

COUNTY SECRETARY AND SOLICITOR
Committee Services

TO: ALL MEMBERS OF THE COUNCIL

Your Ref:

Our Ref: MR/CD

Please ask for: Mrs. C. Dyer

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13th May, 2004

Dear Councillor,

YOU ARE HEREBY SUMMONED to attend the annual meeting of the County of Herefordshire District Council to be held on **FRIDAY, 21ST MAY, 2004** at the Assembly Hall, The Shirehall, Hereford at **10.30 a.m.** at which the business set out in the attached agenda is proposed to be transacted.

Please note that 30 car parking spaces will be reserved at the Shirehall and 10 car parking spaces at the Town Hall for elected Members.

Yours sincerely,



M.E. ROSENTHAL
COUNTY SECRETARY AND SOLICITOR

A G E N D A

Council

Date: **Friday, 21st May, 2004**

Time: **10.30 a.m.**

Place: **The Assembly Hall, The Shirehall,
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
<p>1. CHAIRMAN To elect the Chairman of the Council.</p> <p>N.B. The vice-Chairman of the Council will preside during the election for the Chairman of the Council.</p>	
2. PRAYERS	
<p>3. APOLOGIES FOR ABSENCE To receive apologies for absence.</p>	
<p>4. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this Agenda.</p>	
<p>5. VICE-CHAIRMAN To appoint the Vice-Chairman of the Council.</p>	
<p>6. MINUTES To approve and sign:</p> <p>(a) the Minutes of the meeting held on 5th March, 2004; and</p> <p>(b) the Minutes of the meeting held on 16th January, 2004.</p>	1 - 18
<p>7. APPOINTMENT OF THE LEADER OF THE COUNCIL To appoint the Leader of the Council.</p>	
<p>8. APPOINTMENT TO OFFICES RESERVED TO COUNCIL, ALLOCATION OF SEATS TO POLITICAL GROUPS AND APPOINTMENTS TO COMMITTEES</p> <p>(a) to make appointments to the positions of Cabinet Members, Chairmen and Vice-Chairmen of committees, the appointment of which is reserved to Council;</p> <p>(b) to establish the allocation of seats to political groups based on proportionality and to agree arrangements for making the necessary adjustments to proportionality based on appointments to individual committees in order that proportionality can be applied across the Council as a whole; and</p> <p>(c) to make arrangements for such appointments to committees and other bodies as may be necessary.</p> <p>Please note that the Council may be asked under this item to confirm or agree alternative arrangements for appointments to Committees and other bodies pursuant to Regulation 20 of the Local Government (Committees and Political Groups) Regulations 1990.</p>	19 - 28

9. CHAIRMAN'S ANNOUNCEMENTS	To receive the Chairman's announcements and petitions from members of the public.	
10. QUESTIONS FROM MEMBERS OF THE PUBLIC	To receive questions from members of the public.	
11. QUESTIONS TO THE CABINET MEMBERS AND CHAIRMEN UNDER STANDING ORDERS	To receive any written questions.	
12. NOTICES OF MOTION UNDER STANDING ORDERS	To consider any Notices of Motion.	
13. CABINET	To receive the report and to consider any recommendations to Council arising from the meetings held on	29 - 102
	(a) 18th March, 15th April and 6th May, 2004; and	
	(b) 13th May, 2004. <i>(Report to follow)</i>	
14. REGULATORY COMMITTEE	To receive the report and to consider any recommendations to Council arising from the meetings held on 16th March and 19th April, 2004.	103 - 104
15. PLANNING COMMITTEE	To receive the report and to consider any recommendations to Council arising from the meetings held on 31st March and 23rd April, 2004.	105 - 108
16. STRATEGIC MONITORING COMMITTEE	To receive the report and to consider any recommendations to Council arising from the meeting held on 26th April, 2004.	109 - 112
17. HEREFORD AND WORCESTER COMBINED FIRE AUTHORITY	To receive the report of the meetings of the Hereford and Worcester Combined Fire Authority held on 18th December, 2003 and 18th February and 19th March, 2004.	113 - 122
18. DATES OF FUTURE MEETINGS	Dates determined for Council meetings in the year 2004/05 are 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.	

Your Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- 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 three 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 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.
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, its Committees and Sub-Committees and to inspect and copy documents.
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Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The meeting venue is accessible for visitors in wheelchairs by prior arrangement. Please telephone 01432 272395.

A map showing the location of the Shirehall can be found overleaf.

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 Mrs Christine Dyer on 01432 260222 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.

FIRE AND EMERGENCY EVACUATION PROCEDURE

IN CASE OF FIRE

(no matter how small)

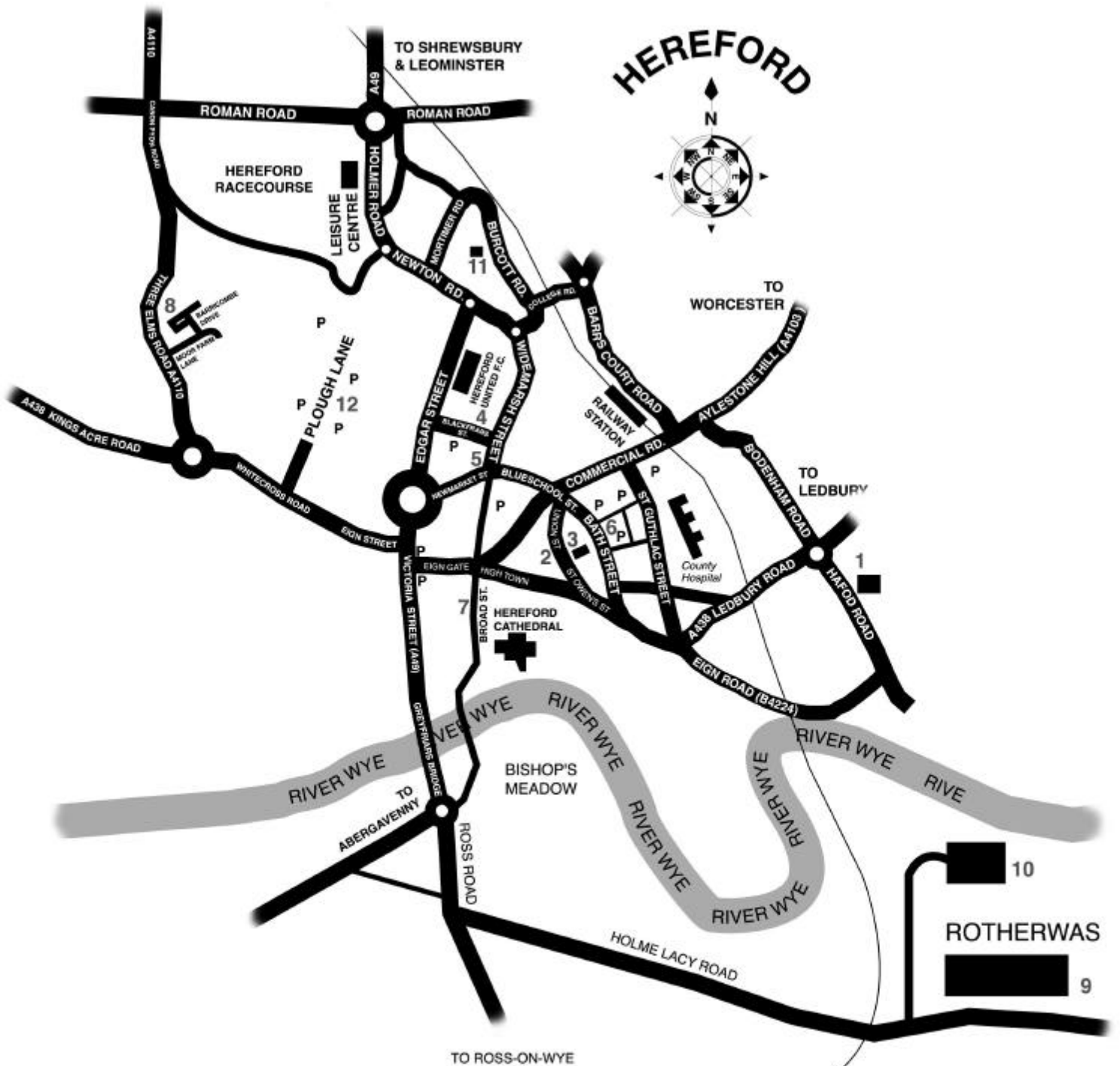
1. Sound the Alarm
2. Call the Fire Brigade
3. Fire party - attack the fire with appliances available.

ON HEARING THE ALARM

Leave the building by the nearest exit and proceed to assembly area on:

GAOL STREET CAR PARK

Section Heads will call the roll at the place of assembly.



- | | | | |
|---|------------------|----|-----------------------------------|
| 1 | Brockington | 7 | Kemble House |
| 2 | Town Hall | 8 | Trinity House |
| 3 | Shire Hall | 9 | Thorn Office Centre |
| 4 | Education Centre | 10 | Herefordshire Commercial Services |
| 5 | Garrick House | 11 | Merchant House |
| 6 | Bath Street | 12 | Plough Lane |

MINUTES of the meeting of Council held at The Assembly Hall, The Shirehall, Hereford on Friday, 5th March, 2004 at 10.30 a.m.

Present: Councillor P.E. Harling (Chairman)
Councillor J.W. Edwards (Vice Chairman)

Councillors: Mrs. P.A. Andrews, B.F. Ashton, Mrs. W.U. Attfield, Mrs. L.O. Barnett, Mrs. E.M. Bew, H. Bramer, A.C.R. Chappell, M.R. Cunningham, Mrs. S.P.A. Daniels, P.J. Dauncey, N.J.J. Davies, Mrs. C.J. Davis, G.W. Davis, 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, J.W. Hope, B. Hunt, T.W. Hunt, G.V. Hyde, 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, J.C. Mayson, R. Mills, J.W. Newman, Mrs. J.E. Pemberton, R.J. Phillips, Ms. G.A. Powell, R. Preece, Mrs. S.J. Robertson, D.W. Rule MBE, D.C. Short MBE, 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

66. PRAYERS

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

67. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Bowen and Burke.

68. DECLARATIONS OF INTEREST

There were no declarations of interest made.

69. MINUTES

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

Note: The version of the minutes included with the agenda on 5th March, 2004 was incomplete. Council is therefore requested, at the meeting on 21st May, 2004 to approve the full version which is enclosed at item 6(b) of that agenda.

70. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed Councillor Miss Fiona Short to her first meeting of the Council as the newly elected Member for St Nicholas Ward.

He announced that a delegation of the United Kingdom Branch of the Commonwealth Parliamentary Association would be joining the meeting as part of their 53rd Westminster Parliamentary Seminar.

He paid tribute to a young woman, Katt Williams, who he had met earlier in the day. Katt had been chosen to sing at a special awards ceremony in London, celebrating

achievements of looked after children across the country. She was a former pupil at Wigmore High School where she did voluntary work and hoped to pursue a career as a teacher. The Chairman had presented a book token as a token of appreciation.

He congratulated the Environmental and Trading Standards Division for achieving the internationally recognised Quality Award "BS EN ISO 9001".

He announced the start up of the Local Area Forums from mid March and encouraged Members to attend the one they felt was most appropriate to their ward.

He reminded Council that the Civic Service would be held on Sunday, 14th March at St Mary's Church, Ross-on-Wye at 11.15 a.m.

Petition

He handed a petition protesting about the installation of traffic lights at Newtown Crossroads to the Cabinet Member (Highways and Transportation).

71. 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.

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

Councillor J.P. Thomas asked:

"I made a request for an extension to the 30 mph limit south-westwards along the Barons' Cross road (A44) in August 2000. A Traffic Regulation Order indicating such extension, some 677 metres south-westwards, was 'signed off' in March 2003. At least until Wednesday 3rd March 2004, this TRO had still not been implemented.

Is this a record 'slow' time, and, if so, can members be assured that it will not be broken?"

Councillor Wilson, Cabinet Member (Highways and Transportation) replied that there had been delays in erecting speed limit signs because of a lack of resources. Arrangements were in place to reduce the backlog. The signs at Barons Cross had been ordered and would be installed as soon as the contractor could arrange to do so. He thought this was likely to be during April.

Councillor J. Stone asked:

"Will the Cabinet Member for Highways and Transportation support local efforts to persuade the Highways Agency to improve road safety at Ashton and the Woofferton junction on the A49?"

Councillor Wilson replied that the A49 was the responsibility of the Highways Agency who had recently completed a Route Management Strategy. The Strategy was yet to be published, but he understood that it recognised the problems at both Woofferton and Ashton. He said he was happy to support road safety improvements at these locations.

In response to a further question by Councillor Stone, Councillor Wilson said he would be willing to meet with representatives of the respective parish councils once the strategy was published, but reminded Councillor Stone that he had no remit for trunk roads.

Councillor R.I. Matthews asked:

"Could you please update Members on the A4103 Roman Road improvement scheme because we were recently informed that the hedgerows would be removed in Feb 2004 but to date nothing has happened? Also can you give us a firm date when general construction work will commence because I was under the impression that £580,000 had been allocated to this scheme for this financial year?"

Councillor Wilson reported that Alun Griffiths Ltd had been selected as the preferred contractor for the Roman Road improvements and that work on the main contract should start in late summer. The felling of two mature oak trees was scheduled to take place in the second half of March. Delays had been experienced because one contractor had been unable to carry out specialist hedge relocation work intended to begin in February/March. This had now been re-assigned and the alternative contractor was due to commence work shortly. He advised that the original budget for the scheme in 2003/04 was £800,000 and that current estimates put the spend in excess of £600,000.

In answer to a further query about future supervision of the scheme, Councillor Wilson undertook to discuss Councillor Matthews concerns with the Director of Environment.

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

"The Supporting People programme is responsible for £7.5m in 2003-2004 and £7.3m in 2004-2005. Why is there no Member representation on the Herefordshire Supporting People Partnership Commissioning Body, i.e. Member of Social Care and Housing Scrutiny Committee?"

Councillor Mrs. Barnett, Cabinet Member (Social Care and Strategic Housing) thanked Mrs Lloyd-Hayes for her question and referred to the guidance supplied from the Office of the Deputy Prime Minister specifying that the Commissioning Body should comprise seniors officers charged with responsibility for making commissioning decisions and holding overall budgets for their organisation. Their decision would be within the remit of a Supporting People strategy agreed by elected members and approved by other partners including the police and the primary care trust. Recent government guidance issued by the Audit Commission has indicated that there should be a shadow commissioning body comprising elected members, non-executive members of the PCT and members of the probation board. She invited Councillor Mrs Lloyd-Hayes to assist with such a group. She confirmed that the Supporting People programme had a budget of £7.5 million but that 90% of this was committed to existing contracts.

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

"There is a rumour that Local Area Forums will be reinstated, is this the case?"

The Leader referred to the Chairman's announcement earlier in the meeting.

73. NOTICES OF MOTION UNDER STANDING ORDERS

There were no Notices of Motion.

74. CABINET

The Leader of the Council, Councillor R.J. Phillips, presented the report of the meetings of Cabinet held on 29th January, 12th and 19th February and a supplementary annex on the report of the meeting held on 4th March, 2004, the latter having been circulated at the beginning of the meeting together with a revised report on the Council Tax Resolution and revised page 5 of the Budget Book.

In relation to Item 1.2 of the main report, Revenue Budget 2004/05 - the Leader moved an amendment based on the recommendation detailed in the supplementary annex, i.e. that the revenue budget proposals for 2004/05 be based on expenditure of £175,573,000 with a corresponding council tax at Band D of £959.53. This would mean an increase of 8.9%, a reduction of 1.5% on the original proposal of 10.4%. This followed a meeting at the Office of the Deputy Prime Minister earlier in the week.

He stated that the Council would be maintaining its commitment to both Social Care and Education, two of its key service areas.

He emphasised that although the increase had been reduced to 8.9% he was still mindful of the hardship that would cause some residents, particularly those on low or fixed incomes. He announced a campaign to raise awareness of available discounts and benefits.

He thanked those who had taken part in the consultation exercise which had helped shape the budget proposals. The results showed that 50% of people were prepared to see Council Tax go up to maintain or improve services and 40% wanted it maintained at the level of inflation and were prepared to accept reductions in services.

The amendment was duly seconded.

Councillor Chappell, on behalf of the Labour Group, supported the revised recommendation. He said he would have been happier to see a rise of 10.4% as he thought the Council Tax had been kept artificially low for over 40 year with a consequent lack of investment in services. However, he understood the need to avoid the risk of capping. He asked the Council to set up a series of seminars to encourage those entitled to benefits to claim their entitlements. He also asked for the documents sent out with the Council Tax and budget information to be made as easy to understand as possible as well as available in large print and Braille.

Councillor T.M. James, Leader of the Liberal Democrat Group, recognised the difficulty that faced the Council over the setting of the Council Tax and thought that the current proposal could be implemented without too great an adverse effect on services. He was concerned that even though the current proposal was 1.5% less than the original proposal it would still be too high to satisfy the Government who had indicated they would cap any Councils setting a rate higher than 5%. He indicated that he would be abstaining from the vote.

Councillor Mrs French, who had seconded the amendment said it would cause difficulties for staff who were charged with delivering services to the community, but that there was a commitment to improving efficiency across the Council. She spoke

of the need to rationalise the Council's accommodation and the improvements needed on the IT infrastructure, both of which would provide longer term cost benefits.

Following a series of comments in support of the amendment and also some concern about the level of reserves and the continued risk of capping, Council voted for the amendment as follows:

For: 39

Against: 0

Abstentions: 17.

The motion was therefore carried.

In relation to Item 1.4 - Herefordshire Unitary Development Plan: Revised Deposit Draft, Councillor Chappell asked the Leader what evidence he had that the initial 300 houses proposed at Bullinghope would provide adequate funding for the Rotherwas Access Road. He said that he had identified three alternative methods of funding the road and hoped that officers would investigate these sources further. He was concerned that by 2021, 1800 houses would be built on the site and that it could be 2007 before the developers had built sufficient housing to pay for the road. He was also concerned that St Martins and Hinton ward did not have sufficient facilities to cope with such a large housing scheme and warned of the ever present danger of flooding in the area. He called on the Council to reject the proposal for the houses at Bullinghope, and moved that the proposal be removed from the draft plan.

The motion was duly seconded.

Several Councillors voiced concerns about the proposal and about other aspects of the UDP. However it was noted that the deposit draft, once agreed, would be subject to a six week consultation period. A number of Members, whilst expressing reservations about individual aspects of the Plan, expressed the view that this was not the appropriate way in which to deal with individual amendments given the process described. It was felt there would be further opportunities to make changes to the Plan within the process. A vote was taken and the motion was lost.

The Leader thanked the officers, the Cabinet Member (Environment) and other Cabinet Members, both current and previous, for their involvement in the development of the plan.

In response to a query about a lack of decisions recorded under some programme areas, the Leader advised that the report detailed decisions taken by Cabinet as a whole since the last meeting of Council and did not include decisions taken by individual Cabinet Members. These were recorded in individual Decision Notices and were available in the Members' Room or on request. Council was also reminded that the March meeting of Council was held primarily to deal with the Revenue Budget and setting the Council Tax.

In relation to Item 13.1 - Older Peoples Service Business Case for Improvement and Development, Councillor Mrs Barnett, Cabinet Member (Social Care and Strategic Housing) announced a grant of £4.6 million for a new Extra Care Village in Hereford. This was the largest successful bid countrywide. She congratulated all officers involved in the project.

RESOLVED: That the reports of the Cabinet meetings held on 29th January, 12th and 19th February and 4th March, 2004 be received and

- That
- (a) a Medium Term Financial Plan (Appendix 1 to the report) be adopted for the four-year period commencing 2004/05;
 - (b) £7 million be identified as the level of investment needed to support the Medium Term Financial Plan over the four-year period as part of the Revenue Budget Strategy 2004/5;
 - (c) a planned programme for redirecting expenditure from within existing budgets be adopted;
 - (d) the initial revenue budget proposals for 2004/05 be based on expenditure of £175,573,000 with a corresponding council tax at Band D of £959.53;
 - (e) the basis of distributing supported borrowing for Transport, Education and Housing as outlined in Appendix 3 to the report be endorsed;
 - (f) a capitalisation de-minimus limit of £10,000 be approved;
 - (g) an amount of £5 million be approved by means of unsupported Prudential Borrowing to meet the preferred list of capital projects;
 - (h) the Prudential Indicators detailed in Appendix 4 of the report, which include the projected Capital Programme, be endorsed;
 - (i) the borrowing limits outlined in Appendix 4 of the report be approved;
 - (j) the Treasury Management Strategy at Appendix 5 of the report be endorsed;
- and
- (k) subject to the following amendments, the revised draft version of the UDP be approved for the purposes of public deposit:
 - (i) Page 78, paragraph 3, delete "in length" and insert "frontage";
 - (ii) Pages 144-145 delete paragraphs 7.7.17 - 7.7.20 and the follow-on paragraph headed "TCR19 - Hereford Livestock market - relocation", and substitute the replacement paragraphs attached at Appendix 6 of the report, and
 - (iii) Page 169, insert new paragraph 8.8.14 attached at Appendix 7 to the report.

75. COUNCIL TAX RESOLUTION

Following the resolution at Minute 74 (d) above it was formally **RESOLVED**:

- That
- (1) In respect of the Council's 2004/05 Budget:
 - (a) a council tax of £959.53 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) £256,106,372 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) £177,424,372 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) £987.35 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) £959.53 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.

76. PLANNING COMMITTEE

Councillor T.W. Hunt presented the report of the meeting of the Planning Committee held on 30th January, 2004.

RESOLVED: That the report of the meeting of the Planning Committee held on 30th January, 2004 be received.

77. REGULATORY COMMITTEE

Councillor R.I. Mathews presented the report of the meeting of the Regulatory Committee held on 3rd February, 2004.

RESOLVED: That the report of the meeting of the Regulatory Committee held on 3rd February, 2004 be received.

78. STRATEGIC MONITORING COMMITTEE

Councillor T.M. James presented the report of the meeting of the Strategic Monitoring Committee held on 9th February, 2004.

RESOLVED: That the report of the meeting of the Strategic Monitoring Committee held on 9th February, 2004 be received.

79. STANDARDS COMMITTEE

Mr Robert Rogers presented the report of the meeting of the Standards Committee held on 13th February, 2004. He invited Members to respond to the queries posed by the Committee on Standards in Public Life in paragraph 2 of the report. In answer to a query on whether Members should be required to declare membership of secret societies, he replied that he would be happy to take any comments back.

RESOLVED: That the report of the meeting of the Standards Committee held on 13th February, 2004 be received.

80. RESULT OF ST. NICHOLAS BY-ELECTION

RESOLVED: That the results of the By-Election held for the St. Nicholas Ward on 22 January, 2004, and the subsequent election of Miss Fiona Short, be formally noted.

81. WEST MERCIA POLICE AUTHORITY

Councillor B Hunt presented the report of the West Mercia Police Authority held on 17th February, 2004. He stated that the increase in the precept was equivalent to a weekly increase of just 34 pence.

He undertook to pass on congratulations to the Chief Constable for the arrest of drug dealers in the South Wye area. In response to queries about levels of crime and deterioration in services he promised to circulate statistics relating to different crimes at a later stage. He hoped that an increase in police staffing numbers would contribute to a reduction in crime.

RESOLVED: That the report of the meeting of the West Mercia Police Authority held on 17th February, 2004 be approved.

Note: In response to a query on precepting by the Combined Fire Authority (CFA), the Chief Executive undertook to investigate whether it would be possible for the report of the CFA to be submitted to the Council at its Council Tax setting meeting in March.

The meeting ended at 12.22 p.m.

CHAIRMAN

MINUTES of the meeting of Council held at Brockington, 35 Hafod Road, Hereford. on Friday, 16th January, 2004 at 10.30 a.m.

Present: Councillor P.E. Harling (Chairman)
Councillor J.W. Edwards (Vice Chairman)

Councillors: Mrs. P.A. Andrews, B.F. Ashton, Mrs. L.O. Barnett, Mrs. E.M. Bew, W.L.S. Bowen, H. Bramer, A.C.R. Chappell, M.R. Cunningham, Mrs. S.P.A. Daniels, P.J. Dauncey, Mrs. C.J. Davis, 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, J.W. Hope, B. Hunt, T.W. Hunt, G.V. Hyde, 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, J.C. Mayson, R. Mills, J.W. Newman, Mrs. J.E. Pemberton, R.J. Phillips, Ms. G.A. Powell, R. Preece, Mrs. S.J. Robertson, D.W. Rule MBE, 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, J.B. Williams and R.M. Wilson

49. PRAYERS

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

At the request of the Chairman, the Council stood in memory of the late Councillor Reverend David Short, MBE who had died on 8th November, 2003.

Councillor T.M. James, the Leader of the Liberal Democrat Group and Councillor R.J. Phillips, the Leader of the Council paid tribute to Councillor Short.

50. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Mrs. Atfield, Burke, G Davis, Wilcox and A.L. Williams.

51. DECLARATIONS OF INTEREST

There were no declarations of interest made.

52. MINUTES

RESOLVED: That the minutes of the meeting held on 7th November, 2003 be approved as a correct record and signed by the Chairman.

53. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed a group of pupils from Ledbury Primary School and their teachers, who had come to see how the Council conducted its business.

He advised that the Boundary Commission for England had confirmed its recommendations for parliamentary constituencies in Herefordshire following a review and public inquiry during 2003. The Constituencies will be called Hereford

and South Herefordshire County Constituency (with 69,632 constituents) and North Herefordshire County Constituency (with 63,418 constituents). Changes include moving Golden Valley North and South Wards into the new Hereford and South Herefordshire Constituency and moving Old Gore Ward and all of Backbury Ward into the new North Herefordshire County Constituency.

He reminded Councillors of the need to maintain confidentiality when dealing with information that is not available to members of the public. This was both a legal requirement, to protect the interests of the Council, and also a requirement of the Code of Conduct. He advised that Councillors could inspect any confidential Council papers except in very limited circumstances when a need to know had to be demonstrated. Compared with other local authorities, the Council takes an absolute minimum of business in confidential session. It was therefore extremely disappointing in terms of maintaining trust within the Council and damaging in terms of the Council's interests when such information is disclosed to outside parties. He went on to say that recent correspondence sent to Councillors by one of the parties to the pending River Wye litigation provided clear evidence of such unauthorised disclosure. He agreed with the Chief Executive that an enquiry into the disclosure would be futile. He said he understood that there were many issues about which Members felt passionately, but that that did not excuse such breaches of confidentiality. Repetition would almost inevitably lead to the Council being unable to maintain its current record on openness. He asked for Councillors' co-operation in maintaining confidentiality in the future.

He announced that the Queen had recently approved the nomination of the Right Reverend Anthony Martin Priddis, Suffragan Bishop of Warwick for election as Bishop of Hereford in succession to the Right Reverend John Oliver who had resigned last November. The enthronement will take place sometime in June.

He also announced that the Divisional Commander of the West Mercia Constabulary at Hereford, Chief Superintendent Guy Rutter, will be taking up the post of Divisional Commander for the Shropshire Police Division from 1st March, 2004. He thanked him for his contribution to Herefordshire, especially in promoting partnership with the Council, as Chair of the Herefordshire Partnership Board, and wished him well in his new post.

He also took the opportunity to welcome the new Divisional Commander, Chief Superintendent Kevin Bentley who was currently the Temporary Head of CID for the West Mercia Constabulary.

Petitions

The Chairman had received a petition containing 847 signatures relating to genetically modified food which he passed to the Cabinet Member (Environment) for action.

54. 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.

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

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

What mechanisms are in place for young people to influence decisions made by this Council?

The Leader replied, that there were currently no separate mechanisms for young people to influence decisions. They would use the routes open to any other member of the community. However, the Youth Service and other agencies support and encourage young people to use these routes through a variety of mechanisms such as youth forums. He acknowledged that it was difficult to engage young people and that the Council was not always seen as being as supportive as it could be.

In response to a further question from Councillor Mrs. Lloyd-Hayes, about provision of youth services in Hereford City, the Leader agreed that there was an urgent need to make progress on this issue.

Councillor A.C.R. Chappell asked:

It appears that the incidence of unacceptable and anti-social behaviour is on the increase across the County. A small minority causing harm and distress to law abiding residents. Will the Leader of the Council join me and the other political group leaders in a review with Police, Magistrates, Probation Service, Herefordshire Housing, and the Directors of Social Care and Education? The review to look at ways of implementing those opportunities that the Home Secretary has given Local Authorities to tackle these problems, but also to find ways where we can work more closely to give communities relief from anti-social behaviour?

The Leader replied that an Anti-Social Behaviour Order was a legal injunction and to break it was a criminal offence. He advised that the Community Safety Partnership in Herefordshire (now merged with the Drug Action Team) already has an implementation group across agencies that work on anti-social behaviour. He said that the Partnership would be willing to hold a briefing with key members and take any further action needed, and that this would be a practical way forward.

In answer to a further question from Councillor Chappell, he stated that eight Anti-Social Behaviour Orders had been granted in the County so far and that he hoped the Partnership would be able to meet to address these issues at an early opportunity.

56. NOTICES OF MOTION UNDER STANDING ORDERS

There were no Notices of Motion.

57. CABINET

The Leader of the Council, Councillor R.J. Phillips, presented the report of the meetings of Cabinet held on 20th and 27th November and 4th and 18th December, 2003.

In relation to Item 1.1 - Second Homes and Empty Property Council Tax Discounts, Councillor T.M. James welcomed the introduction of changes to the levels of Council Tax Discount on second homes and empty properties.

In relation to Item 1.2 - Review of the Constitution, The Leader proposed that the words "and Councillor Membership" be deleted from Recommendation (c) and the Appendix be amended accordingly. He urged Members to view the ward composition of Local Area Forums as a guide but said they could attend whichever Forum they considered most appropriate depending on the items on the agenda.

In relation to Item 4.1(ii) - Index of Multiple Deprivation (IMD), Councillor Chappell, although glad that the South Wye area had lost its "deprivation" status expressed concern about the affect that would have on future investment in the area. The Leader advised that he had drawn similar concerns to the attention of the Boundary Commission but whilst these had been recognised the Commission had not felt it appropriate that they should determine the outcome of the Review.

In relation to Item 6.1(i) - Replacement Swimming Pool for North Herefordshire, Councillor B. Hunt, said by raising a motion on provision of a swimming pool at Bromyard, he and Councillor Dauncey had fulfilled a manifesto commitment to the people of Bromyard. He regretted that Bromyard was not chosen as a site for the new pool but understood why it was to be sited at Leominster. Council acknowledged the contribution made by Leominster Town Council and the various Parish Councils who had helped with fund raising or made a commitment of funding. Councillor R.V. Stockton advised that the scheme was very much on schedule with a target date for completion of June 2005. The Leader said that the specifications relating to energy efficiency had been approved by user groups and other consultees.

In relation to Item 7.1(i) - Edgar Street Grid Masterplan, there was some concern that there was no mention of preserving the historical heart of the City. Councillor G.V. Hyde, Cabinet Member (Economic Development, Markets and Property) assured Council that the preservation of the City's heritage was an integral part of the development. He recognised that the provision of a supermarket remained a controversial issue within the Council but was a way of raising much needed funds and should be retained within the masterplan.

In relation to Item 9.1(i) - Development Control Functions, in response to an allegation that the Council was not following Government policy of delegation of development control functions to parish councils the Leader said that he was not aware of any mass delegations. He knew of one local authority that had delegated small matters to parish councils but if any objections were received the matter was referred to the Planning Sub-Committee for determination.

In relation to Item 9.2(i) - Legionnaire's Disease, the Leader advised that he had received a letter from the Chairman of the Primary Care Trust thanking the Council for its handling of the outbreak. He had passed the letter to the relevant directorates so that staff would be made aware of the recognition their efforts had received.

In relation to Item 10.1(ii) - Car Parking Strategy and Charges, in response to a number of comments and questions relating to the provision of free parking or deferred price increases, the Cabinet Member (Highways and Transportation) advised that the Environment Scrutiny Committee would be agreeing terms of reference for the parking strategy review group at its next meeting. The Group would take account of all the points made.

In relation to Item 13.1(i) Response to the Consultation on the Government's Green Paper "Every Child Matters" - It was agreed that services could be integrated across Education, Social Care, Health, Youth Justice and the Youth Service.

In relation to Item 13.1(iv) - Council's Residential Care Homes Proposed Transfer to Shaw Homes - Councillor Mrs. L.O. Barnett, Cabinet Member (Social Care and Strategic Housing) apologised for not circulating a briefing note to all Members as promised. She said there would be a further meeting with Shaw Homes and the briefing note would be available after that.

RESOLVED: That the report of the meetings of Cabinet held on 20th and 27th November and 4th and 18th December be received; and

- That (a) the level of Council Tax discount on second homes be reduced to 10% and the 50% discount on long-term empty properties be removed; and
- (b) that the Constitution be amended as follows:
- (i) Part 4 of the Constitution by deleting Standing Order 4.3.7 which deals with the appointment of Chairmen of Local Area Forums;
 - (ii) Part 10 of the Constitution by deleting Standing Order 10.1.5 which sets out provision for formal membership of Local Area Forums, and amend Standing Order 10.1.6 which deals with the appointment of Chairmen;
 - (iii) Appendix 20 of the Constitution by substituting Appendix 1 to set out the ward composition of Local Area Forums;
 - (iv) Appendix 15 (Councillors' Allowances Scheme) of the Constitution to delete Band 5, Chairman of Local Area Forums, £517 from the Scheme approved by the Council on 25 July 2003;
 - (v) Part 5 of the Constitution by adding "Regulatory Committee" to Standing Order 5.1.1 Appointment of Sub-Committees and Working Groups;
 - (vi) Standing Order 9.3.2.1 (Terms of Reference of the Regulatory Committee) of the Constitution by adding:

"To undertake responsibility for the Council's functions in relation to all liquor licensing, gaming permits, public entertainment licences and cinema licences under the Licensing Act 2003 as amended from time to time."
 - (vii) Standing Order 9.3 (Regulatory Committee) of the Constitution by adding:

"9.3.3 REGULATORY SUB-COMMITTEE

9.3.3.1 The Regulatory Sub-Committee will be responsible for determining individual applications for liquor licensing, gaming permits, public entertainment licences and cinema licences within Herefordshire."
 - (viii) Standing Order 12.7.3 (County Secretary and Solicitor) of the Constitution by adding:

"12.7.3.6 The County Secretary and Solicitor will maintain

a Scheme of Delegation to officers for regulatory matters and is authorised to revise that Scheme from time to time.”

and

- (ix) the County Secretary and Solicitor be authorised to make any further consequential revisions to the Constitution as necessary.

58. PLANNING COMMITTEE

Councillor T.W. Hunt presented the report of the meeting of the Planning Committee held on 28th November, 2003.

RESOLVED: That the report of the meeting of the Planning Committee held on 28th November be received.

59. STANDARDS COMMITTEE

Mr Robert Rogers presented the report of the meeting of the Standards Committee held on 5th December, 2003 and corrected a small typographical error.

RESOLVED: That the report of the meeting of the Standards Committee held on 5th December, 2003 be received and the following recommendations approved:

- (a) Mr David Stevens (Independent Member) and Mr John Hardwick (Town and Parish Council Representative) be appointed as members of the Standards Committee; and
- (b) the revised protocol for Member/Officer Relations as set out in the appendix to the report be adopted.

60. STRATEGIC MONITORING COMMITTEE

Councillor T.M. James presented the report of the meeting of the Strategic Monitoring Committee held on 8th December, 2003.

RESOLVED: That the report of the meeting of the Strategic Monitoring Committee held on 8th December, 2003 be received.

61. REGULATORY COMMITTEE

Councillor R.I. Matthews presented the report of the meeting of the Regulatory Committee held on 9th December, 2003. In response to a query, he confirmed that the Council had lost an appeal lodged by Time Nightclub over refusal to grant an extension to its Public Entertainments Licence to 2.00 a.m. on Christmas Morning, 2003. He stated that the Committee had reached its decision despite officer advice to the contrary. He advised that the matter would be discussed at the next meeting of the Committee.

RESOLVED: That the report of the meeting of the Regulatory Committee held on 9th December, 2003 be received.

62. CASUAL VACANCY IN THE ST NICHOLAS WARD

Council formally received notice of the death of Councillor Reverend David Short, MBE and noted the arrangements for filling the vacancy in St Nicholas Ward. In response to a query the Chief Executive advised that marked copies of the electoral register were available to those candidates who wished to receive them.

63. APPOINTMENT OF CHAIRMAN OF EDUCATION SCRUTINY COMMITTEE

The death of Councillor Short had resulted in a vacancy in the Chairmanship of the Education Scrutiny Committee. Group Leaders had proposed Councillor Ashton as Chairman. Councillor Ashton holds seats on both the Environment Scrutiny Committee and the Planning Committee. Although no immediate change was necessary, following the outcome of the by-election it may be necessary for these seats to be vacated in order that they can meet political proportionality requirements or to be re-allocated within the Liberal Democrat Group.

RESOLVED:

That (a) Councillor B.F. Ashton be appointed Chairman of the Education Scrutiny Committee; and

(b) the term of office will expire at the next annual Meeting of Council.

64. NEXT COUNCIL MEETING

The Chairman advised that the meeting of Council to be held on 5th March, 2004, at which the Council Tax levels for 2004/05 would be decided, would be held at the Shirehall, Hereford.

65. WEST MERCIA POLICE AUTHORITY

Councillor B. Hunt presented the report of the meeting of the West Mercia Police Authority held on 9th December, 2003. In response to a number of queries he said that he had asked for various statistics, including response times and crime figures, relating to Herefordshire to be reported separately. He also promised to research how the "Ion track" Itemiser Instant Drugs Analyser Units were used and get a breakdown on complaints against the police. He promised to include this information in his next newsletter. He understood that Parish Councils were routinely notified of meetings of the Police/Community Consultative Groups.

RESOLVED: That the report of the meeting of the West Mercia Police Authority held on 9th December be received.

The meeting ended at 11.37 a.m.

CHAIRMAN

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

Report By: Chief Executive

Wards Affected

County-wide

Purpose

1. To exercise those powers reserved to Council at its annual meeting:
 - (a) to make appointments to the positions of Cabinet Members and chairmen and vice-chairmanships of committees, the appointment to which is reserved to Council;
 - (b) to establish the allocation of seats to political groups based on proportionality and to agree arrangements for making the necessary adjustments to proportionality based on appointments to individual committees in order that proportionality can be applied across the Council as a whole; and
 - (c) to make arrangements for such appointments to committees and other bodies as may be necessary.

Financial Implications

2. Provision is made within existing budgets for the expenditure which will be incurred on special responsibility allowances.

Appointment of Cabinet Members, Chairmen of Committees, etc.

3. Council is required to make appointments to the offices set out in Standing Order 4.3. These are listed at Appendix 1 and consistent with past practice includes the Area Planning Sub-Committees. S.O. 4.3.9 allows for those Committees which do not have a Chairman elected at the annual meeting of Council to elect their own Chairmen at the first meeting following the annual meeting. This will apply to the Statutory Accounts Committee, Social Care Appeals Panel, Appointments and Contract Review Panel and the Employee Appeals Panel whose memberships vary and are drawn from a wider list of Councillors, and to the Standards Committee which includes non-elected members. There is provision in the Constitution for the formation of a Regulatory Sub-Committee to deal with liquor licensing which will soon be the responsibility of the Council. It is anticipated that this will take effect in October 2004 and it will elect its own Chairman at that time.

Allocation of Seats to Political Groups and Appointments to Committees

4. The Local Government (Committees and Political Group) Regulations require the allocation of committee seats to political groups to be in proportion to the size of those groups on the Council and that the Council reviews that allocation each year at the Annual Meeting. The requirement is for representation to be proportional on each committee and across the relevant committees taken as a whole.
5. The membership of the political groups has remained unchanged since the allocation of seats last year and it is assumed that:
 - o the Conservative and Independent Groups will continue to form the administration and hold between them all the seats on Cabinet;
 - o that the Liberal Democrats and the Labour Group will wish to continue in an opposition role holding the majority of Scrutiny Chairmanships and Vice-Chairmanships.
- 6 It has also been assumed that Members of Council will continue in their declared political groups. The political balance is currently: Conservatives: 21; Independents: 17; Liberal Democrats: 16; Labour: 4.
7. Under executive arrangements the strict calculation of proportionality required by the Local Government and Housing Act 1989 is across all the traditional Committees and the Scrutiny Committees only. The strict calculation does not include the seats on Cabinet. However, it is assumed that Council will wish to continue with the arrangement whereby the opposition continue to hold the majority of the seats on the Strategic Monitoring Committee, by virtue of holding the majority of Chairmanships and Vice Chairmanships of the Scrutiny Committees, balancing those held by the administration on Cabinet.
8. Such alternative arrangements can only be made where they are approved by Council without any Member voting against. This is known as a nem con vote by the Council. Abstentions from voting do not invalidate the nem con vote. If such arrangements are to be made then it is necessary to give notice of such a possibility under Regulation 20 of the Local Government (Committees and Political Groups) Regulations 1990. Notice is, therefore, formally given on the agenda so that Council is not denied that opportunity.
9. If the nem con vote is not approved it would not be possible to maintain the convention of allocating the majority of Scrutiny Chairmanships and Vice-Chairmanships to the opposition Group as this would mean that the Strategic Monitoring was not politically proportionate. If the alternative arrangements are not approved, the Chief Executive, in consultation with the Group Leaders, will have to exercise his delegated powers to make any adjustment to the number and allocation of seats to give effect to the rules on proportionality and to make appointments in accordance with the nominations of the political group leaders.

Appointment to Committees, Etc.

10. Under Standing Order 4.4.1.1 Members appointed to Committees retain their seats until the annual meeting after the next ordinary election. It is only necessary therefore to make new appointments to give effect to any changes in proportionality

Further information on the subject of this report is available from
Christine Dyer, Members' Services Manager and Executive Officer, Tel 01432 260222

or where Members wish to resign their current appointments. However, account will need to be taken of the need to allocate seats to any Chairman and Vice-Chairman already appointed by Council. These adjustments will be dealt with by Group Leaders following the annual meeting and the new appointments will be made by the Chief Executive giving effect to the notification given by Group Leaders using his delegated powers.

11. It is helpful for the Chief Executive, in consultation with the group leaders, to have delegated authority to adjust the size of committees and/or bodies as this can be important in ironing out inequalities in the application of the rules on proportionality.

Appointment to Bodies by Reference to Area

12. Membership of the Planning Area Sub-Committees and Local Area Forums is determined in accordance with Ward membership. There is an exception in the Local Government (Committees and Political Groups) Regulations 1990 which enables appointments to be made to groups composed of all the Councillors for an area without the rules on proportionality being applied. Those groups and their membership are set out at Appendix 2 for information. Chairmen of Local Area Forums were appointed by Group Leaders in March 2004.

RECOMMENDATIONS

- 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 at the next Annual Meeting of Council;**
- (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.**

BACKGROUND PAPERS

None identified

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

MEMBERSHIP OF AREA BASED BODIES

NORTHERN AREA PLANNING SUB-COMMITTEE

Councillor	Ward	Councillor	Ward
B.F. Ashton	Ledbury	T.W. Hunt	Bringsty
Mrs. L.O. Barnett	Mortimer	T.M. James	Kington Town
W.L.S. Bowen	Bircher	Brig. P. Jones	Leominster North
R.B.A. Burke	Leominster South	R.M. Manning	Frome
P.J. Dauncey	Bromyard	R. Mills	Hope End
Mrs. J.P. French	Leominster North	R.J. Phillips	Pembridge and Lyonshall with Titley
K.G. Grumbley	Hampton Court	D.W. Rule	Ledbury
J.H.R. Goodwin	Golden Cross with Weobley	R. V. Stockton	Hope End
P.E. Harling	Ledbury	J. Stone	Upton
J.W. Hope	Castle	J.P. Thomas	Leominster South
B. Hunt	Bromyard		

CENTRAL AREA PLANNING SUB-COMMITTEE

Councillor	Ward	Councillor	Ward
Mrs. P.A. Andrews	Three Elms	Mrs. J.E. Pemberton	Backbury
Mrs. W.U. Attfield	St Martins and Hinton	Ms. G.A. Powell	Belmont
Mrs. E.M. Bew	St. Nicholas	R. Preece	St. Martins and Hinton
A.C.R. Chappell	St Martins and Hinton	Mrs. S.J. Robertson	Burghill, Holmer and Lyde
Mrs. P. A. Daniels	Three Elms	Miss. F. Short	St. Nicholas
P.J. Edwards	Belmont	W.J.S. Thomas	Hollington
D.J. Fleet	Central	Ms A.M. Toon	Three Elms
J.G.S. Guthrie	Sutton Walls	W.J. Walling	Tupsley
G.V. Hyde	Tupsley	D.B. Wilcox	Aylestone
Mrs. M.D. Lloyd-Hayes	Tupsley	A.L. Williams	Aylestone
R.I. Matthews	Credenhill	R.M. Wilson	Hagley
J.C. Mayson	Wormsley Ridge		
J.W. Newman	Belmont		

SOUTHERN AREA PLANNING SUB-COMMITTEE

Councillor	Ward	Councillor	Ward
H Bramer	Penyard	Mrs. J.A. Hyde	Llangarron
M.R. Cunningham	Ross-on-Wye West	Mrs. R.F. Lincoln	Kerne Bridge
N.J.J. Davies	Golden Valley North	G Lucas	Ross on Wye West
Mrs. C.J. Davis	Ross-on-Wye East	D.C. Taylor	Stoney Street
G.W. Davis	Pontrilas	P.G. Turpin	Valletts
J.W. Edwards	Old Gore	J.B. Williams	Golden Valley South
Mrs. A.E. Gray	Ross on Wye East		

LOCAL AREA FORUMS

Central Herefordshire

Backbury
Burghil, Holmer and Lyde
Credenhill
Hagley
Hampton Court
Sutton Walls
Wormsley Ridge

Pemberton, Cllr Mrs J
Robertson, Cllr Mrs S
Matthews, Cllr B
Wilson, Cllr M
Grumbley, Cllr K
Guthrie, Cllr J
Mayson, Cllr C

East Herefordshire

Bringsty
Bromyard

Frome
Hope End

Ledbury

Hunt, Cllr T
Dauncey, Cllr P
Hunt, Cllr B
Manning, Cllr R
Mills, Cllr R
Stockton, Cllr R
Ashton, Cllr B
Harling, Cllr P
Rule, Cllr D

Golden Valley

Golden Valley North
Golden Valley South
Stoney Street
Vallets

Davies, Cllr NJJ
Williams, Cllr JB
Taylor, Cllr D
Turpin, Cllr P

Hereford

Aylestone	Wilcox, Cllr B Williams, Cllr A
Belmont	Edwards, Cllr P Newman, Cllr J Powell, Cllr Ms G
Central St Martins and Hinton	Fleet, Cllr D Attfield, Cllr Mrs U Chappell, Cllr C Preece, Cllr B
St Nicholas	Bew, Cllr Mrs M Short, Cllr Miss F
Three Elms	Andrews, Cllr Mrs P Daniels, Cllr Mrs S Toon, Cllr Ms A
Tupsley	Hyde, Cllr G Lloyd-Hayes, Cllr Mrs M Walling, Cllr B

North Herefordshire

Bircher	Bowen, Cllr S
Castle	Hope, Cllr J
Golden Cross with Weobley	Goodwin, Cllr J
Kington Town	James, Cllr TM
Leominster North	French, Cllr Mrs J Jones, Cllr Brig P
Leominster South	Burke, Cllr RBA Thomas, Cllr JP
Mortimer	Barnett, Cllr Mrs O
Pembridge, Lyonshall with Titley	Phillips, Cllr R
Upton	Stone, Cllr J

Ross-on-Wye

Hollington	Thomas, Cllr S
Kerne Bridge	Lincoln, Cllr Mrs R
Llangarron	Hyde, Cllr Mrs J
Penyard	Bramer, Cllr H
Pontrilas	Davis, Cllr G
Old Gore	Edwards, Cllr J
Ross-on-Wye East	Davis, Cllr Mrs J Gray, Cllr Mrs A
Ross-on-Wye West	Cunningham, Cllr M Lucas, Cllr G

REPORT OF THE MEETINGS OF CABINET

HELD ON 18TH MARCH, 15TH APRIL AND 6TH MAY, 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 report covers proceedings of the meetings listed above. A supplementary report on proceedings of the meeting held on 13th May, 2004 will be circulated separately.

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

- 1.1 **Youth Justice Plan** - Cabinet has endorsed the Youth Justice Plan (which has been subject to some minor textual amendments following consultation with the partner agencies), which as part of the Policy Framework, is now enclosed, at Appendix 1, for approval by Council. The Youth Justice Plan is prepared on an annual basis on behalf of Herefordshire Council and Worcestershire County Council. The basic plan preparation is undertaken by the Youth Offending Team. The format is closely prescribed. Once completed, the Youth Justice Plan is submitted to the Youth Justice Board.

Cabinet recommends to Council that the Youth Justice Plan be approved.

- 1.2 **Treasury Management Investment Strategy 2004/2005** - The Council has adopted and is currently working within CIPFA's Code of Practice on Treasury Management in the Public Services (2001). In future, the Investment Strategy will form part of the annual Treasury Management Strategy. Cabinet has endorsed the Treasury Management Investment Strategy for 2004/05, enclosed at Appendix 2, for approval by Council. The main priorities of the Strategy are: the security of capital; the liquidity of investments and the optimum return on investment commensurate with the proper levels of security and liquidity.

Cabinet recommends to Council that the Treasury Management Investment Strategy 2004/2005 be approved.

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) **Disability Scheme** - Cabinet has approved a Disability Scheme and Indicative Action Plan for adoption by the Council. The Disability Discrimination Act 1995 (DDA) introduced new measures aimed at ending the discrimination faced by disabled people in the areas of employment, access to goods, facilities and services, and property rights. Since October 1999 it has been necessary to take all reasonable steps to remove barriers, except where physical alterations to premises are necessary, but from 1st October, 2004 physical changes to premises will be required. The implementation of the Disability Scheme will increase the focus on diversity issues and greatly assist in the adoption of the Local Government Equality Standard. A steering group has been set up to implement the scheme and report on progress.
- (ii) **Implementation of the Freedom of Information Act** - The Freedom of Information Act 2000 will be implemented from the 1st January, 2005. The Act applies to public authorities and those providing services to them. It establishes the public's right to information both in manual/paper records and electronic records. From January 2005 individuals have a statutory right to access information held by the Council and to receive a reply within 20 working days.

Cabinet has approved the approach to preparation for the implementation of the Freedom of Information (FOI) Act within Herefordshire Council.

- (iii) **Extra Care** - To facilitate the development of the Extra Care Village scheme on Ledbury Road, Hereford, Cabinet has agreed that a transfer of resources should be made from Strategic Housing's LSVT Capital receipt reserves to Corporate non-housing LSVT reserves, equivalent to the District Valuer's valuation of the land in Council ownership at the former Ledbury Road Nurseries.

It has recognised that the resources available to develop affordable housing will need to be kept under review as the sums available on LSVT Housing Capital Reserves are drawn down.

- (iv) **Equality Standards** - The Council's Equal Opportunities Policy was approved in July 2002. The Equality Standard is a National Performance Indicator developed to assess how local authorities are progressing with these matters. Cabinet has approved an updated Equal Opportunities Policy (EOP) which reflects changes in legislation. It has also approved proposals for a Corporate Equalities Plan (CEP), which will be developed in consultation with all Council directorates and service areas.
- (v) **Local Area Forums (LAFs)**- Cabinet agreed the principles for new arrangements for LAFs in October 2003. The first round of LAFs took place over a three week period in March 2004 with meetings being held at a variety of venues throughout the County. The agenda for this round of meetings was set by the Council and included a presentation on the budget and priorities for the Council, as well as background on the LAF review. Additional local items were included and attendees had the opportunity to ask questions. Numbers

attending the meetings ranged from 20 to 60. Cabinet has noted some issues in relation to the accessibility of agendas and publicity for the meetings as well as a number of local issues. Cabinet has agreed the following proposals. That:

- (a) there be a timetable of meetings for the whole year - see Appendix 3 (this does not preclude organising 'one-off' LAFs for specific topics);
 - (b) the Public Relations team be asked to undertake a publicity campaign targeting Parish Councils, the media, public libraries, community groups, etc;
 - (c) the UDP Consultation will dominate the next round of LAFs. Dates have been set to accommodate this. Local items requested by community members at previous meetings will also be included in this or future meetings;
 - (d) Cabinet Members will attend each meeting accompanied by a member of the Chief Executive's Management Team.
- (vi) **Herefordshire Housing - VAT Arrangements** - Cabinet has considered proposals by Herefordshire Housing to temporarily hold in abeyance the VAT arrangements agreed at the time of the transfer of the housing stock.

4.2 Report on Items of Interest

- (i) **Revenue Budget Monitoring 2004/05** - Cabinet has received a monitoring report on the revenue budget for programme areas in 2003/04. The position reflects an across the board improvement for most programme areas together with increased income from interest earned. The estimated value of uncommitted reserves as at 31st March, 2004 remains at £2,050,000. This takes account of a likely underspending on capital financing costs during the year and the final Herefordshire Commercial Services position, offset by a potential call on reserves in relation to a small number of service areas. The figure also takes account of authorised approvals during the course of the financial year.
- (ii) **Capital Programme Monitoring 2003/04** - Cabinet has noted the Capital Programme forecast for 2003/04 which indicates that no conditional resources will be lost. The monitoring arrangements in place for the capital programme continue to identify improvements in its overall management.
- (iii) **Public Service Agreement Update** - Cabinet has received a report detailing the latest performance against the Local Public Service Agreement (LPSA) targets. This showed that 20 targets were likely to be met, 12 needed further improvements and nine were not likely to meet the target. Cabinet has noted that the Council has had negligible success in re-defining some of the more problematic issues and the Office of the Deputy Prime Minister (ODPM) has maintained a rigid stance in line with the contents of the original agreement, even where government targets have been relaxed. Overall there have been some significant gains for the Council and its partners through the LPSA process and it has provided a focus for successful partnership working leading to real performance improvement. There have also been lessons learnt from the first round, particularly in terms of clarity of target achievement with the ODPM, which will be important in the next round of negotiations.

Cabinet has also received an update on the second round of LPSAs to be negotiated with the Government. The new agreements will be more focussed on local issues with a strong evidential base required for improvement. The Council may wish to consider only a few targets related to some major themes or targets which have outcomes of a more long-term nature extending beyond three years. The Council has elected for negotiation with the Government in the second tranche of local authorities in July.

- (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.

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

5.1 Report on Decisions Taken

- (i) **Risk Management Strategy** - Cabinet has approved a revised Risk Management Strategy for Herefordshire Council and the arrangements for the development, promotion and monitoring of Risk Management within the Council. It has acknowledged that it is sometimes necessary to take risks in order to innovate but recognised that risks must be assessed and managed. It was suggested that a seminar for Members be held later in the year.
- (ii) **Strategic Audit Plan 2004/05 and 2007/08** - Cabinet has received a report on the process used to develop the Strategic Audit Plan for 2004/05 to 2007/08. It has noted that the approach to preparing the Annual and Strategic Plan is based upon a risk assessment methodology using 'traffic lights' signposting, with red being high risk, amber being medium risk and green being low risk. Within each risk area, consideration is given to residual risk for specific functions or establishments based on the last Audit opinion and current knowledge. However, fundamental systems are always red, no matter what their previous audit opinion is, as these are systems whose failure could cause major disruption or loss of financial control to the Council. New developments for 2004/05 include the Anti-Fraud and Corruption work as part of the CPA process and audit follow-up work in line with the CIPFA Code of Practice for Internal Audit. Cabinet has endorsed the Annual Plan for 2004/05, which also reflects continuing Audit Services involvement in supporting the Performance Management Framework and LPSA.

5.2 Report on Items of Interest

- (i) **Corporate Health Performance** - Cabinet has received an update on the Council's corporate performance in relation to national and Local Best Value Performance Indicators from 1st April 2003 to 31st January, 2004. Four targets, have been exceeded in the monitoring period. These relate to the percentage of top 5% of earners from a black and minority ethnic communities; the number of complaints, both formal and informal; staff mileage and use of public transport by staff. It was noted that claims for staff mileage to the end of the financial year were still being processed and savings equating to around £135,000 were expected over the previous financial year. Although there was a 40% increase in the use of public

transport by staff this equated to only £5,000 over the year. Ten areas have been identified for further improvement. Of these, the target for electronic delivery of services and targets relating to Staff Review and Development interviews and training plans for staff, are expected to be much improved.

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

6.1 Report on Decisions Taken

- (i) **County Sports Partnership** - At its meeting on 25th September, 2003 Cabinet agreed to Herefordshire's involvement in the County Sports partnership. The targets set out in the National Framework for Sport in England, identify County Sports partnerships as being one of the main mechanisms for the distribution of funding. Further discussions have been held with Sport England to review the position. Cabinet has agreed that the Council should work in partnership with the existing Worcestershire All Sports partnership and Sport England to identify a suitable model for taking forward Herefordshire's inclusion in one of the 45, nationally identified, County Sports partnerships, to enable access to national and regional funding for sport. Cabinet has requested that every effort be made to increase the Council's representation to at least two members, one of whom need not necessarily be an officer or Member of the Council.

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

7.1 Report on Decisions Taken

- (i) **Hereford Market Auctioneers** - Cabinet has authorised the Head of Property Services to agree Heads of Terms with Hereford Market Auctioneers (HMA) for their relocation to a new market site. The relocation of the livestock market is a vital first step in the regeneration of 43 hectares of land known as the Edgar Street Grid. The Council and HMA have conducted negotiations to ensure that the immediate future of the Hereford Livestock Market is secured.

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

8.1 Report on Decisions Taken

- (i) **Whitecross High School** - Cabinet has selected a preferred bidder to replace Whitecross High School in a 25-year PFI contract and authorised further negotiations with that preferred bidder.

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

9.1 Report on Decisions Taken

- (i) **Belmont** - Cabinet has authorised the Director of Environment to acquire land at Belmont (known as the Pond Area) for the purpose of public open space in the interests of the proper planning of the areas and to take all necessary steps for the adoption of the former landfill site as public open space.

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

10.1 Report on Decisions Taken

- (i) **Rotherwas Access Road, Compulsory Purchase Orders (CPOs) and Side Roads Orders (SROs)** - Land Plans have been prepared detailing the extent of land required for the Rotherwas Access Road. Cabinet has authorised the County Secretary and Solicitor to make CPOs to facilitate the construction of the Rotherwas Access Road; to improve access to the Rotherwas Industrial Estate; to enable the release of additional employment land and to assist the development of the business currently located on the estate.

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

11.1 Report on Decisions Taken

- (i) **Broadband - State Aid** - Cabinet has authorised the notification of the Broadband for Herefordshire Project to the European Commission, requesting confirmation that the Project does not infringe rules against state aid.
- (ii) **Citizenship Ceremonies** - Cabinet has received a report in relation to a new statutory obligation on the Council to arrange civil ceremonies for those eligible for British Citizenship in line with new regulations issued under the Nationality, Immigration and Asylum Act 2002 by the Home Office. The statutory fee of £68 will include refreshments and a gift. Cabinet has agreed that there should be a launch event in Herefordshire to include the office the Chairman of the Council, representatives from the Crown and local councillors as well as involvement from young people to welcome new citizens to the County. Cabinet was also keen to tailor the event to Herefordshire and involve local crafts and design in a gift from the County to commemorate the occasion.

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

12.1 There were no decisions by Cabinet relating to this programme area during the reporting period.

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

13.1 Report on Decisions Taken

(i) **Extra Care** - A report on this item is to be found at paragraph 4.1(iii) of this report.

14. QUARTERLY REPORT ON SPECIAL URGENT DECISIONS OF THE EXECUTIVE

There were no such decisions taken since the previous meeting of Council.

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



WORCESTERSHIRE & HEREFORDSHIRE YOUTH JUSTICE PLAN UPDATE 2004/05

Prepared on behalf of:

The Chief Officers Steering Group (Youth Justice)

By:

**Andrew McConnochie
Head of Youth Offending Services**

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Section A: *Summary & Approval*

Section A: Summary and Approval

ASSESSMENT OF THE CHAIRS OF THE STEERING GROUP

The Chief Officers' Steering Group (Youth Justice) is committed to its role of providing oversight and support to the Youth Offending Service.

In 2003/04 the Steering Group undertook a positive self-evaluation of how it functions and its effectiveness against the relevant draft inspection guidelines for Youth Offending Services.

The Steering Group continues to provide a strong emphasis on performance management with respect to the Youth Justice Board performance measures, the Effective Practice Quality Assurance framework, compliance with national standards, and thematic audits. In addition, cross cutting targets affecting the Youth Offending Service are regularly reviewed within the group.

All partner agencies represented by the Chief Officers' Group continue to support the Youth Offending Service, and have provided the equivalent of a 2.25% uplift to the Youth Offending Service budget for 2004/05 .

The Steering Group recognises the progress the Youth Offending Service has made during 2003/04, and anticipates further progress during 2004/05.

Rob Sykes
Chief Executive
Worcestershire County Council

Neil Pringle
Chief Executive
Herefordshire Council

SUMMARY

Overall, the YOS progress in 2003 against the Youth Justice board (YJB) Performance Measures can be summarised as follows:

	2002	2003
Achieving or Above YJB Target	8	9
Within Band close to YJB Target	8	8
Progress required against YJB Target	3	2

NB – Final verification of these scores awaits YJB updated guidance for scoring

The year has seen consolidation of the impressive baseline set in 2002 with no areas where there has been a reduction in performance. Whilst there has not been significant change in the bandings above, there has been movement in the right direction within most bandings and this is identified in each of the relevant performance measures (see section D). Inevitably there are areas for improvement and particular attention is required in 2004/5 to work with partners to improve access to Education, Training and Employment (particularly 16+ provision), appropriate accommodation provision and CAMHS services (particularly in Herefordshire). In addition, further work needs to be undertaken with the secure estate in ensuring that DTO sentence planning targets are met.

Of particular importance has been the progress made against the primary aim of reducing offending by young people. 2003 has seen reductions in the numbers of young people associated with each of the priority offences identified by the YJB. These can be summarised as follows:

Vehicle Crime – There has been a 19% reduction in the number of young people involved in vehicle crime between 2002 (155 young people) and 2003 (125 young people). Added to the 6% reduction already achieved between 2001 and 2002, the YOS has exceeded the YJB target of a 20% reduction by December 2004.

Burglary – there has been a 5% reduction in the number of young people involved in domestic burglary between 2002 (86 young people) and 2003 (81). However, given that this figure rose between 2001 (78) and 2002 (86), the YOS has not achieved the target set by the YJB of an 8% reduction between 2001 and 2003.

Robbery – the number of young people involved in robbery has fallen dramatically from 33 in 2001 to 14 in 2003. The YOS has far exceeded the 5% reduction target set by the YJB. Overall the numbers of young people involved in violent crime has remained relatively stable in the last 2 years which goes against the national trend of significantly rising numbers of offences of violence.

Whilst the performance measure associated with prevention has been modified, the YJB will continue to monitor the progress Youth Offending Services make against these offences and Worcestershire and Herefordshire YOS is determined to build on the good progress identified above.

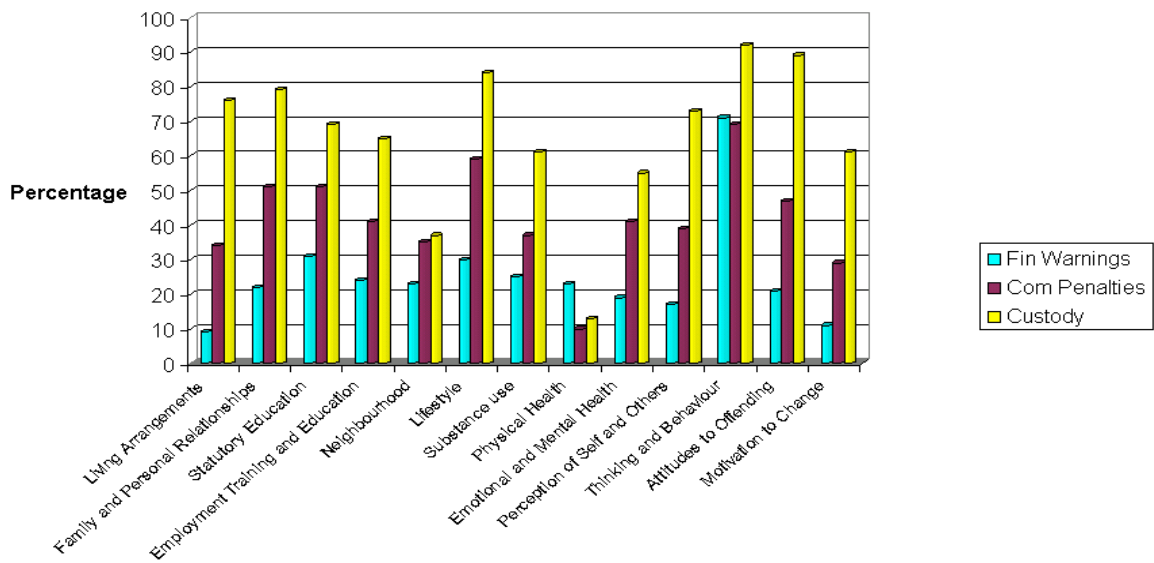
This trend for reduced offending is also reflected in the overall recidivism rates. Analysis of the 2001 YOS cohort (that is those receiving a substantive outcome between October and December 2001) compared with the 2000 cohort over a two year follow up period, shows an overall reduction in offending of 7% using the YJB counting rules (NB. THIS IS SUBJECT TO FINAL CONFIRMATION BY YJB). A more detailed breakdown shows significant variations across types and levels of intervention. For example, a 15% reduction has been achieved in the pre-court and custody cohorts whilst offending has risen by 5% in the community penalty cohort. There has also been a rise in offending in the first tier cohort – typically comprising of court outcomes that do not involve the YOS (although this will change from 2002 onwards with the introduction of referral orders into this cohort). Further analysis also identifies that even when a young person does commit further offences in the follow up period during and after a YOS intervention, the young person is likely to offend less frequently and commit offences of a less serious nature than in a similar period before sentencing.

Whilst caution is required in terms of the relatively small size of the cohorts and the small increase in community penalty offending, these findings show an overall positive trend towards reducing offending that the YOS can continue to build on in 2004. The YOS has therefore set further demanding targets for 2004 of an additional 5% reduction in recidivism rates set against the 2001 cohort.

The development of effective assessment practice has been at the centre of YOS service delivery in 2003. The YOS is very close to ensuring that a detailed assessment is completed on every young person commencing an intervention. The focus for 2004 is to continue to improve the quality of assessment practice and to implement associated specialist screening tools (e.g. mental health, substance use, basic skills). The integration of a comprehensive risk assessment into the initial assessment process will be a further area for development. The YOS will also continue to develop the link between effective assessment, report writing, and supervision planning, and will complete a full evaluation of the South Worcester pilot of electronically producing court reports from completed assessments.

Analysis of all initial assessments completed in 2003 provide an important source of information regarding other areas for improvement and greater multi-agency working in 2004/5. The following table provides a breakdown of the proportion of ASSET risk areas with a score of two or more, i.e. an indication that the area has been identified as having a direct link to the young person's offending behaviour. The table is broken down across three of the core areas of YOS work i.e. (i) those young people subject to final warning with intervention; (ii) those young people subject to community disposals and those young people subject to custodial sentences:

**Breakdown of ASSET Risk Areas Scoring 2 or More - All Start
ASSETs 2003**



The table highlights the different but overlapping risk factors that are associated with each of these groups. These can be summarised as follows:

YOS Target Group	Top 4 Risk Factors identified
Final Warning with Intervention	Education, Lifestyle, Substance Misuse, Thinking and Behaviour
Community Penalties	Family and Personal Relationships, Education, Lifestyle, Thinking and Behaviour
Custodial Sentences	Family and Personal Relationships, Lifestyle, Thinking and Behaviour, Attitudes to Offending

ASSET findings highlight the need for the YOS to continue to develop its effective practice framework with a strong emphasis on the use of validated offending behaviour programmes to address the thinking, attitudes and behaviour of young people. In addition, these findings suggest that much remains to be done to address the educational needs of young people and this remains an area where significant multi-agency progress is required. Family and Personal Relationships remains a strong predictor of likely further offending and this highlights the importance of the implementation of the Effective Practice Improvement Plan associated with Parenting provision with a particular emphasis on developing work within the family environment. It is recognised that addressing parenting issues is a multi-agency concern, and consequently the Youth Offending Service will be working to engage partner agencies in a joined-up approach. The YOS recognises that this is a priority area for development in 2004 to address the range of provision available, the skills of the team to deliver this work and also to increase the recognition of the value of parenting work in delivering the core aims of the Service. Substance use is also identified as having a strong correlation with offending and the YOS will introduce the Substance Use Screening Tool this year to ensure the specialist Substance Misuse Services are receiving appropriate referrals.

There have been significant gains made in 2003 regarding the development of effective practice in the YOS and the attention given to looking at the quality of service delivery. In particular the implementation of the Effective Practice Improvement Plans in three core areas of work (assessment,

planning interventions and supervision; final warning practice; and Education, Training & Employment [ETE] provision) have made an important contribution to this agenda. The YOS intend to build on these gains in 2004 with the introduction of a comprehensive 'Effective Practice Framework' underpinning all practice. This framework will be driven by the principle of risk with those young people at greatest risk of re-offending, harm or vulnerability being targeted for more intensive YOS intervention. An integral part of this effective practice framework will be the introduction of clear Quality Assurance procedures around all core areas of service delivery.

2003 has been a year of consolidation across many aspects of Worcestershire and Herefordshire YOS practice whilst the rapid pace of new developments and the expansion of the service has continued from previous years. In particular there have been significant developments associated with the Prevention agenda with the implementation of the Children's Fund and Youth Inclusion Support Panels in both counties. The delivery of pre-court interventions has continued to prove effective, as evidenced by the reduction in re-offending rates of this cohort. Of particular importance in 2003 has been the introduction of 'final warning surgeries' with YOS police officers involved in the delivery of final warnings at local police stations. This has not only proved successful in terms of the speed at which final warnings can be administered but has also meant these can be delivered in a restorative manner by Restorative Justice trained YOS staff. On a wider basis, 2003 has seen a substantial increase in the numbers of victims the YOS has contacted and involved in restorative justice work. The number of interventions with a restorative aspect have risen from 42% in 2001 to 59% in 2003. The employment of dedicated victim workers has made an important contribution to this development. The YOS would like to recruit additional victim support resources to continue this development but this is likely to be restricted by insufficient funding.

The last two years have seen reductions in both the use of custodial sentences, dropping from 9% in 2001 to 6% in 2003, and in custodial remands which have reduced from 53% to 37% in a similar period. It is likely that the implementation by the YOS of realistic and demanding alternatives to custody (i.e. Intensive Supervision and Surveillance Programmes and Intensive Specified Activity Programmes) have made an important contribution to this reduction. The YOS intends to continue this trend in 2004 and plans a full review of the delivery of its Bail and Remand services in a continued effort to improve effectiveness. In particular attention is required on the link between Bail ISSP and current Bail Support Programmes in an attempt to reduce the numbers of young people receiving custodial remands who then go on to receive a community penalty. For those young people who do receive custodial sentences, further work is required in 2004 to improve the speed and quality of DTO planning and the effectiveness of release plans in terms of planning for appropriate accommodation and education, training or employment provision.

Findings from ASSET, and from the review of performance against the YJB measures, have already highlighted the need for improvements in some areas of partnership working in 2004. In particular, the YOS will undertake research to establish what the circumstances are of young people who are not in full time ETE and/or not in satisfactory accommodation at the end of their intervention. Indications from 2003 are that considerable work is required to develop post 16 employment and training provision and also to make Entry to Employment (E2E) more accessible for the YOS client group. Access to appropriate accommodation also remains a considerable difficulty and whilst important gains have been made at a strategic level there are still limited resources available to move forward operational practice in this area. The Youth Offending Service will continue working with the Supporting People teams within both counties, and during 2004 anticipates submitting a project specification to support vulnerable young offenders within Herefordshire. Significant challenges also remain with regard to access to CAMHS services, especially in Herefordshire where the status of the YOS worker remains to be clarified. The introduction of the Mental Health screening tool and the confirmation of referral processes will assist internal service delivery but effective practice in this area remains dependant on access to high quality mainstream Mental Health services for young people.

In line with the recently published 'Youth Justice 2004' Audit Commission report, it is evident that the YOS has made significant progress in many core areas of youth justice service provision since its inception. However, the Service recognises that there is a need to review some of the interventions used within community penalties with a view to strengthening these and increasing their effectiveness

in terms of reducing recidivism. A review of these services will be a key target for 2004, although there are likely to be resource constraints in providing the significant changes which may be required.

In summary, there have been many positive developments in 2003 that provide a firm basis for consolidation and development in the coming year. The progress made in reducing the offending of young people has been especially important and the YOS aims to further improve recidivism rates by:

- ✓ Further implementation of the risk led approach (started in 2003) to ensure interventions are targeted towards young people presenting the highest risk of re-offending, harm to others or vulnerability.
- ✓ The introduction of a comprehensive effective practice framework providing a consistent, risk driven service with associated performance measurement and quality assurance procedures.
- ✓ Full implementation of the Effective Practice Improvement Plans for Assessment, Planning Interventions and Supervision, Final Warnings and Education, Training and Employment and the introduction of the new Improvement Plan associated with Parenting provision.
- ✓ Delivery of the YOS HR and Learning Plan for 2004 to ensure staff skills and knowledge continue to develop, particularly in the area of effective service delivery.
- ✓ Ongoing development of joint work with its partners to address the identified difficulties with regard to access to ETE, Accommodation and CAMHS services.

Approval

TABLE A: Chief Officer Approval of the 2004-5 Youth Justice Plan Update

	NAME OF CHIEF OFFICER	SIGNATURE	DATE
Chief Executive Worcestershire County Council	Rob Sykes		
Chief Executive Herefordshire Council	Neil Pringle		
Worcestershire Education Directorate	Julien Kramer		
Herefordshire Education Directorate	Dr. Eddie Oram		
Redditch & Bromsgrove Primary Care Trust	Eamonn Kelly		
South Worcestershire Primary Care Trust	Mike Ridley		
Worcestershire Community & Mental Health Trust	Dr. Ros Keeton		
Wyre Forest Primary Care Trust	Peter Forrester		
Herefordshire Primary Care Trust	Paul Bates		
West Mercia Constabulary	Paul West		
West Mercia Probation Area	David Chantler		
Worcestershire Social Services Directorate	Jennie Bashforth		
Herefordshire Social Services Directorate	Sue Fiennes		

Section B: *Prevention Strategy*

Section B: *Prevention Strategy*

Worcestershire and Herefordshire YOS has a strong commitment to the ongoing development and implementation of its prevention strategy first drafted in 2003. The YOS recognise the benefits of developing a range of services that target young people at risk of further offending and working with these young people in a way that minimises the likelihood that they will become established offenders. Over the last year there has been substantial developments in the prevention arena and the YOS has been at the forefront of pushing these forward across the two counties. In particular the 25% of Children's Fund monies ring fenced for youth crime has been used as a basis for the development of several major preventative initiatives. Overall, there are two major strands to current preventative work:

- A) Prevention work funded by the Children's Fund
- B) Other YOS preventative work

Preventative services linked to each of these strands are described in more detail below.

A) The Children's Fund Initiatives (8 to 13 year olds)

In line with national requirements, 25% of both Worcestershire's and Herefordshire's Children's Fund is targeted at youth crime prevention and used to commission a range of preventative services. There are different models for the development and delivery of these services in each of the counties especially around the development of Children's Fund panels (see below). The YOS recognises the importance of a co-ordinated approach to planning and therefore one of the operational managers has specific management responsibility for the development of preventative services in each County. It is the responsibility of this manager, in conjunction with the YOS Head of Service, to ensure that the development of preventative initiatives occur in a planned and strategic way both within the YOS and externally to tie in with the wider county prevention strategies. There are two main facets of the youth crime prevention strategy for the 8 to 13 age group, namely:

- (1) Children's Fund Panels
- (2) Restorative Justice in schools.

(1) Children's Fund Panels

There are differing approaches to delivering the Children's Fund requirement of establishing Children's Fund Panels across the two counties:

Herefordshire: all allocated Children's Fund money went to establishing an independent Children's Fund Panel. The community team set up to develop and implement the Panels are not based in the YOS although the operational manager for the Herefordshire Youth Offending Team sits on the management board for this Panel and therefore the YOS has a strong input to the ongoing development of these services. The Panels are due to be operational early in 2004 and aim to target at least 80 young people at risk in the first year.

Worcestershire: Children's Fund money has been used to establish a Youth Inclusion Support Panel (YISP) and the decision taken to locate the team responsible for the implementation of the Panel within the YOS. A YISP team has been established with its own co-ordinator under the direct supervision of the operational manager responsible for preventative services. The YISP team, which will target 4 priority geographical areas in Worcestershire, has started to take referrals and aims to target 150 young people in its first operational year. If both Panels meet their targets, the YOS will achieve the target set by the YJB of identifying and targeting 200 young people per year.

Both the YISP in Worcestershire and the Children's Fund Panel in Herefordshire face similar challenges in terms of establishing fully functioning Panels with appropriate access routes and service delivery frameworks. In line with YJB guidance there will be formal referral, screening and assessment processes leading to clear time limited [12 to 36 weeks] Intervention and Support Plans which could include, for example, individual work with the young person, referral to mainstream agencies and family support services.

There are potential barriers to the two Panels achieving maximum effectiveness. A key challenge will be to secure the required multi-agency commitment to attending and resourcing the Panels. The Chief Officers' Steering Group (Youth Justice) has given its support to the establishment of the panels and to ensuring multi-agency representation on the panels. This has given the panels the necessary support with which to build on to provide effective preventative services. It is recognised that all partner agencies have resource constraints, individual targets and priorities that may limit their motivation or ability to provide the services to young people identified by the Individual Support Plans. Careful monitoring of these issues will be undertaken by the two teams and fed through to the appropriate senior management multi-agency forums. Beyond this a further barrier is linked to the recent uncertainty in the children's fund budget which would have severely affected both the support to the voluntary community services offered by the children's fund and the prevention services offered by the YOS.

There is a requirement for the careful monitoring and evaluation of the Children's Fund Panels and the associated referral, assessment and intervention programmes so that their effectiveness can be established at an early stage. The YOS has commissioned a specification for a possible information system to collect all required data and plans to implement a system early in 2004.

YISP Support Services

The Youth Offending Service has commissioned a range of YISP Support Services for Worcestershire to ensure that there are services in place to support the Individual Support Plans. These include:

- i. Children's Fund Mentoring (to be delivered by Youth Support Services)
- ii. Family Support Services (to be delivered by Relate)
- iii. Out of School activities (to be commissioned from a range of service providers)

(2) Restorative Justice (RJ) in schools: Worcestershire and Herefordshire YOS is committed to the principles of Restorative Justice and to its use in the school environment both to help with disciplinary codes and to help reduce exclusions. At present the YOS are working closely with the Police, the Education Department and the Youth Service in order to identify how best to implement the 'RJ in schools' initiative. Attention is being given to identifying a school in Worcestershire who have an interest in participating in the first 'RJ in schools' pilot. There are several possible aspects to this pilot including the facilitation of RJ conferences within the school; the delivery of RJ focused classes to the pupils; the training of teachers to deliver RJ conferences and also the development of peer mediation so that RJ approaches permeate the whole school environment.

Links between Youth Crime Prevention Initiatives and the wider Children's Fund

There are close links between these youth crime prevention initiatives and the wider Children's Fund services (the 75% not targeted at youth crime). For example, most of

the community organisations supported by the Children's Fund have a direct impact on supporting the work of the youth crime prevention initiatives. In addition, further links are maintained through Youth Offending Service representation on the Children's Fund Board.

B) Preventative work within the YOS

In addition to the Children's Fund initiatives highlighted above, the YOS is involved in many other aspects that contribute towards the implementation of a comprehensive prevention strategy. In particular, the YOS is working closely with the Police and other partners regarding a co-ordinated approach to Anti-Social Behaviour. In 2003 the YOS commissioned research to identify 'best practice' in this area and is currently in negotiation with its partners to agree the way forward. The YOS has a strong commitment to developing services that target young people at risk of anti-social behaviour and is keen to ensure that a range of preventative services are available which enable anti-social behaviour to be tackled at an early opportunity and minimise the need for statutory orders. Examples of this include the identification of a group of volunteer mentors to deliver 'Positive Parenting Programmes' to the parents of young people involved in anti-social behaviour (see below) and the bid to the Children's Fund Board for funding to extend access to YISPs beyond the four priority areas, to include those young people at risk of anti-social behaviour and those who are Looked After.

Other key prevention initiatives include:

(i) The YOS is committed to the development of Parenting Services and currently allocates dedicated YOS officer time to the task of developing and delivering parenting programmes. In addition to this the YOS have targeted a number of volunteer mentors who have undertaken training associated with the delivery of the 'Positive Parenting Programme' (the PPP model). These volunteer mentors will be used to target families where the young person is at risk of anti-social behaviour or offending. As part of the 2004 YJB effective practice audit, the YOS is looking at the way services are currently delivered to Parents with a view to identifying areas for improvement.

(ii) Looked After Children – The Youth Offending Service is working closely with Social Services to reduce the risk of Looked After Children becoming involved in anti-social behaviour/criminal behaviour. Within Worcestershire, the bid to the Children's Fund to extend the scope of the YISP includes funds to target looked after children and offer support services to this particularly vulnerable group.

(iii) Ongoing links with the 5 Community Safety Partnerships – The YOS will continue the positive work of the last two years to work closely with the Community Safety partnerships to target local community problems linked to youth crime prevention and anti-social behaviour.

(iv) At a strategic level the Youth Offending Service is involved with both the Herefordshire and Worcestershire Children & Young People's Strategic partnerships, and is working to support the development of comprehensive services to children and young people. In addition, the Youth Offending Service is fully involved in the I.R.T./Information Sharing project and is working, in partnership with a range of other agencies, to enable a systematic method of identifying young people in greatest need of services. The Youth Offending Service has also been involved in supporting the development of SPACE, the young person's substance misuse service in Worcestershire, and provides staffing resources to support targeted substance misuse education and prevention work for vulnerable groups.

As with the Children's Fund initiatives, there are potential barriers to the development of the Youth Crime Prevention Strategy. None of the above prevention initiatives are core funded and are reliant on numerous varying and typically short term funding streams which make it difficult to develop a consistent, long term prevention strategy. This particularly applies to the YOS involvement in anti-social behaviour initiatives for which the Service has no identified dedicated budget but which is becoming an expanding demand on the service. In addition, young people over the age of 14 at risk (with the possible exception of Looked After Children and those at risk of ASB) are not eligible for the Children's Fund Panels so will not have access to the range of services available to the 8 to 13 age group. Whilst Worcestershire and Herefordshire YOS is actively involved in trying to secure longer term funding in all of these areas, there is a constant pressure to balance this against the demands of the statutory work of the YOS.

Section C: *Governance & Resources*

Section C: Governance & Resources

Governance

The Chief Officers Steering Group (Youth Justice) provides a strategic lead for the Worcestershire and Herefordshire YOS. This group determines the overall strategic direction and monitors progress against the 13 YJB Performance Measures and the wider objectives of the Worcestershire & Herefordshire Youth Justice Plan. The group also addresses resource and funding issues and other thematic performance issues such as partnership development, Preventive Strategy and Human Resources (HR) and Learning strategy.

TABLE B: Membership of the Steering Group

NAME	AGENCY REPRESENTED	POST HELD	ETHN.	GEND
Rob Sykes *	Worcestershire CC	Chief Executive	White	Male
Neil Pringle *	Herefordshire C	Chief Executive	White	Male
Jennie Bashforth	Worcestershire SSD	Director	White	Female
Julien Kramer	Worcestershire Education Directorate	Director	White	Male
Eddie Oram	Herefordshire Education Directorate	Director	White	Male
Mike Ridley	South Worcestershire PCT	Chief Executive	White	Male
Paul Bates	Herefordshire PCT	Chief Executive	White	Male
Paul West	West Mercia Constabulary	Chief Constable	White	Male
David Chantler	West Mercia Probation Area	Chief Officer	White	Male
Diane Tilley	Worcestershire CC	Head of Chief Executive's Unit	White	Female
Sue Fiennes	Herefordshire SSD	Director of Social Care & Strategic Housing	White	Female
Andrew McConnochie	Worcs. & Herefords. YOS	Head of YOS	White	Male

* denotes alternating Chair

Line Management Arrangements and H&W YOS Staffing Structure

The Head of the Youth Offending Service is line managed by the Head of Policy and Review, Worcester County Council. Direct access to the Chief Executives of both Worcestershire and Herefordshire is available to the YOS Head of Service as and when needed. This model builds in a clear linkage to the Chief Executives role with regard to Community Safety and Preventive Strategy.

The Youth Justice Forum underpins the work of the Chief Officers Steering Group. This group meets quarterly and has extensive statutory and voluntary sector representation. The Youth Justice Forum aims to increase the efficiency, effectiveness and equitability of the Youth Justice System in Worcestershire and Herefordshire, through a multi-agency approach to the identification of deficits in the system and to facilitate further action on areas for development where this is required. Unresolved strategic issues are fed into the Chief Officers Steering Group.

A breakdown of the current staff team can be found at the end of this section and the staffing structure is presented in Appendix A. The current delivery model seeks to retain a focused and localised multi-disciplinary Youth Offending Service across three area teams whilst continuing to develop a range of specialist services delivered to the two counties from a central base in Worcester e.g. ISSP, Final Warnings and Restorative Justice Unit.

With reference to the Youth Justice Board definitions of YOS structures the Worcestershire and Herefordshire YOS reflects a mix of a "geographically distributed generic service with elements of functional specialism". In Worcestershire and Herefordshire this means generic teams in three

Section C: Governance & Resources

geographical localities supported by a central management team based in Worcester. Some specialist services are provided from Headquarters e.g. Accommodation, Reparation Services and Parenting.

The Youth Offending Service anticipates working closely with key partner agencies as the developments around integrated Children's Services become clear. The crucial role that the Youth Offending Service plays in bridging the gap between the Criminal Justice system and Children's Services is evident and this will help inform discussions around how the Youth Offending Service fits with this new structure.

Recruitment Priorities

Due to attracting external funding, the Youth Offending Service is an expanding organisation, and has an increasing need to recruit staff at all levels of the organisation. Retention levels within the organisation remain high at 86.3%, however particular difficulties have been found with recruiting qualified staff in north Worcestershire. This is largely due to neighbouring urban areas offering higher reward packages.

Recruitment priorities for 2004/05 include increasing the level and geographical spread of Youth Offending Service sessional workers, recruitment of Assistant YOT Officers (particularly in north Worcestershire), increasing the numbers of mentors available, maintaining high numbers of Community Panel members, the successful recruitment of a Deputy Head of Service, and reducing the reliance on agency workers to fill YOT Officer vacancies.

A number of strategies are in place to address these recruitment priorities. These include involvement with the local Race Equality Council in developing strategies to improve the level of Black and Minority Ethnic staff at all levels of the organisation. Ongoing links are in place with local Colleges and Universities to encourage students involved in Social Care courses to work within the Youth Offending Service. A range of media channels including websites and printed media (national, local and special interest) are being utilised to publicise vacancies. A key strategy for the coming year is the development of the Youth Offending Service communication strategy which will look at improving methods of publicising the work of the Youth Offending Service. Finally work is being undertaken to establish a clear career structure for staff entering Youth Justice, reflecting developments in the Youth Justice Board H.R. & Learning Strategy.

The following table provides a breakdown of the current Worcestershire and Herefordshire YOS Staff:-

Section C: Governance & Resources

	Permanent	Fixed Term	Seconded Social Services	Seconded Probation	Seconded Police	Seconded Health	Seconded Education	Seconded Connexions	Seconded Other	Outsourced	Temporary	Vacant	Total
Managers Strategic	1	0	0	0	0	0	0	0	0	0	0	1	2
Managers Operational	0	4	1	0	0	0	0	0	0	0	0	0	5
Senior Practitioners (FT)	1	0	0	0	0	0	0	0	0	0	0	0	1
Senior Practitioners (PT)	0	0	0	0	0	0	0	0	0	0	0	0	0
Practitioners (FT)	3	19	3	1	3	2	1	0	1	12	0	0	45
Practitioners (PT)	1	2	4	2	0	0	1	0	1	3	0	2	16
Administrative	5	14	0	0	0	0	0	0	0	2	0	0	21
Sessional	0	0	0	0	0	0	0	0	0	0	18	0	18
Students/Trainees	0	0	0	0	0	0	0	0	0	0	1	0	1
Volunteer	0	0	0	0	0	0	0	0	0	0	96	0	96
Total	11	39	8	3	3	2	2	0	2	17	115	3	205

54

Gender Ethnicity	Permanent	Fixed Term	Seconded Social Services	Seconded Probation	Seconded Police	Seconded Health	Seconded Education	Seconded Connexions	Seconded Other	Outsourced	Temporary	Vacant	Total
White Male	3	13	4	1	1	1	1	0	0	7	45		76
Black Male	0	1	1	0	0	0	0	0	0	0	0		2
Asian Male	0	0	0	0	0	0	0	0	0	0	0		0
Mixed Race Male	0	0	0	0	0	0	0	0	0	0	0		0
Chinese/other Male	0	0	0	0	0	0	0	0	0	0	0		0
White Female	8	23	3	2	2	1	1	0	2	10	65		117
Black Female	0	0	0	0	0	0	0	0	0	0	2		2
Asian Female	0	2	0	0	0	0	0	0	0	0	0		2
Mixed Race Female	0	0	0	0	0	0	0	0	0	0	0		0
Chinese/other Female	0	0	0	0	0	0	0	0	0	0	3		3
Total	11	39	8	3	3	2	2	0	2	17	115		202
Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0		0

Section C: Governance & Resources

Resources

Worcestershire and Herefordshire use a locally agreed funding formula that determines the percentage contribution of each agency. Tables 26, 27, 27a and 27d provide a breakdown of funding for 2004/5.

TABLE 26: Services Planned for the financial year 2004/5

Core Activity	Budgeted Expenditure (£)
Preventive services	70,842
PACE services	21,166
Pre court	274,726
Court based services	325,927
Remand services	105,829
Community based disposals	1,333,685
Through care / after care	130,803
Other orders	449,935
Total	2,712,913

- The 25% to prevent crime and ASB from the Children's Fund have not been included in the above table
- Other Orders includes ISSP, Parenting and ESF/LSC Funding

Table 26a: Additional Youth Crime Expenditure External to 2004-2005 Youth Offending Service Budget

Core Activity	Police (£)	Probation (£)	Social Services (£)	Education (£)	Health (£)	Local Authority Chief Executive (£)	Other (£)
Preventive services							
PACE services							
Pre court							
Court based services			Awaiting information from Partner Agencies				
Remand services							
Community based disposals							
Through care / after care							
Other orders							
Total							

Anticipated financial pressures for 2004/5 are associated with:

- The need for additional accommodation for a continually expanding YOS
- The development of the Management structure to support the expanding service

Section C: Governance & Resources

- General prevention work and the increased allocation of resources to Anti Social Behaviour work
- The development of a risk led approach to target high risk young people and the identified need for more intensive programmes with this group
- The implementation of the Effective Practice and Quality Assurance Strategy
- The development of the HR and Learning Strategy

There have been specific analyses of assessment data undertaken in 2003 targeted in specific service areas (e.g. educational need) which have assisted ongoing discussions regarding resourcing priorities. The YOS plans to undertake a detailed ASSET analysis across all service areas in 2004 and present the findings to the Chief Officers Group as part of ongoing resource discussions.

Table 27: Youth Offending Service Budget Financial Year 2004-2005 - Sources

Agency	Staffing Costs (£)	Payments In Kind – Revenue (£)	Other Delegated Funds (£)	Total (£)
West Mercia Constabulary	122,061	132,452		254,513
West Mercia Probation Service	104,190	68,950	37,930	211,070
Worcestershire Social Services	270,650	440,171		710,821
Herefordshire Social Services	96,223	130,519		226,742
Worcestershire Education	45,149	74,409		119,558
Herefordshire Education	19,439	22,361		41,800
Worcestershire Health	31,982	59,546		91,528
Herefordshire Health	38,471			38,471
Additional Funding (Table 27a)		1,057,899		1,057,899
Total	728,165	1,986,307	37,930	2,752,402

The figures stated in Table 27 are provisional and dependant upon the conclusion of negotiations regarding the impact of national funding agreements on the local funding formula currently in place.

TABLE 27a: Additional Sources of Income

Additional Source	Amount (£)
Single Regeneration Budget	
European Funding	45,000
Youth Justice Board (incl. ISSP)	911,899
Other (PSA/YPSM/CSU)	101,000
Total (for inclusion in Table 27)	1,057,899

It is recognised that the funding secured from the LSC/ESF must be sought from alternative sources should the program, now established, prove successful and be required in subsequent years.

TABLE 27d: Health Service Contributions to the YOS

HEALTH CONTRIBUTION: FUNDING SOURCE	AMOUNT (£)
Redditch & Bromsgrove PCT*	91,528
Wyre Forest PCT	
Worcester PCT	
Herefordshire PCT**	28,149
TOTAL	119,677

*Budget for 3 contributing PCT's held by Redditch & Bromsgrove PCT

**Contribute a seconded member of staff

Section D: *Performance Targets*

Section D: *Performance Targets*

Section D: Performance Targets

Prevention: *Ensure that all areas have in place Youth Inclusion and Support Panels (YISP), or other effective arrangements that ensure children and young people most at risk of offending are targeted by mainstream services.*

Target:

At least 200 young people are identified and targeted for support each year.

Measure	2004 Target	2005 Target
Young People identified and targeted for support	150 (9 mths from 1.4.04)	200

Actions to achieve the target

- Ongoing implementation of the Worcestershire and Herefordshire YOS Prevention Strategy
- Agreement on internal targets across the two Children's Fund Initiatives
- Full operationalisation of the YISP/Children's Fund Teams
- Development of Multi-Agency YISP/Children's Fund Panel Protocol
- Promotion of aims and objectives of YISP/Children's Fund Teams to all potential partners/referrers
- Targeting of main referrers and prioritisation of referrals to YISP/Children's Fund Panels
- Implementation of Service Level Agreements for Mentoring, Family Support Services, Positive Activities for Young People and the development of other associated services
- Confirmation of appropriate community panel venues and commitment by core agencies to attend and participate
- Implementation of associated assessment (ONSET), planning and intervention framework
- Development of YISP/Children's Fund Information System to capture all required monitoring and evaluation data
- Prepare bid to Children's Fund to extend YISP provision beyond the 4 targeted areas

Constraints

- Uncertainty around funding for Children's Fund initiatives
- Securing participation of core partners
- Assessment thresholds of some statutory services
- Limited community venues
- YOS not funded for some aspects of preventative work (e.g. Anti Social Behaviour)
- Lack of county wide approach to tackling Anti Social Behaviour

Links to agency partners

- Police, Social Services, Community Safety, Education and Health as initial participants in Panels
- Relate (Family Support Services)
- YSS (Mentoring)
- Concorde (RJ Project)
- Police and 7 Community Safety Partnerships regarding links to other prevention initiatives
- Children's Fund Boards of Worcestershire and Herefordshire

Links to allied themes

- RJ in Schools
- Development of county/force-wide approach to Anti Social Behaviour with Police
- Community Safety initiatives
- I.R.T./Information Sharing

Learning and development actions

- YISP presentations to YOS and other agencies to identify aims and objectives
- Core training for YISP Team to include:

Section D: *Performance Targets*

- The ONSET assessment tool
- Jigsaw (Offending Behaviour) Programme – introductory and follow up
- Child Protection
- Equality and Diversity
- Restorative Justice techniques
- YOIS and other MI recording
- Risk Assessment

Section D: Performance Targets

Recidivism: Reduce re-offending rates for pre-court disposals, first tier penalties, community penalties and custodial penalties.

Target:

By Dec 2003 - 3% reduction
By Dec 2004 - 5% reduction

Based on 2000 cohort vs. 2001 cohort after 12 months
Based on 2000 cohort vs. 2001 cohort after 24 months

OUTCOME BAND	2000 Cohort % Re-offend after 24 mths	2001 Cohort % Re-offend after 24 mths	Target 2002 cohort % re-offending after 24 months	2003 Cohort (Number Oct/Dec)
Pre-Court	48% (110/231 YP)	41% (142/344 YP)	38.9%	244
First Tier Penalties	63% (48/76 YP)	69% (71/103 YP)	65.6%	135
Community Penalties	73% (60/82 YP)	77% (78/101 YP)	73.2%	64
Custody	100% (14/14 YP)	85% (17/20 YP)	80.8%	19
Total	58% (232/403)	54% (308/568)	51.3%	462

Using YJB Rules: Overall reduction = 7% across all cohorts

Pre-Court	= 15% reduction	First Tier	= 10% increase
Community Penalties	= 5% increase	Custody	= 15% reduction

Actions to achieve the target

- Review service delivery for those areas of YOS practice where re-offending rates are highest (e.g. Community Penalties)
- Introduce comprehensive risk led 'effective practice' framework
- Improved targeting of young people at high risk of further offending
- Develop intensive individual programmes for those young people identified as at greatest risk of further offending
- Prioritise service delivery from YOS specialists for young people at high risk of further offending
- Implementation of the Effective Practice Improvement Plans
- Undertake review of YOS services with a view to identifying the most effective options for future delivery
- Work with Sentencers on identification of levels of seriousness to assist YOS report writing practice
- Ensure staff are trained on use of appropriate offending behaviour programmes

Constraints

- Lack of comprehensive effective framework resulting in patchy implementation of YOS services
- Delays in availability of YJB INSET Training
- Availability of effective validated offending behaviour programmes
- Intensive work with high risk young people restricted by ISSP capacity issues
- Ongoing recruitment difficulties in North Worcestershire Team
- Ongoing difficulties with ETE provision across the (2) counties as reflected by minimal changes to the NEET population

Links to agency partners

- Local sentencers to implement a risk and seriousness led approach
- YSS regarding future service delivery of areas of practice targeting high risk young people
- LSC, LEA and Connexions regarding ETE provision

Links to allied themes

- Improvements in quality of assessment practice
- Introduction of risk led effective practice framework

Section D: Performance Targets

- Implementation of validated offending behaviour programmes
- Ongoing development of quality assurance framework via the effective practice plans
- Participation of staff in PCEP (Professional Certificate in Effective Practice).

Learning and development actions

- 13 YOS staff undertaking PCEP in 2004/5
- Following training identified as high priority for all staff:
 - Risk Assessment
 - Assessment, Planning, Intervention and Supervision
 - Accredited Offending Behaviour Programmes
 - Effective Practice Strategies

Section D: Performance Targets

Final Warnings: *Ensure that the proportion of final warnings supported by interventions remains constant at 80%*

Target:

Proportion of Final Warnings supported by interventions:

80%

FINAL WARNINGS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Total final warnings	424	382	362	424	424
Final warn. with intervention	335	333	302	339	339
%	79%	87%	83%	80%	80%

Actions to achieve the target

- Introduce comprehensive risk led 'effective practice' framework and possible review of organisational set up for early interventions
- Improved targeting of young people at high risk of further offending using 'Risk of Re-Offending Matrix'
- Develop intensive individual programmes for those young people identified as at greatest risk of further offending
- Develop group work for those young people at low risk of further offending to maximise resources available for higher risk groups
- Extend successful 'final warning surgery' pilot across both counties
- Implement revised final warning protocol across West Mercia
- Explore the extension of sessional worker roles beyond reparation to look at work with low risk young people
- Improve quality and range of offending behaviour materials utilised by final warning practitioners
- Ensure staff are trained on use of appropriate offending behaviour programmes
- Develop volunteer provision to support increasing restorative justice approaches associated with final warnings
- Improve targeting and use of reparation services
- Explore feasibility of recruiting an additional victim worker
- Implementation of new YOT1 form and ongoing check against monthly police lists to assess completeness and accuracy of pre court information from police
- Prioritise final warning service delivery for looked after children

Constraints

- Increase in numbers of final warning programmes as a result of the success of 'final warning surgeries' leading to resource constraints
- Availability of effective validated offending behaviour programmes
- Difficulties in retaining support workers
- Insufficient victim worker resources to apply consistent framework across all YOS services
- Competing resource pressures on YOS can create practitioner perception that final warning service delivery is not high priority

Links to agency partners

- West Mercia Constabulary to implement protocol
- Social Services to identify and target services for looked after children
- NSPCC for sex offenders referrals
- LSC, LEA and Connexions regarding ETE provision

Links to allied themes

- Impact of the preventative strategy

Section D: *Performance Targets*

- Introduction of risk led effective practice framework
- Implementation of validated offending behaviour programmes
- Delivery of final warning effective practice improvement plan
- Development of victim services and restorative justice approaches
- Participation of final warning staff in PCEP

Learning and development actions

- Two police officers aiming to complete PCEP in 2004
- Ensure other staff and support workers are given the opportunity to undertake PCEP
- All final warning staff to undergo in-service FW training as part of effective practice agenda
- Identify appropriate course on facilitating restorative justice approaches for all final warning staff
- Facilitate access to PCEP for support workers

Section D: Performance Targets

Use of the Secure Estate: *Reduce the use of the secure estate for remands and custodial sentences.*

Target:

Remands:

Reduce the number of remands to the secure estate to 30%

Custody:

Reduce the number of custodial sentences as a proportion of all court disposals to 6%

OUTCOME	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Remands %	53%	39%	37%	30%	30%
Custodial Sentences %	9%	7%	6%	6%	6%

Actions to achieve the target

- Full review of the provision of Bail and Remand services (via YSS Review)
- Update Bail and Remand Strategy in light of findings from the review
- Joint work with Social Services regarding the provision of specialist remand and appropriate community placements (to be undertaken in both Worcestershire and Herefordshire)
- Explore feasibility of developing supported lodging placements with Supporting People teams
- Develop integrated approach between Bail Support and Bail ISSP programmes and continue to expand use of Bail ISSP
- Develop strategy with Sentencers and Social Services regarding breaches of ASBO to deflect inappropriate remands
- Implement risk framework to target young people at greatest risk of custody
- Maximise capacity of ISSP and continue to promote ISAP as alternatives to custody
- Improve quality of Court reports to ensure full range of sentencing options are addressed
- Consolidate use of Mental Health and Basic Skills Screening Tools and implement Substance Misuse Screening Tool
- Improve the confidence of the courts by ensuring procedures are in place for effective feedback on sentences

Constraints

- Current lack of integrated approach to delivery of Bail and Remand Services and comprehensive co-ordination by YOS
- Limited access to appropriate bail and remand accommodation
- Lack of specialist remand foster carers
- Reduction in level of ISSP funding
- Lack of West Mercia wide co-ordinated approach to Anti Social Behaviour work
- Availability of effective validated offending behaviour programmes

Links to agency partners

- Social Services regarding improved remand and community placement provision
- Supporting People teams for development of supported lodgings provision
- YSS for full participation in the service review and development of ISSP services
- West Mercia Police, Sentencers and Community Safety regarding Anti Social Behaviour initiatives
- Magistrates re confidence in community sentences

Links to allied themes

- Increase in numbers and range of ISSP interventions
- Implementation and development of accommodation protocols
- Development of accommodation strategy
- Development of West Mercia wide ASB strategy
- Introduction of risk led effective practice framework

Section D: *Performance Targets*

- Implementation of validated offending behaviour programmes

Learning and development actions

- Implement learning and development actions highlighted by review
- Following training identified as high priority for all staff:
 - Risk Assessment
 - Assessment, Planning, Intervention and Supervision
 - Offending Behaviour Programmes
 - Effective Practice Strategies

Section D: Performance Targets

Restorative Processes and Victims: Use of Restorative Justice processes and victim satisfaction

Target:

Proportion of Victims offered opportunity to participate in Restorative Process:	75%
Proportion of participating victims who are satisfied:	75%

RJ PROCESS	2004 Target	2005 Target
% of victims offered opportunity to participate in RJ process	75%	75%
% of satisfied victims	75%	75%

Actions to achieve the target

- Increase number of victims worked with from 2003 baseline (179 participating victims)
- Explore feasibility of recruiting additional victim workers
- Review and modify existing victim processes with West Mercia Constabulary to maximise number of victims offered the opportunity to participate in restorative justice processes
- Expand contact with and service to corporate victims including options for direct reparation
- Develop volunteer/support worker provision to support increasing restorative justice approaches
- Pilot use of trained volunteer to undertake mediation work in South Worcester
- Extend current provision of reparation services
- Develop restorative justice processes and interventions linked to racially aggravated offences
- Implement new YOT1 to increase quality of victim information passed to YOS
- Introduce follow up systems for victim work to ascertain feedback immediately after victim contact and at 3 month review point
- Use trained administrative staff to undertake victim follow up satisfaction feedback to achieve independence from victim workers
- Ensure new YOS Communication Strategy emphasises the role of victim work and victim participation
- Further develop strategic and operational links with Victim Support to explore possible joint initiatives
- Ongoing integration of victim issues into wider YOS service delivery (e.g. victim perspective in reports, participation in referral order panels etc)
- Review all current victim recording and modify to ensure all victim work is captured reliably

Constraints

- Insufficient victim worker resources to apply consistent framework across all YOS services
- Availability of sessional workers limits amount of reparation work undertaken
- Historical difficulties with victim engagement in criminal justice process

Links to agency partners

- West Mercia Constabulary regarding the quality of victim information and processes for contacting victims
- Liason between Victim Support Co-ordinator and YOS Victim Support Officer regarding ongoing joint work and the development of new initiatives
- YOS representation at West Mercia Victim and Witness Forum (YOS, Police, Victim Support, Probation, CPS, Secure Estate, Domestic Violence, Race Equality Councils)
- South Worcester mediation regarding the delivery of direct mediation
- Local Criminal Justice Board approach to working with victims

Links to allied themes

- Development of Restorative Justice approaches
- Implementation of validated offending behaviour programmes
- Implementation of YOS prevention strategy and Children's Fund initiatives

Section D: Performance Targets

Learning and development actions

- Training for Youth Offending Service staff regarding use of restorative justice processes with young people
- Victim workers to undertake courses in 'Training for Trainers' and Public Speaking
- YOS staff training in use of restorative justice linked to racially aggravated offences
- Development of 'Victim Awareness Package for Young People' to facilitate victim work across YOS

Section D: Performance Targets

Parenting: Parental satisfaction (statutory and voluntary parenting programmes)

Target:

10% of YP with final warnings plus programme and community based penalties receive a parenting intervention
75% of parents participating in programmes are satisfied

MEASURE	2004 Target	2005 Target
% of YP receiving Parenting Intervention	10%	10%
% of Parents Expressing Satisfaction	75%	75%

Actions to achieve the target

- Continue existing parenting group provision
- Agree and publish operational definition of 'Parenting Provision' for use by all YOS staff
- Implement a structured one-to-one parenting programme (and or materials) as an alternative to group work delivery
- Achieve full implementation of the Parenting Assessment Tool
- Implement strategy to ensure YOS practitioners recognise the value of parenting work, are clear about definitions of parenting work and receive appropriate training in delivery of these services
- Undertake EPQA Parenting Service Audit and implement the subsequent Improvement Plan
- Widen access to parenting services through the development of YISPs (to include a focus on looked after children and young people at risk of anti social behaviour)
- Facilitate access to parenting services through 'non YOS' routes (e.g. schools) to reduce labelling
- Improve the capture and recording of parenting work and associated guidance to YOS staff
- Ensure satisfaction feedback form used for parenting group programme is available for individual work
- Ensure new YOS Communication Strategy emphasises the role of parents and parenting provision
- Link YOS provision with the wider review of parenting in Worcestershire being undertaken via the CYP Strategic Partnership
- Develop Parenting/Mentoring Service based on PPP model

Constraints

- Capacity increase required to meet 10% target – significant resource implications
- Practitioner skill gap in delivery of parenting work across YOS
- Recognition of the importance of parenting work in contributing to overall YOS objectives
- Limited referrals from Health Services and Schools
- No agreed consistent process for defining or recording parenting work
- Establishing ongoing funding for parenting work from key partner agencies

Links to agency partners

- Relate to deliver Parenting Services
- CYP Strategic Partnership regarding review of Parenting Services
- Partners involved in YISP, Police and 7 Community Safety Partnerships regarding links to other prevention initiatives (e.g. ASB, RJ in Schools)

Links to allied themes

- Improvements in quality of assessment practice
- Implementation of validated offending behaviour programmes
- Implementation of YOS prevention strategy and Children's Fund initiatives
- Development of county wide approach to Anti Social Behaviour with Police

Section D: Performance Targets

- Review of links with LEA/Education Welfare re parenting provision
- EPQA Parenting review

Learning and development actions

- Parenting training identified as high priority for all YOS staff
- PPP training for Parenting Mentors
- Specialist training for YOS staff identifying motivation to undertake more detailed individual parenting work

Section D: Performance Targets

ASSET: Ensure ASSET is completed for all young people subject to relevant community disposals and custodial sentences

Target:

Community Disposals:	100% at assessment and closure stages
Custodial Sentences:	100% at assessment, transfer to community and closure stages

COMMUNITY DISPOSALS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	75%	90%	98%	100%	100%
% Closure Completed	15%	78%	98%	100%	100%

CUSTODIAL DISPOSALS	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% Assessments Completed	43%	100%	100%	100%	100%
% Transfer Completed	40%	88%	100%	100%	100%
% Closure Completed	15%	100%	100%	100%	100%

Actions to achieve the target

- Final push of the ASSET strategy to ensure 100% completion where required
- Full implementation of the Assessment, Planning, Intervention and Supervision Effective Practice Improvement Plan
- Use of external consultants to support the implementation of the Improvement Plan and integrate with YOS HR and Learning Strategy
- Clearer/more structured integration of risk assessment practice into wider assessment processes
- Improve the software and processes associated with the electronic ASSET to PSR pilot
- Evaluate electronic ASSET to PSR pilot and decide whether to make this available YOS wide
- Ensure Assessment training is core part of the YOS induction process
- Pilot revised 'What Do You Think?' electronic ASSET

Constraints

- Delay in roll out of APIS INSET training
- Time involved in completing and recording increasingly detailed and thorough assessments/screening tools
- Lack of easy access to assessments/information from other agencies

Links to agency partners

- Contact with wide range of appropriate partners as part of information gathering for individual assessments (e.g. Social Services, Police, Victim Support, Education, Probation, Health Services)
- Content of completed assessments shared with partner agencies where appropriate
- Secure Estate receives completed ASSETs for custodial cases
- Multi-agency planning processes supported by use of aggregate ASSET data

Links to allied themes

- Review of Risk Management processes and use of Risk of Re-Offending Matrix
- Targeting and delivery of validated offending behaviour programmes
- Development and implementation of specialist screening tools and referrals to YOS specialists
- YOS HR and Learning Strategy
- I.R.T./Information Sharing

Section D: Performance Targets

Learning and development actions

- All new staff to undergo assessment practice training as core part of induction
- All staff to undergo in service APIS training
- Effective assessment practice to be a core element of PCEP
- Development of additional 'effective assessment practice' training materials (e.g. ASSET video)

Section D: Performance Targets

Pre Sentence Reports

Target:

Ensure that 90% of pre-sentence reports are submitted within the timescales prescribed by National Standards (10 days for PYOs, 15 days for the general offender population).

% PSRs Completed	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
PYO	49%	71%	88%	90%	90%
General	53%	74%	91%	90%	90%

Actions to achieve the target

- Continue practice of: (i) ensuring PSR writing is an operational priority; (ii) only requesting adjournments in exceptional circumstances
- Review arrangements for cover of staff sickness to reduce impact on report delays
- Attend local Case Tracker Meetings (YOS Team Managers) to oversee the reduction of time to process PYOs through the Criminal Justice System
- Implement procedure for immediate follow up of young people who fail to turn up for PSR appointments
- Improve the software and processes associated with the electronic ASSET to PSR pilot
- Evaluate electronic ASSET to PSR pilot and decide whether to make this available YOS wide
- Pilot remote access to YOIS for report writing practitioners
- Ensure training for report writing is a core part of YOS induction process and introduce 'support/mentoring' system for initial reports
- Provide intensive report writing training for report writers who are not from Youth Justice/Probation backgrounds
- Facilitate workshop on PSR and gate keeping practice across the YOS
- Ensure all PSRs go through a formal gate keeping process
- Continue to increase emphasis on high quality victim section within YOS reports and provide opportunities for the Victim Support Officer to review the victim sections in reports on serious or complex cases
- Review and modify existing Magistrates feedback processes

Constraints

- Competing demands on practitioner time and perception that report writing and YOIS recording has greater priority than the supervision of young people
- Unavoidable staff absence
- Non attendance by young people for report appointments
- Requirement to prepare specialist reports in some cases

Links to agency partners

- West Mercia Protocol for reducing delays in the Youth Justice System (Local Criminal Justice Board)
- Crown Prosecution Service regarding disclosure provision
- Magistrates and Crown Court User Groups regarding performance monitoring of target
- All main partners re access to information for reports

Links to allied themes

- Reducing delays in the Criminal Justice System
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS report gate keeping policy and practice
- YOS Communication Strategy

Section D: Performance Targets

- I.R.T./Information Sharing
- Local Criminal Justice Board targets

Learning and development actions

- All new staff to undergo report writing training as core part of induction
- Intensive report writing training for non Youth Justice/Probation-qualified staff
- All staff to undergo in service APIS training

Section D: Performance Targets

DTO Training Plans: *Ensure that all initial training plans for young people subject to Detention and Training Orders are drawn up within timescales prescribed by National Standards.*

Target:

<i>All (100%) of initial training plans are drawn up within 10 working days of the sentence being passed.</i>
--

DTO PLANNING	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
%	56%	70%	70%	100%	100%

Actions to achieve the target

- Prioritise DTO work across the YOS to maximise YOS staff capacity to attend planning meeting within 10 working days
- Introduce pre-allocation (where possible) or 'allocation on day' procedures for all new DTOs
- Where possible, book DTO visit from court when a young person is sentenced to a DTO
- Introduce sessional worker support process to ensure young person is visited and initial plan drafted within 10 working days if planning meeting can not be scheduled and case holder can not undertake visit
- Review current YOS delivery model for DTOs
- Ensure DTO plan is updated and enhanced on day of sentence using new PSR and custodial ASSET for those young people subject to repeat/concurrent custodial sentences
- Encourage parental/carer attendance at DTO meetings and ensure parents are aware of financial assistance available
- Make 'DTO packs' available at court for parents/carers including visiting time, facilitation of visits, details of the secure institution etc.

Constraints

- Regular movement of young people within the secure estate
- Insufficient priority given to planning meetings or lack of secure estate staff to attend planning meetings within some secure establishments
- Distance of secure estate placement from the YOS
- De-commissioning of HM Onley and Local Authority Secure placements will have a knock on effect with local DTO institutions (e.g. Brinsford, Werrington, Stoke Heath)
- Limited funding for sessional workers to undertake DTO visits

Links to agency partners

- Secure Establishments regarding the scheduling and participation in planning meetings

Links to allied themes

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- Access to YOS and external agency specialist services as part of DTO planning process (e.g. ETE, Accommodation, health and substance misuse services)

Learning and development actions

- All staff to undergo in service APIS training as part of effective practice agenda
- Training for sessional workers to perform specialist DTO role
- DTO staff to attend course (or refresher) on chairing DTO meetings

Section D: Performance Targets

Education, Training & Employment: *Education, Training and Employment for young people*

Target:

90% of young offenders who are supervised by the YOS are either in full-time education, training or employment

ETE	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
%	82%	68%	64%	90%	90%

Actions to achieve the target

- Referral of all young people with ETE ASSET score of 2 or above to YOS specialists for assessment and further intervention
- Improve consistency of YOS practice regarding Basic Skills screening and onward referral process
- YOS wide roll out of new ETE referral process (piloted in North Worcestershire)
- Continue YOS representation on Worcestershire Links Steering Group (YOS, Connexions, LSC LEA) and YOS participation in EUROK4 initiative/Launchpad
- Improve liaison between YOS and Connexions NEET Team
- Establish Connexions PA resource for each of the YOS teams
- Improve targeting of young people post 16 with training or employment difficulties
- Improve planning with LSC regarding employment and training opportunities
- Implement YOS/LSC Learning Mentors Scheme
- Joint development with LSC of 'Skills Warehouse' for post 16 NEET Young People (initially for ISSP Programmes)
- Re-establish Link Practitioners/Teachers Reference Group
- Full implementation of the ETE Effective Practice Improvement Plan
- Improve evidencing and recording of specialist ETE work being undertaken
- Ensure exit strategy recorded for each young person referred for specialist ETE assistance
- Introduce 'Education Review Form' at end of all interventions where young person identified as not in full time ETE
- Develop ETE Learning Pack for use with all young people (prevention, final warning and statutory interventions)
- Continue to develop ETE initiatives as integral part of YOS Prevention Strategy
- Work with Connexions/LEA at strategic level to address needs of young offenders

Constraints

- Changes to YJB counting rules for ETE
- Entry to Employment provision not easily accessible for YOS client group
- Post 16 employment and training provision requires significant development
- Increasingly detached link between YOS ETE secondees and parent agency
- Inconsistency of education officer role across teams (lack of training, consistent procedures etc)
- Limited PA resources for Youth Offending Service teams

Links to agency partners

- Worcestershire Links Steering Group (YOS, LSC, Connexions, LEA) for ETE initiatives
- LSC regarding Learning Mentors Scheme, Skills Warehouse and other joint work
- Connexions regarding joint work with NEET young people and other joint work (e.g. PAYP)
- LEA reviewing protocol with YOS
- County wide review of NEET group

Section D: Performance Targets

Links to allied themes

- RJ in Schools initiative
- Drama productions in schools as part of Community Safety funding
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- ISSP provision
- ETE Effective Practice agenda

Learning and development actions

- All staff to undergo in service ETE training as part of effective practice agenda
- Connexions to give priority training for YOS staff
- Induction pack for new Education Officer to be delivered by specialist ETE workers
- All staff to be given training on recording ETE referrals on YOIS
- Implementation of the 'Education Review Form'

Section D: Performance Targets

Accommodation

Target:

**All Youth Offending Services have a named accommodation officer
All (100%) of young people either subject to final warnings with intervention, relevant community based penalties, or, on release from the secure estate, have satisfactory accommodation to go to.**

NAME OF ACCOMMODATION OFFICER	LOUISE DAWSON GRAHAM AMEY*	
	2003 Outturn	2004 Target
% of Young People that have suitable accommodation to go to	92%	100%

* part-time temporary position during 2003/04

Actions to achieve the target

- Continue YOS accommodation officer involvement in longer term strategic developments of accommodation services in Worcestershire and Herefordshire
- Partnership work with Supporting People to ensure the needs of YOS client group are included in the local Supporting People Strategic Plans
- Funding for sessional workers to support ongoing development of YOS accommodation services
- Further exploration of Supported Lodgings Scheme including possible funding sources
- Implementation of agreed referral processes to district housing for 16/17 year old homeless young people
- Ensure referral procedures agreed in recent protocols are used consistently across YOS teams
- Work with accommodation providers to consider accommodation access for particular client groups (e.g. young people with a Tag; Sex Offenders; young people with substance misuse problems)
- Consider development of protocol with After Care Services
- Improved YOS monitoring and recording of both internal and external accommodation referrals
- Participate in Centrepont research into the accommodation needs of young offenders
- Joint work with Centrepont regarding the development of mediation services to prevent family breakdown
- Participate in the reviews of local district homelessness strategies to ensure needs of YOS client groups are represented
- Introduce 'Accommodation Review Form' at end of all interventions where young person identified as not in satisfactory accommodation
- Identify funding to continue additional post of part-time Accommodation Officer in Hereford

Constraints

- YOS Accommodation service to both counties and 6 districts covered by 0.6 FT post
- Insufficient resources for specialist operational support worker resulting in Case manager addressing accommodation issues
- Lack of recognition of link between accommodation and offending by strategic policy makers (e.g. Community Safety Groups)
- Limited dedicated YOS accommodation budget
- Poor range of accommodation available for YOS client group
- Pressure on sessional worker resources
- Limited funding to continue part-time temporary Accommodation Officer in Herefordshire.

Links to agency partners

- District Housing Services for protocols, referrals and accommodation services for homeless young people

Section D: *Performance Targets*

- Supporting People Teams regarding strategic plans and supported accommodation provision
- Social Services regarding development of remand placements and fostering services
- Voluntary and private accommodation providers
- Centrepoin for research purposes

Links to allied themes

- YOS substance misuse and mental health services
- YOS sex offenders policy and practice
- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS Communication Strategy
- YOS ISSP provision

Learning and development actions

- Attendance by YOS specialist worker at national accommodation conferences
- Quarterly meetings with Telford, Shropshire and Wrekin Accommodation Officer
- Implementation of findings from Centrepoin research
- Training for sessional work staff to address housing needs

Section D: Performance Targets

Mental Health

Target:

All young people by 2004, who are assessed by ASSET, as manifesting:-

- ❑ *Acute mental health difficulties to be referred by YOS to the Child and Mental Health Service (CAMHS) for a formal assessment commencing within 5 working days of the receipt of the referral with a view to their accessing a tier 3 service or other appropriate CAMHS tier service based on this assessment*
- ❑ *Non-acute mental health concerns to be referred by the YOS for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days.*

% Assessments commenced within timescale	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Acute	0%	100%	100%	100%	100%
Non-Acute	56%	90%	89%	100%	100%

Actions to achieve the target

- YOS mental health specialists to deliver assessment and treatment services (wherever possible) to reduce pressure on CAMHS services
- Monitor implementation of mental health screening tool and produce monthly lists from YOIS to ascertain the proportion of young people with an ASSET score of 2 or above referred to MH specialists
- Extend monitoring of referral information to include age, complexity of presenting problems and outcome from referrals
- Purchase Health of Nation Assessment Tool and associated guidance/training to be used alongside ACENBACH Assessment Tool.
- Develop range of assessment tools in MH resource library
- Review Worcestershire CAMHS protocol including clarification of YOS MH specialist role as Tier 2 Outreach worker
- Develop Herefordshire CAMHS protocol
- Clarify status of Herefordshire MH YOS specialist with Primary Care Trust
- Target adult mental health services to develop provision for young people who fall outside CAMHS age range
- Standardise definition of acute vs. non acute MH difficulties across the two CAMHS services within the written protocols and agree frequency of attendance at CAMHS team meetings
- Maintain links with CAMHS National Research Unit base in Worcester
- Clinical supervision of substance misuse workers around dual diagnosis to be provided by Worcestershire YOS MH specialist
- Investigate options for buying in clinical supervision by forensic CAMHS

Constraints

- No formal CAMHS resource in Herefordshire
- Inadequate funding of Worcestershire and Herefordshire CAMHS services
- No written protocol with Herefordshire CAMHS and protocol with Worcestershire needs to be reviewed
- Inconsistent professional or YJB definition of acute vs. non acute MH difficulties
- CAMHS criteria for referral means certain groups are screened out (e.g. conduct disorder; emotional difficulties; bereavement; anger management)
- CAMHS service only works with young people up to the age of 16 in Worcestershire
- Timeframe for implementation of NSF for children and young people
- Resource limitations on current Youth Offending Service health specialists

Section D: *Performance Targets*

Links to agency partners

- Worcestershire and Herefordshire CAMHS for the delivery of services
- CAMHS National Research Unit
- Primary Care Trusts, GPs, substance misuse agencies and voluntary organisations for support services

Links to allied themes

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- YOS substance misuse services
- Other YOS specialist services (e.g. ETE and accommodation)

Learning and development actions

- MH specialists to undertake necessary training for MH Assessment Tools
- Development of ongoing training strategy for YOS including decision on who will provide Tier 1 MH training (e.g. Young Minds, MH Specialists etc)
- MH workshops at mentoring follow up days
- Possible MH workshop for Magistrates

Section D: Performance Targets

Substance Misuse

Target:

Ensure all Young People are screened for substance misuse, that those with identified needs receive appropriate specialist assessment within 5 working days and following the assessment access the early intervention and treatment services they require within 10 working days

MEASURE	2004 Target	2005 Target
% of Young People screened for substance misuse	100%	100%
% of Young People with identified needs receiving appropriate specialist assessment within 5 working days	100%	100%
% of young people accessing the early intervention and treatment services they require within 10 working days	100%	100%

Actions to achieve the target

- Develop protocol between YOS and CDT regarding access to appropriate substance misuse services (e.g. FISH, DASH)
- Full implementation of the SPACE and ZIGZAG (Young Persons Substance Misuse) services, including agreement on YOS wide consistency of practice
- Implement substance misuse screening tool across the YOS
- Introduce formal mechanisms for absence/leave coverage across the substance misuse specialists
- Develop YOIS based substance misuse referral process and discontinue paper referrals
- Introduce policy and procedure whereby YOS substance misuse worker has initial meeting with young person within 10 working days of assessment even if ongoing treatment is scheduled for later in the intervention
- Identify process for recording assessment and intervention services on YOIS and record reasons for not meeting YJB working day targets
- Develop clearer recording of YOS drug treatment plans
- Development of combined Youth Offending Service/Social Services/Connexions substance misuse policy.
- Involvement in a range of YPSM planning and implementation groups.
- Review system for provision of DTTOs.

Constraints

- Vulnerability of funding of young people's substance misuse services and Mercia NET training
- Lack of specialist young person's subscribing GP
- YOS not fully in control of services that will contribute towards achieving target and at times may not be appropriate to deliver assessment/treatment services within target timescales
- Complexity of set up provides barrier to rapid development of substance misuse services
- Lack of clinical lead within YPSM delivery in Worcestershire

Links to agency partners

- SMAT, DAT, FISH, CDT, DASH, SPACE & ZIGZAG for provision of substance misuse services
- SMAT & DAT for strategic development of services
- Mercia NET for ongoing training development
- Court/Probation for DTTO provision.

Links to allied themes

- Assessment, Planning, Intervention and Supervision Effective Practice agenda
- Dual diagnosis of mental health/substance misuse difficulties

Section D: *Performance Targets*

- Information provision (leaflets etc)
- YOS Communication Strategy

Learning and development actions

- Co-ordination of training needs into a training strategy for more co-ordinated development
- Provision for updating of Nursing Registration for Worcestershire specialist worker
- Clinical supervision training
- Management training for Herefordshire specialist worker
- Attendance at national conferences regarding new developments/thinking in the substance misuse field
- Training for all workers on recording referrals on YOIS

Section E: *Learning & Development*

Section E: Learning & Development

Human Resource and Learning & Development Strategy – 2004/05

Background

WHYOS comprises 2 largely rural counties – Worcestershire and Herefordshire with staff dispersed over 3 main locations: – Worcester (main Office), North Worcester (Redditch) and, Hereford. It has 206 staff working across these teams comprising seconded, outsourced, sessional and volunteer staff. Retention levels remain high with only 4 vacancies. These are, however, concentrated on one team and therefore create staffing pressures on local service delivery in the north of Worcestershire. Approximately 50% of YOT workers are occupationally qualified. All current YOS workers are aged over 25 with a 60:40 female: male ratio. Ethnic minority groups are significantly under represented. The recruitment of younger workers and workers from black minority ethnic backgrounds is an ongoing priority and to this end the YOS are working with the Race Equality Council and considering the feasibility of Modern Apprenticeships.

Training budgets

The YOS has allocated 5% of its budget to learning and development programmes. It also accesses training from partner agencies including the full programme of training provided by Worcestershire County Council and Herefordshire Council.

Training needs schedule for 2004/2005

The YOS has identified its training requirements for 2003/04 in the table below. It is unlikely that such a comprehensive training plan can be delivered so priority courses are highlighted in bold:

Course/Training Opportunity	Managers	Practitioners	Sessional Staff	Volunteers (inc. Panel Members)	Admin-istrators
Management & Leadership Skills	✓				
Supervision Skills	✓				
Induction Programme	✓	✓	✓	✓	✓
Risk Assessment	✓	✓	✓	✓	✓
APIS	✓	✓			
Effective Practice	✓	✓			
Offending Behaviour	✓	✓	✓		
Restorative Justice		✓	✓		
Remand Management	✓	✓			
Court Procedures		✓			
DTO Work		✓	✓		
Final Warnings		✓	✓		
Child Protection	✓	✓	✓	✓	✓
Diversity	✓	✓	✓	✓	✓
Sex Offending	✓	✓	✓		
Parenting	✓	✓	✓	✓	
ETE	✓	✓			
Accommodation	✓	✓	✓		
Mental Health	✓	✓	✓		
Substance Misuse	✓	✓	✓	✓	
Groupwork		✓	✓		
Motivational Interviewing		✓	✓	✓	
Mentoring Skills			✓	✓	
YOIS	✓	✓	✓		✓
General IT Skills					✓
Health & Safety	✓	✓	✓	✓	✓

Section E: Learning & Development

Management and leadership training

The management team have undertaken a successful structured training and development programme this year where key leadership and interpersonal skills have been the focus. The areas covered were:

- Effective team management
- Targeting and Performance management
- Team motivation
- Conflict Management
- The role of interpersonal skills
- Supportive management techniques

Further skills training will be commissioned for managers in **2004/5** with an emphasis on staff development and motivation. Key themes will include:

- Motivational management
- Leadership skills
- Coaching Techniques

Training and development needs linked to EPQA action planning

The table of training requirements(above) outlines the YOS commitment to pursuing and developing skills to meet Effective Practice Quality Assurance (EPQA) action planning. Its immediate priorities are linked to the current EPQA assessment areas: (i) Assessment, Planning Interventions and Supervision (APIS); (ii) Education Training and Employment; and (iii) Final Warnings. The new EPQA area of Parenting is recognised as a priority for next year's training schedule. The YOS plans to use the regionally provided In-Service (INSET) training programme to provide training in the key areas described in the above and is awaiting the delivery and schedule proposed for the West Midlands.

Implementation of YJB HR & Learning Strategy

Demand for the training programmes within the National Qualification Framework

The YOS is part of the West Midlands Regional HR and Learning Steering Group and plays a role in the devolved Regional Working Group which has been commissioned to plan the regional requirements and delivery strategy for the new suite of qualifications. It is anticipated that the YOS will continue to participate in developments on a regional as well as cluster basis.

The YOS sees the *Professional Certificate in Effective Practice (PCEP)* as a key to the development of its EPQA agenda and have nominated 13 practitioners for the programme during 2003-2004. This represents approximately 20% of the full-time workforce and the YOS and is scheduled to meet the YJB target to "Help 80% of the full-time workforce to achieve PCEP or equivalent by 2006". However, further clarification is required regarding how the PCEP will map to other professional qualifications (e.g. Social Work PQs). In addition some team members are awaiting the development of the foundation degree as an alternative qualification route.

In order to ensure that full advantage is taken of the PCEP learning opportunity, the YOS has commissioned a support and development model for the practitioners that comprises:

- Initial "Return to Study" day
- Assignment and group support events
- Action learning development

Initial feedback from practitioners has been positive with early the first cohort of practitioners achieving impressive assignment results. It is anticipated that a similar number of qualified and unqualified workers will go forward onto next year's cohorts and that the YOS intend to continue with the support model.

Section E: Learning & Development

Gateway Programme

The gateway programme is the access route to the National Qualifications Framework and is due to be rolled out on a regional basis in the autumn. The YOS would like to offer this route primarily to its sessional / volunteer workforce to give them a broad and informative overview of the Youth Justice Sector and provide for their personal development route – potentially linking this to NVQs and AMAs where appropriate.

Foundation Degree

The YOS understands that the Foundation degree is to be offered from the Autumn and is interested to pursue this particularly for unqualified practitioners undertaking the Professional Certificate.

Advanced Modern Apprenticeships (AMA) or Modern Apprenticeships.

AMAs are currently being reviewed by the Regional Steering Group. The YOS anticipates that it will take part in a pilot of the Youth Justice AMA envisaged during 2004/5. This may be a route to fill possible future vacancies and fulfil the goal of attracting a younger and ethnically diverse workforce.

Training and development of Volunteers / Mentors / Sessional Workers

The YOS makes wide ranging use of support staff to fulfil its objectives. This includes: 22 volunteer mentors to work with young people and their parents; 74 Referral Order Panel Members to work with the Restorative Justice unit; and 18 sessional workers to work with young people in the area of reparation and general support. The YOS provides a range of training and development opportunities to these workers to help them to understand the principles and processes associated with the youth justice system and their role within this. Training and development opportunities associated with these roles are summarised below:

Volunteers / Mentors: A full induction is provided for volunteers and mentors to provide them with a clear understanding of the volunteer/mentor role and the associated roles and responsibilities. YOS specialist workers run regular Mentor Support Groups on a rolling basis. In addition, internal and external training courses are offered to develop and enhance their skills in working with young people.

Panel Members: The main role of a Panel Member is to attend Referral Order Panel meetings attended by Young Offenders, supporting YOT Officers and, where possible, the victims of their crime. The work of this group is supported by an Area Team Manager and all Panel Members are provided with Induction and on-going training as required.

Sessional Workers: Sessional workers undergo a full YOS induction programme and other internal and external training will be made available where appropriate.

The YOS is committed to provide extensive training to support its **volunteer /sessional** workers throughout 2004/2005. Priorities include: -

- Skills and Role Development opportunities: enabling sessional workers to develop skills and competencies to take on new roles – e.g. regional INSET training; Parenting; Gateway programme
- Skill/Role Refresher opportunities – focusing on core practice areas that may often have associated changes in legislation – e.g. Child Protection
- Skill/Role Maintenance opportunities – updating awareness, knowledge, skills and competence to undertake existing roles – e.g. Offending Behaviour.

Other professional Training offered

A significant number of the YOS workforce are qualified social workers (15 people hold the DipSW qualification) and a smaller number are working to achieve the PQ. It is hoped that the YJB will soon agree the status of PCEP with regard to PQ in order to help the YOS plan and prioritise this key professional requirement. Other training and development opportunities planned or ongoing for 2004/5 include:

Section E: Learning & Development

- Diploma HE Addiction Studies
- Distance learning – Social Sciences and Arts
- Advanced Diploma in Criminology

NVQ development

The YOS priority rests with the NQF and it is pursuing these routes rather than the NVQ pathway as the main vehicle for practitioner development. However, it is intended to offer NVQ level 3 (Drugs Awareness) to key workers based on the West Midlands Regional Drug Training Project.

Internal appraisal schemes

The YOS is successfully delivering staff supervision and appraisals at all levels of the organisation. This is based on the Worcestershire County Council model. When available, the YOS will pilot and evaluate the YJB appraisal model and assess which of the models is most effective in assisting ongoing staff development.

Local links

The YOS continues to maintain and forge links with the following Institutions:

- University of Oxfordshire – offering student placements
- University of Central England – offering student placements
- North East Worcester College – offering student placements
- Hereford College – offering student placement
- University of Oxford – for research links & joint development work
- Nottingham Trent University – offering the Professional Certificate in Effective Practice
- The West Midlands Regional Drug Training Project - working closely with the NTA and the Community Justice National Training Organisation to set up a pilot of the newly developed Progression Award in Community Justice-Drug and Alcohol Services in April 2004.
- NSPCC – Child Protection issues

Staff and managers also lecture to numerous Further and Higher Education institutions.

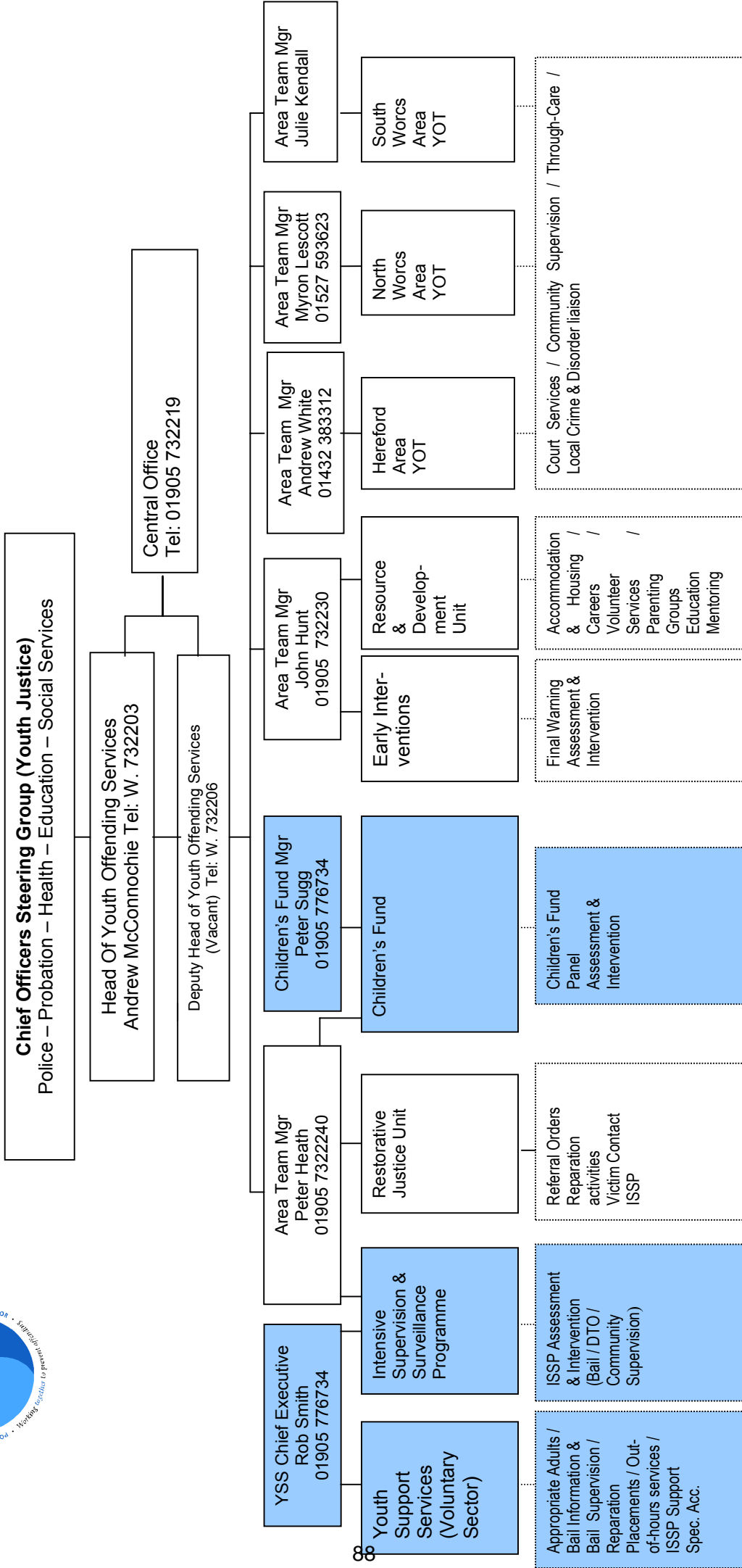
Links with local LSC/Connexions to support staff training

The YOS is developing support links with the LSC in anticipation of the implementation of the Advanced Modern Apprenticeship scheme. In addition, formal links have been established with Connexions and the Learning Skills Council to support basic skills training for young people and integration back into mainstream education, training and employment.



WORCESTERSHIRE & HEREFORDSHIRE YOUTH OFFENDING SERVICES

SERVICE STRUCTURE FROM JANUARY 2004



KEY



Services provided in partnership with other organisations

HEREFORDSHIRE COUNCIL

TREASURY MANAGEMENT INVESTMENT STRATEGY 2004/05

1. INTRODUCTION

- 1.1 Under CIPFA's Treasury Management Code of Practice, the Council is required to formulate a strategy each year regarding its investments. From 2004/05 onwards, the requirements of the Treasury Management Code have been supplemented by guidance from the Office of the Deputy Prime Minister (ODPM), designed to replace the terms of the Approved Investment Regulation 1990, which cease to have effect from 1st April 2004. Authorities are required to take the guidance into account under the terms of section 15(1)(a) of the Local Government Act 2003.
- 1.2 Owing to the late issue of the OPDM guidance in March 2004, this 2004/05 Investment Strategy has been prepared separately for approval from the Treasury Management Strategy. In future, the Investment Strategy will form part of the annual Treasury Management Strategy passed to Cabinet for endorsement before the start of each financial year.
- 1.3 This Annual Investment Strategy states which investments the Council may use for the prudent management of its treasury balances during the financial year under the headings of **Specified Investments** and **Non-Specified Investments** as detailed in **Annex A**.
- 1.4 This Annex sets out:
- The procedures for determining the use of each category of investment (advantages and associated risk), particularly if the investment falls under the category of "non-specified investments."
 - The maximum periods for which funds may be prudently committed in each category.
 - Whether the investment instrument is to be used by the Council's in-house officers and/or by the Council's appointed external fund managers (Investec Asset Management); and, if non-specified investments are to be used in-house, whether prior professional advice is to be sought from the Council's treasury advisors (Sector Treasury Services Ltd).

2. INVESTMENT OBJECTIVES

- 2.1 All investments will be in sterling. The general policy objective for Herefordshire Council is the prudent investment of its treasury balances*. The Council's investment priorities are:
- (a) the **security** of capital; and
 - (b) **liquidity** of its investments.

The Council will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity.

* This includes monies borrowed for the purpose of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need).

2.2 The ODPM guidance maintains that the borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.

3. SECURITY OF CAPITAL: THE USE OF CREDIT RATINGS

3.1 The Council relies on credit ratings published by *Fitch Ratings*, *Moody's Investors Service* or *Standard & Poor's* to establish the credit quality of counterparties and investment schemes. The Council has also determined the minimum long-term, short-term and other credit ratings it deems to be "high" for each category of investment in conjunction with its Treasury Management advisor.

3.2 Monitoring of credit ratings:

- All credit ratings will be monitored monthly: The Council has access to Fitch credit ratings and is alerted to changes from its Treasury Management advisor.
- If a counterparty's or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria, the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately. Any intra-month credit rating downgrade which the Council has identified that affects the Council's pre-set criteria will also be similarly dealt with. The Council will also immediately inform its external fund manager of the withdrawal of the same.
- If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion will be considered for approval by the County Treasurer.

4. INVESTMENTS DEFINED AS CAPITAL EXPENDITURE

4.1 The acquisition of share capital or loan capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'.

4.2 Investments in "money market funds" which are collective investment schemes and bonds issues by "multilateral development banks" (both defined in Statutory Instrument Number 534), will not be treated as capital expenditure.

4.3 A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is, therefore, important for this Council to clearly identify if the loan has made for policy reasons (e.g. to the registered social landlord for the construction/improvement of dwellings) or if it is an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

4.4 This Council will not use or allow its external fund managers to use any investment which will be deemed as capital expenditure.

PROVISION FOR CREDIT-RELATED LOSSES

- 4.5 If any of the Council's investments appeared at risk of loss owing to default (i.e. this a credit-related loss, and not one resulting from a fall in price due to movements in interest rates), the Council will make revenue provision of an appropriate amount.

5. INVESTMENT STRATEGY

- 5.1 The County Treasurer manages part of the Council's investment portfolio. Investments managed by the in-house team are generally temporary in nature and short-term. All decisions are made in the light of the Council's forecast cash flow requirements.
- 5.2 If, during the course of the year, the County Treasurer detects that the market's expectation for base rates has been too high, the strategy will be to keep investments as long as possible with a view to locking in higher rates of return than may be available at a later stage when market expectations are corrected.
- 5.3 The money market yield curve is currently anticipating rising base rates in 2004/05. This authority views the markets' expectation for base rates as being too low; investment maturities will generally be kept short (1-3 months), with a view to enabling returns to be compounded more frequently.
- 5.4 Investment returns are forecast to be less than the cost of new borrowing during most of the year. It may, therefore, be beneficial to finance new capital expenditure by running down cash balances.
- 5.5 Based on its cash flow forecasts, the Council anticipates its fund balances in 2004/05 to average around £15,000,000.
- 5.6 Giving due consideration to the Council's level of balances over the next three years, the need for liquidity, its spending commitments and provisioning for contingencies, the Council has determined that a maximum of £10,000,000 of its overall fund balances can be prudently committed to longer term investments (i.e. those with a maturity exceeding a year).
- 5.7 In relation to the Council's internally managed funds, the County Treasurer does not currently plan to invest over 364 days. However, the Council's External fund manager could have a maximum 50% of its investment portfolio invested for periods in excess of 364 days. The market will be continuously monitored for opportunities to lock in to higher, longer-term rates, if it is viewed that this will add stability and value to returns.
- 5.8 With investment returns at historically low levels, there is limited scope to generate higher returns. However, the County Treasurer continuously seeks to add value over general market levels of returns. To this end, Call Accounts and Money Market Funds are some of the recent investment opportunities which have added value to the internally managed funds. Internally managed investments have generally exceeded the benchmark return.

6. EXTERNALLY MANAGED FUNDS

- 6.1 A cash fund of £6,822,721.42 (as at 31st March 2004) is currently managed by Investec Asset Management on a discretionary basis. The Council, in conjunction with the Council's Treasury Management adviser, will monitor the external fund manager's performance in 2004/05.
- 6.2 The fund management agreement between the Council and Investec Asset Management formally documents the instruments it can use within pre-agreed limits.

7. COMPLIANCE WITH INVESTMENT STRATEGY

- 7.1 All internally managed investments must be carried out in accordance with this Investment Strategy.
- 7.2 The contract with the External Fund Managers will be amended to ensure that the investments managed by them comply with the Council's Annual Investment Strategy.

8. END OF YEAR INVESTMENT REPORT

- 8.1 At the end of the financial year, the Council will prepare a report on its investment activity as part of its Annual Treasury Report.

SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated

Investment	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Credit Rating	Capital Expenditure?	Circumstance of use	Maximum period
Debt Management Agency Deposit Facility* (DMADF) * this facility is at present available for investments up to 6 months	No	Yes	Govt-backed	No	In-house	1 year*
Term deposits with the UK government or with UK local authorities (i.e. local authorities as defined under Section 23 of the 2003 Act) with maturities up to 1 year	No	Yes	High security although LAs not credit rated.	No	In-house and by external fund manager	1 year
Term deposits with credit-rated deposit takers (banks and building societies), including callable deposits, with maturities up to 1 year	No	Yes	Yes-varied <i>Minimum rating "A" Long-term and "F1" Short-term (or equivalent)</i>	No	In-house and by external fund manager	1 year
Certificates of Deposit issued by credit-rated deposit takers (banks and building societies): up to 1 year.	No	Yes	Yes-varied <i>Minimum rating "F1+" Short-term (or equivalent)</i>	No	External fund manager	1 year
<i>Custodial arrangement required prior to purchase</i> Gilts: up to 1 year	No	Yes	Govt-backed	No	(1) Buy and hold to maturity: to be used in-house after consultation with Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them	1 year
<i>Custodial arrangement required prior to purchase</i>						

Investment	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Credit Rating	Capital Expenditure?	Circumstance of use	Maximum period
Reverse Gilt Repos: maturities up to 1 year [A transaction where gilts are bought with a commitment (as part of the same transaction) to sell equivalent gilts on a specified date, or at call, at a specified price]. Custodial arrangement required prior to purchase	No	Yes	Govt-backed	No	External fund manager only subject to the guidelines and parameters agreed with them	1 year
Money Market Funds [i.e. a collective investment scheme as defined in Statutory Instrument 2004 No. 534] These funds do not have any maturity date	No	Yes	Yes-varied <i>Minimum AAA credit rated</i>	No	In-house and by external fund manager subject to the guidelines and parameters agreed with them	The period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
Forward deals with credit rated banks and building societies < 1 year (i.e. negotiated deal period plus period of deposit)	No	Yes	Yes-varied <i>Minimum rating "A" Long-term and "F1" Short-term (or equivalent)</i>	No	In-house	1 year in aggregate
Commercial paper [Short-term obligations (generally with a maximum life of 9 months) which are issued by banks, corporations and other issuers] Custodial arrangement required prior to purchase	No	Yes	Yes-varied <i>Minimum rating "F1+" Short-term (or equivalent)</i>	No	External fund manager only subject to the guidelines and parameters agreed with them	9 months

Investment	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Credit Rating	Capital Expenditure?	Circumstance of use	Maximum period
Gilt Funds and other Bond Funds ***. [These are open-end mutual funds investing predominantly in UK govt gilts and corporate bonds. These funds do not have any maturity date. These funds hold highly liquid instruments and the Council's investments in these funds can be sold at any time.]	No	Yes	Yes <i>Minimum rating 'AA-'</i>	No (ensure it is not a body corporate by virtue of its set up structure)	External fund manager only subject to the guidelines and parameters agreed with them (NB: In the selection of a fund the manager will ensure that the fund is not a body corporate by virtue of its set up structure).	
Treasury bills [Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value] Custodial arrangement required prior to purchase	No	Yes	Govt-backed	No	In-house and external fund manager subject to the guidelines and parameters agreed with them	1 year
Bonds issued by a financial institution that is guaranteed by the UK Government [As defined by Statutory Instrument 2004 No. 534, with maturities under 12 months]. Custodial arrangement required prior to purchase	No	Yes	Govt-backed	No	1) Buy and hold to maturity: to be used in-house after consultation with Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them	1 year
Bonds issued by a multilateral development bank [As defined by Statutory Instrument 2004 No. 534, with maturities under 12 months]. Custodial arrangement required prior to purchase	No	Yes	AAA	No	1) Buy and hold to maturity: to be used in-house after consultation with Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them	1 year

***Open-ended funds continually create new units (or shares) to accommodate new monies as they flow into the funds and trade at net asset value. (NAV).

NON-SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated

Investment	(A) Why use it? (B) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating	Capital Expen- diture?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Term deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid: as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk: potential for greater deterioration in credit quality over longer period.	No	No	YES-varied <i>Minimum rating "AA-" Long-term and "F1" Short-term (or equivalent) Support 1,2 or equivalent</i>	No	External Fund Manager. In-house	50% 20%	5 years
Certificates of Deposit with credit rated deposit takers (banks and building societies) with maturities greater than 1 year <i>Custodial arrangement required prior to purchase</i>	(A) (i) Although in theory tradable, are relatively illiquid. (B) (i) Market or interest rate risk: Yield subject to movement during life of CD which could negatively impact on price of the CD.	No	Yes	YES-varied <i>Minimum rating "AA" Long-term and "F1+" Short-term (or equivalent)</i>	No	External fund manager. In-house after consultation with Treasury Management advisor	50% 20%	5 years

ANNEX A

Investment	(A) Why use it? (B) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating	Capital Expen- diture?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income - Potentially higher return than using a term deposit with similar maturity. (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) Period over which investment will actually be held is not known at the outset. (iii) Interest rate risk: borrower will not pay back deposit if interest rates rise after deposit is made.	No	No	YES-varied <i>Minimum rating "AA-" Long-term and "F1" Short-term (or equivalent) Support 1,2 or equivalent</i>	No	External Fund Manager. In-house after consultation with Treasury Management advisor	50% 20%	5 years in aggregate
UK government gilts with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>	(A) (i) Excellent credit quality. (ii) Very liquid. (iii) If held to maturity, known yield (rate of return) per annum - aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk (B) (i) 'Market or interest rate risk': Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss.	No	Yes	Govt backed	No	(1) Buy and hold to maturity: in- house after consultation with Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them	20% 50%	10 years (but also including the 10 year benchmark gilt)

Investment	(A) Why use it? (B) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating	Capital Expen- diture?	Circumstanc e of use	Max % of overall investments	Maximum maturity of investment
Sovereign issues ex UK govt gilts: any maturity <i>Custodial arrangement required prior to purchase</i>	(A) (i) Excellent credit quality. (ii) Liquid. (iii) If held to maturity, known yield (rate of return) per annum - aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk (B) (i) Market or interest rate risk: Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss.	No	Yes	AAA	No	(1) Buy and hold to maturity in-house after consultation from Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines & parameters agreed with them	20% 50%	10 years
Forward deposits with credit rated banks and building societies for periods > 1 year (i.e. negotiated deal period plus period of deposit)	(A) (i) Known rate of return over period the monies are invested - aids forward planning. (B) (i) Credit risk is over the whole period, not just when monies are actually invested. (ii) Cannot renege on making the investment if credit rating falls or interest rates rise in the interim period.	No	No	Yes-varied <i>Minimum rating "AA-" Long-term and "F1" Short-term (or equivalent) Support 1,2 or equivalent</i>	No	External Fund Manager In-house after consultation with Treasury Management advisor	50% 20%	5 years

Investment	(A) Why use it? (B) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating	Capital Expen- diture?	Circumstanc e of use	Max % of overall investments	Maximum maturity of investment
Deposits with unrated deposit takers (banks and building societies) but with unconditional financial guarantee from HMG or credit-rated parent institution: any maturity	(A) Credit standing of parent will determine ultimate extent of credit risk	No	Yes	Not rated in their own right, but parent must be rated. <i>Minimum rating for parent "AA-" Long-term and "F1" Short-term (or equivalent) Support 1,2 or equivalent</i>	No	In-house	20%	1 year
Bonds issued by a financial institution that is guaranteed by the UK Government (as defined in Statutory Instrument 2004 No. 534) with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>	(A) (i) Excellent credit quality. (ii) relatively liquid (although not as liquid as gilts). (iii) If held to maturity, known yield (rate of return) per annum - aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B) (i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen.	Yes	Yes	AAA / Govt guaranteed	No	(1) Buy and hold to maturity: in- house after consultation with Treasury Management advisor (2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them	20% 50%	10 years

Investment	(A) Why use it? (B) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating	Capital Expen- diture?	Circumstanc e of use	Max % of overall investments	Maximum maturity of investment
<p>Bonds issued by multilateral development banks (as defined in Statutory Instrument 2004 No. 534) with maturities in excess of 1 year</p> <p><i>Custodial arrangement required prior to purchase</i></p>	<p>(A) (i) Excellent credit quality. (ii) relatively liquid (although not as liquid as gilts). (iii) If held to maturity, known yield (rate of return) per annum - aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)</p> <p>(B) (i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen.</p>	Yes	Yes	AAA / Govt guaranteed	No	<p>(1) Buy and hold to maturity: in-house after consultation with Treasury Management advisor</p> <p>(2) For trading: by external fund manager only subject to the guidelines and parameters agreed with them</p>	20%	10 years

Local Area Forum Meetings 2004/05, all to start at 7.30 p.m.

Round One:

15th March – 30th March

- 15th March – City, Committee Room 1, Shirehall
- 16th March – Ross-on-Wye, John Kyrle High School
- 23rd March – North Herefordshire, Leominster Bridge Street
- 24th March – Golden Valley, Ewyas Harold Memorial Hall
- 29th March – Central Herefordshire, Withington Village Hall
- 30th March – East Herefordshire, Bromyard Leisure Centre

Round Two:

24th May – 9th June

- 24th May – East Herefordshire, John Masefield, Ledbury
- 26th May – Hereford City, Committee Room 1, Shirehall
- 1st June – Central Herefordshire, Fownhope Village Hall
- 2nd June – Golden Valley, Kingstone Village Hall
- 7th June – North Herefordshire, Lady Hawkins Community Centre, Kington
- 9th June – Ross-On-Wye, John Kyrle School

Round Three:

6th September – 24th September

- 7th September – North Herefordshire, Leominster Bridge Street
- 9th September – East Herefordshire, The Bromyard Centre
- 15th September – Ross-on-Wye, John Kyrle School
- 22nd September – Hereford City, Committee Room 1, Shirehall

Central & Golden Valley to be confirmed nearer the time, as venues will depend on agenda items. Meetings will be in the time period shown above.

Round Four:

10th January – 28th January

- 10th January – North Herefordshire, Lady Hawkins Community Centre, Kington
- 12th January – Ross-On-Wye, John Kyrle School
- 17th January – East Herefordshire, John Masefield School
- 19th January – Hereford City, Shirehall

Central & Golden Valley to be confirmed nearer the time, as venues will depend on agenda items. Meetings will be in the time period shown above.

REPORT OF THE REGULATORY COMMITTEE

Meetings Held on 16th March and 19th April, 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, G. Lucas, J.W. Newman, R. Preece, D.C. Taylor, P.G. Turpin.

THE LICENSING ACT 2003

1. The preparations for the transfer of liquor and other such licenses from the Magistrates Court to the Council is continuing and a series of training events have been held in February and March for Members and officers. The draft policies have recently been discussed with the Police and the views of the licensing trade and other interested parties are being sought. The new arrangements will be introduced in October 2004 and refresher training will be arranged nearer the time.

FOOTPATHS ED5 (PART) & ED6 (PART) IN THE PARISH OF EARDISLAND

2. The Committee considered a report about the alternatives available to it in respect of sections of public footpaths ED5 and ED6 in the parish of Eardisland which had been lost to erosion.
3. There are a number of complications surrounding possible restoration regarding land ownership, costs and the fact that further erosion is likely in the future. Having carried out a site inspection and considered the legal position and all the facts about the footpaths and their usage, it has been decided that no further action be taken to implement the creation and extinguishment proposals for public footpaths ED5 and ED6 on the grounds that the revised route would not be sustainable or economically viable.

PLEASURE BOAT LICENSES

4. The Committee has approved revisions to the Licence Conditions and Fees as part of an ongoing programme of rationalising the licensing arrangements which have been inherited from the former local authorities. The fees and conditions relate to the following categories
 - Rowing Boats/Rowing Dinghies/Canadian Canoes;
 - Mechanically Propelled Boats;
 - Single Canoes/Kayaks;
 - Sea Cycles/Water Bikes/Similar Craft;
 - Sail Boards; and
 - Sailing Dinghies

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

7. The Committee considered two applications for Occasional Public Entertainment Licences requesting a finishing time of later than that of 0100 hours, which is set out in the Council's Licensing Policies.
8. Each applicant was given the opportunity to present their case, as were Officers of the Environmental Health and Trading Standards Department.
9. Comments were also considered from the West Mercia Constabulary and the 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.
10. Having considered all the facts in relation to each application, the Committee took note of the Council's policies but was of the view that the applicants had given satisfactory evidence to suggest that the events would be well supervised in a responsible manner. It was clear that the applicants had gone to considerable lengths to ensure that there would only be a minimum amount of noise and nuisance caused for local residents. The applicants had held similar events in previous years and there had been no complaints from the public, West Mercia Constabulary or from the Head of Environmental Health and Trading Standards.
11. It was therefore decided that the following extension of hours should be granted, subject to conditions to be imposed by the Head of Environmental Health and Trading Standards, but only because of the exceptional circumstances involved in each application.
 - (a) Herefordshire Young Farmers Club County Rally – 7.00am Saturday, 22nd May, 2004– 2.00am Sunday, 23rd May, 2004 at Arkstone Court, Kingstone; and
 - (b) Radnor and West Herefordshire Hunt Ball – 7.30pm Saturday, 12th June, 2004 - 2.00am Sunday, 13th June, 2004 at Hergest Croft, Kington

ZOO LICENSING – REVISED STANDARD LICENCE CONDITIONS – ZOO LICENCE ACT 1981.

12. The Committee has approved revised standard licence conditions under the provisions of the Zoo Licensing Act 1981 and the Head of Environmental Health and Trading Standards will grant or refuse those applications for zoo licences which fall within the Council's zoo licensing policies.

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

BACKGROUND PAPERS

- Agenda papers from the meetings of the Regulatory Committee held on 16th March and 19th April 2004.

REPORT OF THE PLANNING COMMITTEE

Meetings Held on 31st March 2004, 23rd April 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 FROM MEMBERS OF THE COUNCIL

1. The Committee has approved the following planning applications from Council Members.
 - (a) DCSW2003/3801/F – Extension of protective safety netting between the cricket square and the bowling green, Dorstone Playing Fields, Dorstone;
 - (b) DCCW2004/2029/F – Proposed dwelling at plot 2 Lower Orchards, Burghill; and
 - (c) DCCE/2004/0026/F – Proposed development to provide nineteen residential units at Mill Court Village, Ledbury Road, Hereford.

PLANNING APPLICATIONS REFERRED TO THE PLANNING COMMITTEE

2. The Head of Planning Services has referred the following planning applications to the Committee because the Area Planning Sub-Committees are mindful to approve or refuse them, contrary to officer advice and the Council's planning policies.
 - (a) DCNE2003/2798/F – Erection of ten three bedroomed dwellings with garages at site of Station Road, Colwall – mindful to refuse; and
 - (b) DCCE2004/0220/F – Proposed building for the storage and repairs of agricultural, horticultural, automotive and plant machinery at Thorny Orchard part of OS Plot 8691 Coughton, Ross-on-Wye – mindful to approve.
3. The Committee has given detailed consideration to each application including the reasons why the Area Sub-Committees were mindful to approve or refuse them and the crucial policy issues at stake. The Local Ward Councillors have given their views about the applications and in accordance with the criteria for public speaking, applicants and objectors gave their reasons for requiring approval or refusal.
4. The Committee has taken into consideration all the facts regarding the applications. In respect of the application for Station Road, Colwall, the Committee has decided to refuse the application on the grounds that the proposed scheme was considered to be detrimental to the landscape quality of the Malvern Hills Area of Outstanding Natural Beauty and that it was not essential to the social and economic needs of the local community. The application in respect of Thorny Orchard, Coughton was approved by the Committee because it considered that the applicant provided a vital repair and maintenance service to the local agricultural community and the business would not be harmful to the local countryside in view of the proposed landscaping scheme and its isolated location

DRAFT PLANNING POLICY STATEMENT NOTE: PPS 6

5. As part of its consultation exercise the Office of the Deputy Prime Minister (ODPM) has sought the views of local authorities and interested parties about its proposals contained in Draft Policy Planning Statement (PPS) 6 on Planning for town centres. The key elements of the statement are:

- a re-emphasis of the 'Town Centres First' objective;
- support for the plan-led approach at Regional and Local levels;
- local authorities to positively plan for growth and growing town centres; and
- to tackle social exclusion by ensuring access to wide range of everyday goods and services and to promote more sustainable patterns of development and less reliance on the car.

The Committee has made a number of recommendations to the Cabinet Member (Environment) for a response to be made to the ODPM in respect of the Statement.

CONSULTATION PAPER ON PLANNING POLICY STATEMENT 1 (PPS1): CREATING SUSTAINABLE COMMUNITIES

6. The ODPM has invited comments on PPS1, which will replace PPG1 and will assist the Government in achieving its aim of reforming the planning system. PPS1 is an integral part of clause 38 of the Planning and Compulsory Purchase Bill which includes provision for the preparation of regional and local plans which will encompass the aims of sustainable development, the purpose of the planning system, the spatial planning approach and community involvement in planning. The key policy messages from the ODPM are:

- the need for planning authorities to take an approach based on integrating the aims of sustainable development;
- the need for positive planning to achieve sustainable development objectives and proactive management of development, rather than simply regulation and control;
- the need for plans to set clear visions for communities and help to integrate the wide range of activities relating to development and regeneration; and
- the need for the planning system to be transparent, accessible and accountable, and to actively promote participation and involvement.

7. The Committee has made a number of recommendations to the Cabinet Member (Environment) for a response to be submitted to the ODPM.

WELLINGTON PARISH PLAN

8. The Committee has recommended to the Cabinet Member (Environment) that the Wellington Parish Plan be adopted as interim supplementary planning guidance as an expression of local distinctiveness and local participation. The Committee congratulated those involved in the preparation of the publication and the hard work that had been undertaken by the local community in producing such a well-written and informative document.

PLANNING DELIVERY GRANT

9. The Council had been awarded £406,262 for the Planning Delivery Grant, which was some £80,000 more than 2003 and reflected the hard work undertaken by the Planning Services staff, particularly those involved in the Unitary Development Plan and Development Control. The Committee congratulated all members of the Planning Services Division for their impressive achievement.

HEREFORDSHIRE UNITARY DEVELOPMENT PLAN – REVISED DEPOSIT DRAFT

10. The revised Deposit Draft has been published with a six-week period available for comments to be made to the proposed changes. Public notices, press releases, exhibitions and leaflets would inform of the publication and highlight the main changes being proposed. The revised Plan will be sent to all parish councils and also be submitted to the next round of the Local Area Forums. The individuals and organisations that have made previous comments on the Plan will also be notified separately. The Plan can be viewed at the Council's Info in Herefordshire shops, help points at libraries, Council Offices and on the Council's website. 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.

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

BACKGROUND PAPERS

- Agenda for the meetings of the Planning Committee held on 31st March and 23rd April 2004.

REPORT OF THE STRATEGIC MONITORING COMMITTEE

Meeting Held on 26th April, 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.

PUBLIC SERVICE AGREEMENT UPDATE

1. The Committee has received the latest monitoring report on the position regarding the Local Public Service Agreement (LPSA) targets. The Committee has noted that many of the targets are on course to achieve a significant element of the Performance Reward Grant. It has re-emphasised the need for individual Scrutiny Committees to monitor in more detail performance against those targets falling within their terms of reference.
2. It has been noted that it is difficult to forecast the likely overall financial benefit to the Authority as the majority of the targets are only measurable in the last year. However, in discussing the overall benefit to the Council it has been recognised that in providing a focus for successful partnership working leading to real performance improvement the LPSA process has generated some significant gains for the Council.
3. The Committee has previously been advised of concerns services have had in progressing towards targets where either statutory targets or definitions for performance indicators have been changed by the Government and the negligible success in redefining some of the more problematic issues. It had requested that in any negotiations for a second LPSA, lessons learned from the negotiations for the first LPSA should be borne in mind.
4. The Committee has been informed of work underway with some partners including the Learning and Skills Council and the Primary Care Trust and the Government Office for the West Midlands exploring the possibility of formulating a different type of LPSA. This might consider only a few targets relating to some major themes or targets which have outcomes of a longer-term nature.

RISK MANAGEMENT STRATEGY

5. The Committee has noted the Council's revised Risk Management Strategy and arrangements for the development, promotion and monitoring of Risk Management within the Authority

REVENUE BUDGET MONITORING 2003/04

6. The monitoring report based on spending as at 31st January, 2004 projected a net underspending for 2003/2004. The County Treasurer informed the Committee that the latest indications were that the position was better than had been estimated.

CAPITAL PROGRAMME MONITORING

7. The Committee has noted the capital programme forecast and the expectation that no resources available to the Council on the condition that they are spent in the current year will be lost. It has, however, been advised that expenditure had been a little slower than considered desirable and that this would be reviewed.

BEST VALUE REVIEW OF THE INSPECTION ADVICE AND LIAISON SERVICE

8. The Committee has endorsed the recommendation of the Education Scrutiny Committee on the Stage 3 report of the Best Value Review of the Inspection, Advice and School Performance Service that the Service be retained within the Council but restructured and managed through a Local Partnership Board.
9. In doing so it has, however, also recommended that in considering his response to the Review and its recommendations and the formulation of an Improvement Plan the Cabinet Member (Education) consider how best to ensure that the Council's and the Executive's authority over the running of the Service and the Service's independence is maintained. It has also suggested that consideration be given to the Gershon efficiency review of Government Services.

PERFORMANCE MONITORING – CORPORATE HEALTH

10. The Committee has noted the Council's corporate performance in relation to the Best Value Indicators. Three of these indicators relate to processing housing benefits and show a need for improvement in the Revenues and Benefits Service. The Committee has received a further detailed report on the Service. It has noted the ongoing changes at national level to the way benefits must be administered, their impact on performance in the short term and action being taken to minimise the effects. It has also noted measures in place to deliver improved performance in the longer term.

ISSUES CONSIDERED BY THE INDIVIDUAL SCRUTINY COMMITTEES

11. 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 not all of which are dealt with above because they arise from its role in fulfilling its remit to scrutinise the Policy and Finance Programme area, rather than being of Council-wide significance, are listed for completeness.

Summary By Programme Area

Education

12. The Education Scrutiny Committee met on 5th April 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Inspection Advice and School performance Service Stage 3 report
Policy Development and Review	School Transport – Interim report Pupil Admissions – Transfer of year 6 Pupils to High Schools
External Scrutiny	
Improvement (Performance Management and Review)	Herefordshire Childcare Information Service School Opinion Survey – Quality of LEA Services Ofsted School Inspections Race Relations Act 200 – Monitoring of Incidents in Schools Monitoring of Capital and Revenue

	Expenditure Sure Start – 2 Year Plan Early Years Education – “Communication Matters”
Other	

13. The Environment Scrutiny Committee met on 2nd April, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Implementation of Improvement Plans
Policy Development and Review	Car parking Strategy Polytunnels
External Scrutiny	
Improvement (Performance Management and Review)	Capital Budget Monitoring Revenue Budget Monitoring Performance Indicators
Other	Work Programme

14. The Health Scrutiny Committee met on 6th and 29th April, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	West Midlands Regional Overview and Scrutiny Survey
Other	Ear Nose and Throat Service Consultation Health And Social Care Involvement Strategy Event

15. The Social Care and Housing Scrutiny Committee met on 8th April, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	Adoption and Fostering Services – update Physical Disability Services – Stage 1 Report
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Supporting People Programme Budget/Performance Monitoring
Other	Work Programme

16. The Social and Economic Development Scrutiny Committee met on 15th April, 2004 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	

Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Performance Indicators Revenue Budget
Other	Work Programme

17. The business conducted by the Strategic Monitoring Committee at its meeting on 26th April, 2004 is summarised below.

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	Inspection Advice and Performance Service Transport Revenues and Benefits Service Improvement Plan
Policy Development and Review	Property Management Risk Management Strategy
External Scrutiny	
Improvement (Performance Management and Review)	Capital Programme Monitoring Revenue Budget Monitoring Local Public Service Agreement Performance Monitoring – Corporate Health Housing Benefits Land Charges
Other	Work Programmes.

18. In discussing the work programmes it was suggested that there would be benefit to the Council as a whole in having a seminar on the Council's emergency planning arrangements in the Autumn once the new Emergency Planning Officer was in post and the Civil Contingencies Bill, currently under consideration by Parliament, enacted.

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

BACKGROUND PAPERS

- Agenda Papers of the Meeting of the Strategic Monitoring Committee held on 26th April, 2004.

REPORT OF THE HEREFORD & WORCESTER COMBINED FIRE AUTHORITY TO THE CONSTITUENT AUTHORITIES

Meetings Held on 18 December 2003, 18 February 2004 and 19 March, 2004.

OPERATIONAL ACTIVITY

1. During the period 1 April 2003 to 31 March 2004 the Brigade attended a total of approximately 1,875 incidents (this includes all types of Fire, All False Alarms and Special Service Incidents). More statistics and details of notable incidents have been reported to the Authority and can be found on the Brigade's website (www.hwfire.org.uk).

PRECEPTING

2. The constituent authorities were advised in November 2003 that it was expected that the Fire Authority would be given the power to set its own precept for 2004/2005. At that time it was highlighted that a particularly important consideration would be to decide upon a prudent level of balances to be accumulated and how they were to be generated and maintained.
3. The power to precept was subsequently conferred upon the Authority as expected. A revenue budget of £26.798 million was set. This incorporated the creation of balances of £1.2 million to cover risk associated with Firefighter pensions, job assimilation and operational contingencies. Based on the declared tax-bases provided by the Billing Authorities a precept, equivalent to £60.21 at Band D was required to fund the budget. This represents around 5% of the total amount payable by a Band D council tax payer.
4. The Brigade remains one of the most economical in the Country. There are 24 national performance indicators applicable to the Brigade. The most recent data available shows the Brigade to be performing in the top 25% of all Brigades against 7 indicators, performing above the national average on 12 and below average on 4, with data unavailable nationally on one indicator.

INTEGRATED RISK MANAGEMENT PLAN

5. It has previously been reported that, as part of the Government's programme to reform and modernise the Fire Service, the Fire Authority was required to prepare an Integrated Risk Management Plan. The purpose of this Plan was to provide a strategic overview of all aspects of service delivery in order to determine their relevance to the Fire Service and, as a consequence, enable the determination of current and future fire policy.
6. The Authority approved its Plan in December 2003. It has been published and circulated to a wide range of Stakeholders and may be viewed on the Brigade's website.
7. The Government stated that the primary objective of the initiative was to make the Fire Service more responsive to locally identified needs and better able to deliver community safety. It was not to be seen as a simple revision of fire cover standards and operational response, but as an holistic and corporate approach to improving community safety generally.

8. A review of fire cover with the introduction, development and application of the new Fire Service Emergency Cover (FSEC) model is a major project. In due course, it will produce outcomes that will impact upon most aspects of the Brigade's service delivery provision and much of its supporting infrastructure, such as strategies for property, IT and training.
9. The national standards of fire cover ceased to apply with effect from 1 April 2004. Pending completion of its review the Authority has agreed that it will maintain the previous standards until it is in a position to set new local response standards and allocate resources on a risk assessed basis based upon FSEC outcomes.

FIRE AND RESCUE SERVICES BILL

10. The Authority has noted the main elements of the Fire and Rescue Services Bill which will drive forward the Government's Modernisation Agenda. This was set out in the recent White Paper "Our Fire and Rescue Service" which was the Government's response to the Independent Review of the Fire Service by Professor Sir George Bain.
11. The aim of the Bill, as stated in the Office of the Deputy Prime Minister's (ODPM) press release, is to "deliver a modern and efficient service designed to meet the challenges of the 21st Century. It will place greater emphasis on prevention work by creating a new duty for Fire and Rescue Authorities to promote fire safety". The main elements of the Bill are set out below:
 - **Safer Communities:** a new duty is to be placed on all Fire and Rescue Authorities to promote Fire Safety. This will underpin the shift towards a more prevention based approach, thereby saving more lives by reducing the numbers of fires occurring in the first place.
 - **Modern Legislative Framework:** existing legislation will be replaced with a new statutory framework that recognises the Fire and Rescue Service's existing role in responding to a range of incidents, for example road traffic accidents, alongside its traditional firefighting role. The Bill will also create a new duty to respond to other emergencies, for example serious flooding and measures to plan for and respond to the new terrorist threat.
 - **National Framework:** the Bill will give statutory force to the Fire and Rescue National Framework, referred to in a later section of this report, and place a duty on the Secretary of State to keep it up to date and report against it.
 - **The Regional Approach:** it proposes to strengthen and streamline existing powers to combine Fire and Rescue Authorities to ensure that, should voluntary regional management arrangements prove unable to deliver functions such as planning for serious emergencies, joint control rooms, procurement and training will be organised on a regional basis.
 - **Civil Resilience:** it will underpin the Fire and Rescue Service contribution to national resilience, through new powers, to direct Fire and Rescue Authorities during particular specific emergencies, to ensure a co-ordinated and strategic response and that resources are focussed where they are needed most.
 - **Reinforcement Schemes:** It will update existing powers to allow Fire and Rescue Authorities to enter into reinforcement schemes with other Authorities, to provide mutual assistance in the discharge of their new core duties under the Bill.
 - **Partnership:** the Fire and Rescue Authority's powers to delegate functions will be extended to cover their new powers and duties, to enable partnership with others, for example in the promotion of Fire Safety. The Bill will retain the present

position whereby an Authority can only delegate its duty for fighting fires to another Authority or others who employ Firefighters.

- **Equipment:** it provides powers for the Secretary of State to procure equipment and services for Fire and Rescue Authorities and to direct them on the use of their equipment, to ensure uniformity of approach across the Service – crucial to national resilience – or in the interest of public safety.
- **Charging:** it maintains the existing ability for Fire and Rescue Authorities to charge for particular services as occurs elsewhere in Local Government. The Bill will continue to exclude the possibility of charging for Firefighting.
- **Negotiating Bodies:** it includes reserve powers to set up new bodies to negotiate pay and conditions of service. Effective negotiating machinery is critical to modernisation. A review of the current National Joint Council (NJC) arrangements is underway but the powers in the Bill could be used to establish new statutory bodies if the review does not result in satisfactory new arrangements. The Bill will also allow Ministers to issue guidance to negotiating bodies, whether or not the bodies are statutory.
- **Engaging Stakeholders:** The Bill will abolish the Central Fire Brigades Advisory Council (CFBAC) which has become too cumbersome and complex and incapable of delivering swift, meaningful change. More effective and flexible stakeholder advisory and consultative forums are already in place to ensure that advice from producers and users of the Service informs future direction. The Secretary of State will be required to consult on all orders made under the Bill for which the CFBAC acted as statutory consultee.
- **Pensions:** the Bill will bring forward existing pension provisions while providing new powers to create new, multiple pension schemes.
- **Devolution:** the Bill will devolve responsibility for the Fire and Rescue Service in Wales to the National Assembly for Wales. Responsibility for the Fire and Rescue Service in Scotland and Northern Ireland is already a devolved matter. The Scottish Executive is consulting on proposals to change the legal framework for the Fire and Rescue Service in Scotland.

DRAFT FIRE AND RESCUE SERVICES NATIONAL FRAMEWORK DOCUMENT

12. As referred to above, the Government has launched the Fire and Rescue Service National Framework (FRSNF), which sets out the Government's expectations for the Service and what actions Fire and Rescue Authorities should undertake.
13. In the accompanying letter to the document, the Minister of State for Local and Regional Government, the Rt. Hon. Nick Raynsford MP, states, "*The Framework is based on a partnership approach. It makes clear the support that the government will provide to Fire and Rescue Authorities, including giving the flexibility they need to meet the specific requirements of their local communities*".
14. The FRSNF document contains a wide range of information, including details regarding the following matters:-
 - **Risk Management and Prevention:** accidental fire deaths in the home to be reduced by 20%. A planned programme of Community Fire Safety work (with partners) will be developed as part of the Integrated Risk Management Plan (IRMP). Premises inspection programmes will be prioritised by "risk to life".
 - **The Regional Approach:** Regional Management Boards were required to be in place by 1st April 2004 with clear aims, delegated powers and plans for Regional

Resilience, Specialist Services such as Fire Investigation, Personnel, Training, Procurement and Fire Control. A national strategy for procurement is also to be implemented regionally.

- **Effective Response:** hoax calls and unwanted signals from automatic fire alarms are to be reduced. The benefits of implementing First and/or Co-responder schemes are to be explored. Resources such as aerial appliances, rope rescue teams, water carriers, road traffic equipment and senior officers are to be shared. Major emergency response plans are to be developed, national incident command management systems employed and recognised good practice adopted. Fire Investigation specialist capacity is to be pooled to provide an effective regional capability.
- **Resilience and New Dimension:** there is to be ODPM funding for the procurement of a national radio system (*Firelink*) to increase resilience and interoperability between emergency services. The Secretary of State is being given power to extend duties of Fire & Rescue Authorities to deal with new threats such as terrorist attacks.
- **Fire and Rescue Staff:** the Human Resources strategy must reflect the needs set out in the IRMP, including use of flexible shift patterns. A regional Human Resource strategy should be drawn up covering recruitment, training, health & safety, discipline, equality and occupational health. New disciplinary procedures are to be introduced based on ACAS best practice guidance.
- **Workforce Development:** when implementing the Integrated Personal Development System, nationally developed standards for assessing candidate potential are to be used. Systems are to be put in place and managers trained to ensure consistency of workplace assessments and their recording. Training is to be delivered in line with the national workforce development strategy.
- **Finance:** opportunities for efficiency improvements are to be utilised consistent with duties under Best Value and the Government's objectives to reduce accidental deaths from fire in the home and deliberate fires.
- **Effective Performance Management:** the Audit Commission is to introduce an inspection regime based on the Comprehensive Performance Assessment (CPA) system. Best Value will remain an important tool for reviewing/managing performance against key objectives. *Implementing e-Government* (IEG) strategies are to be used to meet key objectives of the Brigade, Government White Paper and National Framework.
- **Research:** Fire & Rescue Authorities should draw on relevant research, avoid duplication and share information. Fire & Rescue Authorities should participate in review processes, complete ODPM returns and help ODPM establish a fully electronic data collection system.

CHARGING FOR SPECIAL SERVICES

15. As referred to above the Fire and Rescue Services Bill contains a provision for the Secretary of State to regulate the services for which Fire and Rescue Authorities could charge.
16. The Office of the Deputy Prime Minister has issued a consultation document on charging by Fire and Rescue Authorities.
17. The Authority has noted the complexities related to the introduction of charges. It has considered a number of specific issues including charging for fire safety advice, road traffic collisions, animal rescues and repeat false alarms from automated systems.

18. A response has been submitted on the basis that the Authority is minded to accept the principle of charging for some elements of non-statutory services in respect of fire safety consultancy services and Automatic Fire Alarms. It is not, however, minded to support the case for charging in the case of Road Traffic Collisions and animal rescues.
19. The Authority has recognised that as the cost of attending incidents varies, depending, for example, on the time involved and whether they are attended by whole-time or part-time staff there is a need to ensure that charges are equitable. It has suggested that an agreed national framework would be helpful. It has also requested that the operation of a charging scheme should not be to the Authority's financial detriment, taking particular note of the costs of administering any scheme.

REGIONAL MANAGEMENT BOARDS

20. The Fire and Rescue Services Bill also refers to the Government's regional approach. Fire Authorities were required to establish Regional Management Boards (RMBs) before 1 April 2004 in the currently defined English Regions. For the West Midlands, this comprises the Hereford and Worcester Combined Fire Authority, Shropshire Combined Fire Authority, Stoke-on-Trent and Staffordshire Combined Fire Authority, Warwickshire County Council and the West Midlands Fire and Civil Defence Authority. The RMBs are required to take responsibility for delivering, in accordance with national policies, the following six strategic functions:
 - Resilience to emergencies especially potentially chemical, biological, radiological or nuclear attacks;
 - Specialist or common services where appropriate such as fire investigation;
 - Regional control rooms;
 - Regional level procurement or procurement to national standards;
 - Regional training strategies and delivery;
 - Introducing regional personnel management and human resources management functions.
21. Authorities were warned that failure to comply with this requirement would mean the abolition of the existing Fire Authorities and their replacement with a single combined Fire Authority for the entire region.
22. The Authority has given the necessary approvals and a Regional Management Board has been established within the required timescale for the West Midlands Region.

THEMATIC REVIEW 2003 – THE FIRE AND RESCUE SERVICE WORKING WITH YOUNG PEOPLE IN THE COMMUNITY

23. The Authority has noted a Thematic Review published by Her Majesty's Fire Service Inspectorate setting out reasons why the Fire Service needed to work with young people, a number of possible programmes and details of the Brigade's current activities.
24. Fire Service work with young people falls into two broad areas: schemes or programmes aimed mainly at fire prevention education and specialised schemes or programmes which have defined, wider social aims. Six main reasons were identified why the service needed to work with young people
 - **Fire prevention life skills:** teaching children and young people about fire to enable them to understand the dangers and deal with the risks.

- **Fire prevention influence:** children and young people can have great influence on those around them whether family, friends or others.
- **Fire Service empathy:** children and young people should have the opportunity to understand and support the role and aims of the Fire Service. As 'young citizens' and members of individual communities, they need to be aware of the impact and consequences of anti-social activities such as malicious false alarms and fire setting.
- **Role model influence:** the Fire Service is recognised by all from the youngest children to older people. It has a responsibility to use its resources, skills and influence to set an example to young people and encourage standards of good citizenship.
- **Representative workforce:** developing positive and informed links between the Fire Service and young people will help to ensure that the service has a workforce which is representative of the community that it serves.
- **Staff development:** working with young people can develop Fire Service personnel through improved community focus, tolerance and communication.

COMMUNITY FIRE SAFETY

25. The Authority has noted progress on a wide range of community fire safety initiatives.

BBC Good Food Show

26. Following a successful pilot at this event in November 2002, the National Community Fire Safety Centre (NCFSC) in partnership with the Brigade, part-funded a large stand at the BBC Good Food Show 2003 to promote Kitchen Fire Safety in the Home.
27. This was a joint venture between the National Community Fire Safety Centre, West Midlands Fire Service and Warwickshire Fire and Rescue Service with Hereford and Worcester Fire Brigade leading the project, especially regarding appropriate Fire Safety marketing and promotion. Many of the ideas, concepts and resources are now being utilised within the Brigade to enhance promotions in Herefordshire and Worcestershire. Research gathered at the show will be analysed and shared with the NCFSC to help plan future safety initiatives and national campaigns.

National Campaign Update - Push The Button –Not Your Luck!!

28. The Brigade supported the two-phase autumn national campaign focusing on smoke alarm maintenance, run in September and December 2003, involving hard-hitting TV adverts prompting the public to check their smoke alarms. Phase two of the national campaign involved staff distributing approximately 10 000 leaflets at a wide range of venues, talks and visits. This campaign provides added prominence to the Brigade's Home Fire Safety Check scheme that provides year round coverage of smoke alarm maintenance issues in dwellings.

National No Smoking Week and careless smoking campaign

29. In preparation for National No Smoking Week 2004, the Brigade's CFS department approached the NHS with a view to co-ordinating a joint campaign in Hereford and Worcester for the benefit of both partners. The campaign focused both on the health benefits of stopping smoking and also the reduction of fire risk within the home. In Worcestershire, this issue has progressed with the formation of the 'Smoke Free Worcestershire Alliance', a multi agency partnership that has affiliation across a wide

spectrum of countywide public and private sector organisations. Nationally, smoking accounts for around a third of all fire death causes. The formation of groups such as this therefore represents an important opportunity to widen the target audience for safety messages. The Brigade will actively contribute to this alliance with the express aim of promoting health improvement and fire safety in the home.

30. The National Community Fire Safety Campaign (NCFSC) has also recently run a high profile campaign including radio and television advertising. This was differentiated from the current round of 'health' related smoking campaigns by avoiding the direct health issues and concentrating on the risks of fire.

Schools Fire Safety Education Programme

31. A significant amount of work has continued through the Brigade's preventative education programmes with a number of new initiatives having been implemented. Overall, this has enabled the Brigade to increase greatly the numbers of young people who receive safety messages. The education assistants who deliver the schools programme to rural areas have enabled the Brigade to nearly double its coverage. It is estimated that for a full academic year of delivery of the schools programme, in excess of 18,000 young people will receive safety advice.
32. The Brigade is currently finalising production of a new Key Stage 3 education package aimed at 11 to 14 year olds. The new package will extend existing Key Stage 3 resources through the provision of a teacher-led classroom programme targeting hoax calls and secondary fires. A courtroom scenario will focus young people's attention on causes and consequences of such fires and will fit within the context of the Personal Social Health Education curriculum. This package will also contribute towards tackling the wider issue of anti-social behaviour. A pilot will be run in the early summer in preparation for a full launch in the new education year in September 2004.
33. In January, the Brigade also participated in a national survey of current educational activity and programmes conducted on behalf of the Office of the Deputy Prime Minister (ODPM). This survey will evaluate the range and effectiveness of educational materials in use across Fire and Rescue Services in England and Wales. This work will allow the ODPM to identify best practice in terms of specific resources that can then be disseminated nationally. Overall the Brigade was seen to be well advanced in its approach to preventative education work. The full impact of this research will be published later in the year.

Caribbean Community Event

34. Redditch Fire Station hosted a Community Fire Safety (CFS) event for the local Caribbean Youth and Drama Club (which caters for children from a variety of ages and cultural backgrounds). Twenty-three children attended the event with their parents and the local media. All children received an Educational Pack in one of the Brigade's 'homework brief cases'. The parents also took home a promotional oven glove, kitchen notepad and relevant Fire Safety literature.
35. The Brigade's Community Development Officer originally met with the Redditch Caribbean Youth and Drama Club leaders, at their stand at the Redditch African Caribbean Fun Day. Links were established and an educational visit to Redditch Fire Station was organised by CFS with the support of the duty watch and the Droitwich Young Firefighters Association.

Malvern Heartstart Group

36. On Saturday 7 February 2004 trained Firefighters were available at Malvern Fire Station, together with representatives from Malvern's Heartstart Group to provide

life-support training and a talk on Community Fire Safety issues. The sessions which covered cardiac pulmonary resuscitation and what to do if someone has a heart attack or is choking or bleeding were held at the Fire Station in Malvern Link. The event was successful and well supported with about 40 people attending from the local community.

FIREFIGHTING EQUIPMENT FOR CHERNOBYL

37. The Authority has approved the donation of a redundant fire appliance and equipment to the Chernobyl 2000 Charity in order to provide basic firefighting facilities to the area.
38. Whilst the terrible events of Chernobyl seem to have faded from the memories of many, the effects on the communities in the Chernobyl area are life threatening and long-term. The lack of basic firefighting equipment has resulted in a number of serious fires which have included the complete loss of an orphanage and geriatric hospital.
39. The appliance which is 20 years old and a small quantity of redundant time expired equipment are estimated to be worth approximately £2,000. The costs associated with shipping and training firefighting staff will be covered by the Chernobyl 2000 Charity.

EQUAL OPPORTUNITIES

40. A self-assessment of Equality and Diversity Practice across the organisation has now been completed. This has been a major piece of work, which has seen each operational, procedural and policy area examined for its impact on equality. The process has also led to the identification of Equality and Diversity Champions within departments, who have assisted this process.
41. This self-assessment is currently being reviewed and will result in local and strategic objectives, which will inform the Equality and Diversity Strategy, due to be published shortly. Guidance was produced and distributed to staff and members of the Authority on the new employment regulations on Religion and Belief and Sexual Orientation, which came into force in December 2003.
42. The Authority has also received a report on progress on implementing female facilities at all relevant locations. Of the 28 locations this involves, work has been completed at 22, and is due to commence on 3 more. Interim short-term measures are to be implemented at two fire stations and a detailed options appraisal is underway at one station.

LOCAL PUBLIC SERVICE AGREEMENTS

43. As previously reported, the three year Local Public Service Agreements (LPSAs) entered into by each of the constituent authorities both contain an objective to be delivered in partnership with the Brigade: to achieve a reduction in the incidence of accidental fire and fire related deaths. The Agreements have a three-year life cycle to March 2005. The Authority continues to make excellent progress in reducing accidental dwelling fires and associated injuries through frontline prevention initiatives such as Home Fire Safety Checks and the Schools Fire Safety Education Programme.
44. As reported previously, although performance to date has been extremely encouraging, success in LPSA terms is measured by performance during the final year of the agreements. Whilst current performance indicates that the Authority can achieve the 'stretched' targets, work must continue to align strategies and prevention resources to those aspects most at risk in the final year to achieve success overall.

PROPERTY ISSUES

45. The Authority has approved an Asset Management Plan to promote the delivery of the Brigade's corporate objectives and to align the role of its capital assets in support of the modernisation of the Fire Service.
46. In pursuance of these objectives the Authority has approved the purchase and development of land for the provision of a new Brigade Headquarters. This will be combined with a new workshops facility and will be a key priority over the next two years. Her Majesty's Fire Service Inspectorate identified the need for a new headquarters as a high priority for action in its report on the Brigade in April 2002.

Best Value Reviews

47. Best Value Reviews of Administration and Vehicle Fleet Management have been completed. The Authority has adopted the findings of both reviews and Improvement Plans will be implemented accordingly.

AUDITORS MANAGEMENT LETTER

48. The Authority's Auditors PriceWaterhouse Coopers have presented their management letter to the Authority. They issued an unqualified audit opinion on the accounts for 2002/2003 and on the Authority's Best Value Performance Plan.

ETHICAL STANDARDS

49. The Authority's Standards Committee has reported on a range of issues. The Authority has adopted a description of the role of the Monitoring Officer and a protocol for Member/Officer relations. The Committee has also found that there is compliance with those aspects of the Authority's Code of Corporate Governance which are its responsibility to monitor and this finding will be fed into the annual review of the Code.

FIRE STATION OPEN DAYS

50. Fire Station open days offer the opportunity for Members and local communities to meet their Firefighters, many of whom live and work within these same communities. The events allow the Brigade to present Community Fire Safety information by demonstrations and other visual displays, and other operational information relating to the services provided. The events vary from Station to Station and each commits considerable time and effort to making public access fun and informative. Dates are listed below.

Station	Dates	Times
Ross on Wye	Saturday 8 May 2004	1400 Hours
Whitchurch	Sunday 23 May 2004	1400 Hours
Pershore	Monday 31 May 2004	1100 to 1600 Hours
Bewdley	Saturday 5 June 2004	1100 TO 1600 HOURS
Redditch	Saturday 5 June 2004	1200 to 1600 Hours
Droitwich	Saturday 19 June 2004	1200 to 1600 Hours
Fownhope	Sunday 20 June 2004	1200 Hours

Station	Dates	Times
Kingsland	Sunday 20 June 2004	1400 HOURS With Village Show
Ledbury	Saturday 26 June 2004	1100 Hours
Upton upon Severn	Saturday 26 June 2004	1300 to 1600 Hours
Tenbury Wells	Saturday 26 June 2004	1800 to 2100 Hours
Bromyard	Sunday 4 July 2004	1400 Hours
Worcester	Saturday 10 July 2004	1100 to 1600 Hours
Pebworth	Saturday 17 July 2004	1200 to 1600 Hours
Broadway	Saturday 31 July 2004	1200 to 1600 Hours
Bromsgrove	Saturday 31 July 2004	1100 to 1500 Hours
Peterchurch	Saturday 7 August 2004	1300 to 1600 Hours
Evesham	Saturday 14 August 2004	1200 to 1600 Hours
Leominster	Saturday 14 August 2004	1400 Hours
Kidderminster	Saturday 21 August 2004	1200 to 1600 Hours
Stourport on Severn	Saturday 21 August 2004	1200 to 1600 hours
Kington	Sunday 22 August 2004	1030 Hours
Hereford	Saturday 28 August 2004	1000 to 1600 Hours
Eardisley	Monday 30 August 2004	1400 HOURS WITH VILLAGE SHOW
Malvern	Saturday 4 September 2004	1000 to 1500 Hours
Leintwardine	Sunday 5 September 2004	1400 Hours
Ewyas Harold	Friday 10 September 2004	1830 Hours Major Refurbishment – Station Re-Opening

DAVID O'DWYER
CHIEF FIRE OFFICER/CHIEF EXECUTIVE
HEREFORD AND WORCESTER COMBINED FIRE AUTHORITY
MARCH 2004

BACKGROUND PAPERS

Agenda papers of the meeting of the Combined Fire Authority held on 18 December 2003, 18 February, 2004 and 19 March, 2004.