community intelligence and for training needs analysis for the prisoner handling team. Both these issues are being addressed and an action plan has been developed in relation to the three recommendations.

14. Members were concerned at the lack of custody facilities available to the Division and have asked the Chief Constable to report formally to the Police Authority on overall custody provision.

15. The Police Authority has congratulated the officers and staff on Telford Division for their efforts and enthusiasm in delivering a good standard of policing service and were particularly pleased that the partnerships within Telford & Wrekin were working well and continuing to deliver tangible benefits to local communities.

Recruitment of Officers

16. The Authority agreed in February 2002 to increase the number of police officers by 300 and the target of securing an overall Force strength of 2400 police officers was achieved in July 2003.

17. As at 1 May 2004, the actual number of police officers was 2389. The full-time equivalent strength (reflecting part-time working etc) was 2369.33 F.T.E. (full-time equivalents).

18. The target is to achieve and maintain staffing at least at a level of 2400 FT.E police officers rising to 2419.3 F.T.E. and the Authority will continue to monitor this position.

Best Value Reviews

19. The Authority has approved the implementation plans for the Best Value Reviews of Forensic Services, Force Crime Squad, Intelligence, Major Incident Rooms and Criminal Justice Support.

Stop and Search

20. A new Stop and Search Policy and Procedural guide has been formulated to reflect the revised Codes of Practice with the creation of new stop and search forms to specifically record self-defined ethnicity. At present extensive work is taking place to ensure the extended fixed penalty schemes and subsequent documents capture ethnicity data.

21. The Constabulary is producing Stop and Search data analysis monthly. This data considers the national picture and West Mercia's Stop and Search trends. The information provided identifies Divisional activity in relation to the number and reason for the search, temporal patterns, proportionality, age, ethnicity, arrest rates, positive search rates and geographic distribution.

22. Stop and Search activity is closely monitored and Divisional Review Boards have been initiated in all divisions to undertake an analysis of individual stops and searches to ensure compliance with Force Policy, Codes of Practice, Human Rights and Race Relations legislation.

23. The Independent Advisory Groups are also involved in advising all Divisions. A common pattern emerging is that members of the Race Equality Council are reviewing and advising on divisional stop and search data in terms of ensuring non-discriminatory practices.

Findings of the Evaluation of Community Support Officers Pilot at Herefordshire Division

24. The Community Support Officers (CSO) Pilot in Herefordshire Division has been evaluated and early indications show that they have been well accepted internally by police officers and other police staff and externally by the public.

25. From the activity returns it is estimated that approximately 70% of a CSO's time is spent on patrol. This will include visits to victims and to community based organisations whilst on patrol. Some 10% of time is spent in meetings, 10% of time spent assisting police officers and 10% of time on administrative tasks.

26. With at least 70% of their time spent on patrol, they have begun to close the gap between the public's wish for a visible uniform presence on the streets and the organisation's ability to provide that with police officers.

27. Whilst there is some evidence that this visibility is increasing reassurance, more comprehensive qualitative evidence is needed to support this. What is clear is that CSOs are attending and dealing with incidents that historically often did not receive a police response because of the unavailability of a police officer to attend. They are carrying out targeted patrols in 'hot-spot' areas at a level that is unachievable with the present number of police officers.

28. The availability of CSOs to attend incidents is saving officer time, although the extent of this is difficult to measure. A redesigned monthly activity return will capture this more accurately in the future.

29. CSOs are also becoming increasingly involved with community safety issues which affect the quality of life in communities and are resolving/helping to resolve these issues, providing valuable reassurance to the victims of crime and anti-social behaviour and establishing good community contacts.

Community Safety Accreditation Scheme

30. West Mercia proposes to run an evaluated Community Safety Accreditation pilot scheme in partnership with Wyre Forest Housing Trust and also with the Vehicle and Operator Services Agency (VOSA). The latter Scheme is part of a programme which is being rolled out on a national basis and which has been developed in consultation with the Home Office and ACPO. The development of such schemes should contribute

towards increasing local ownership in identifying and addressing local quality of life issues.

Questions on Police Matters at Council Meetings

31. The Authority is required to nominate a member to answer questions on the discharge of the functions of the Police Authority at meetings of the relevant councils and the following members were appointed for 2004/2005:

Herefordshire Council	Mr B Hunt
Shropshire County Council	Mrs M E C Winckler
Telford and Wrekin Council	Mr J T Hicks
Worcestershire County Council	Mr J M Cairns

Police/Community Consultative Groups (PCCGs)

32. The Authority has appointed the following members to attend meetings of PCCGs during 2004/2005.

Bridgnorth	Margaret Winckler
Bromsgrove	Dilip Thakrar (up to 18/7/4) Zad Padda (from 19/7/4)
Bromyard and District	Bernard Hunt
Droitwich Spa	John Cairns
Evesham and Pershore	John Cairns
Hereford	Peter Dunford
Herefordshire Rural	Paul Deneen
Kington	Bernard Hunt
Leominster	Bernard Hunt
Malvern	Jennette Davy
North Shropshire	Bob Forster
Oswestry	Bill Morris
Redditch and District	Girija Nathan
Shrewsbury	Kate Pready-James
South Shropshire	Kate Pready-James
Telford and Wrekin	Arul Selvaratnam
Worcester	Alwyn Davies
Wyre Forest	Dan Wicksteed

Signed on behalf of the
West Mercia Police Authority

R M Forster
Chairman

Further Information

Any person wishing to seek further information on the subject matter of this report should contact David Brierley or Ian Payne on Shrewsbury (01743) 344314

List of Background Papers

In the opinion of the proper officer (in this case the Director of the Police Authority) the following are the background papers relating to the subject matter of this report:

Agenda papers for the Annual Meeting of the West Mercia Police Authority held on 8 June 2004.